

BANK OF PAPUA NEW GUINEA

POSITION DESCRIPTION

DEPARTMENT MANAGER, PAYMENT SYSTEMS DEPARTMENT

This Position Description outlines the role, skills, relationships, authorities and accountabilities. The position's competencies and The BPNG's values are included. These form the basis for Job Evaluation, Performance Appraisal (setting key result areas and targets) and Recruitment.

1. Purpose Statement for the Department Manager, Payment Systems

This Department has primary responsibility for the following BPNG functional responsibilities:

- i. Provide for a secure and efficient payment, clearing and settlement system.

Contributes as appropriate to the performance of other functions, including

- i. Formulate and implement monetary policy.
- ii. Manage foreign exchange reserves.
- iii. Supervise and regulate the financial system.
- iv. Provide monetary and financial advice to government in the broader economic context.

Contribute to the overall achievement of BPNG's strategic objectives and the performance of other functions as appropriate.

2. Role of Department Manager, Payment Systems

The *Department Manager, Payment Systems* is accountable for developing and implementing the payment systems strategies and programs in the Bank in order to achieve the department's objectives and The BPNG's objective of promoting an efficient national and international payments system.

The incumbent must keep abreast of new operational, regulatory and technological developments in payment systems domestically and internationally in an effort to assist in leading and adopting changes in payment systems policies and trends. As necessary and appropriate the incumbent will take the initiative in promoting new developments in the PNG National Payments System.

Additionally, the jobholder must establish effective channels for direct communication between the Department and key domestic stakeholders and international institutions.

The primary role of *Department Manager* is to effectively and efficiently manage and lead his/her staff in the:

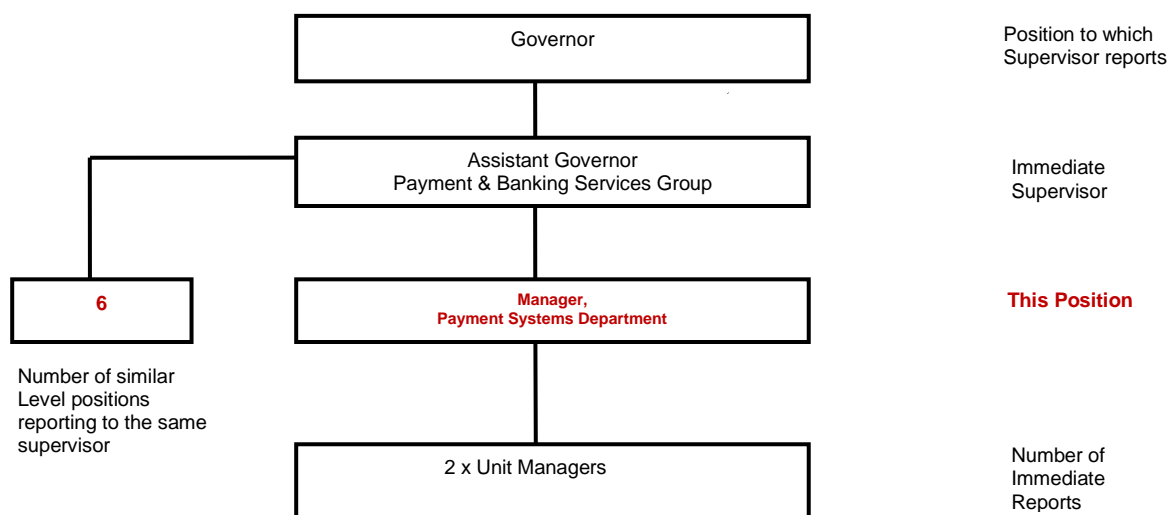
- i. Development, operation and facilitation of payment, clearing and settlement systems activities.
- ii. Sponsorship of development programmes and projects in payment systems; and
- iii. Delivery of support and contributory responsibilities.

3. Educational Qualification, Experience & Skills

The *Department Manager* is required to have:

- i. A degree in Economics, Finance, Banking or other related field.
- ii. A strong understanding of, and ten or more years' relevant experience in, commercial banking.
- iii. Five or more years in management roles.
- iv. Understanding or experience of the functions and role of a *Central Bank*.
- v. Understanding or experience of banking, payment systems in general and clearing and settlement technology.
- vi. Familiarity with project management concepts.

4. Reporting Relationships



The Department Manager, Payment Systems is one of two (2) Department Managers who reports directly to the Assistant Governor, Payments & Banking Services Group (P&BSG). The remaining direct report include Banking Department Manager.

5. Working Relationships

The *Department Manager* is directly accountable to the *Assistant Governor, P&BSG* and provides support to the *Governor* in relation to the functions outlined. This position also liaises closely with all *Assistant Governors, Department Managers* and *senior staff* as appropriate to provide necessary advice and support on matters relating to the *Payments system*.

The *Department Manager* has external working relationships with

- i. Relevant senior government and private sector officials from *Department of Treasury, Department of Finance, Internal Revenue Commission, PNG Customs Service* and other government service agencies.
- ii. Senior managers from commercial banks, telecommunication companies, information technology service providers, and other relevant parties in the commercial sector.
- iii. Representatives of international agencies relevant to the job's functions, including senior officials from other central banks and other international partners, in particular WB/IFC on matters related to banking, payment and settlement systems.
- iv. Other departments of the BPNG, in particular the ICT Department with a view to assuring the ongoing correct operation of key systems, especially KATS, BSS and REPS, within the parameters laid down in SLAs between the Payment Systems and ICT Departments.

The *Department Manager* will

- i. Be directly accountable to the *Assistant Governor, P&BSG*.
- ii. Be directly responsible for *Unit Managers in: Kina Automated Transfer System (KATS) Operation and Retail Electronic Payment System (REPS) Operation Units*, along with a Department Secretary
- iii. Be directly responsible for the work of unit or project managers leading the Payment System Development or major projects associated with payment system development.
- iv. Be indirectly responsible for other staff within the Department.
- v. Liaise and work closely with the Governors and other Department Managers.
- vi. Develop and maintain close working relationships with appropriate external parties.

6. Authorities and Delegations

Financial: (authority limits, budgets)

- i. Seek approval of Assistant Governor, P&BSG for expenditure beyond the delegated authority of K10,000.
- ii. Seek approval of the designated management committee for administrative matters beyond approved budget.

Staffing: (Authority to recruit, review performance)

- i. Authority to appoint Staff at Band 5 and below.
- ii. Authority to fill Department vacancies within approved establishment.
- iii. Recommend to appoint Unit Managers and Staff above Grade 9.
- iv. Recommend reviews of establishment.
- v. Responsible for training and development of PSD staff.

Policy/Procedure: (Authority to vary policy, recommend change)

- i. Develop and/or review payment systems guidelines in line with statutory requirements.
- ii. Be responsible for the development and enforcement of payment systems regulations, rules, policies and procedures in line with best practice and business requirements.

7. ACCOUNTABILITIES

7.1 Provide for a Secure and Efficient Payment, Clearance and Settlement System

Key Activities

- i. Involve and co-operate with stakeholders in the development and promotion of the National Payment System;
- ii. Develop planning and scheduling and provide sponsorship and leadership for the implementation of programmes and projects to develop new National Payment System, including the following likely components of that work;
 - a. Procure and develop Retail Electronic Payment System (REPS)
 - b. Implement direct debit transfer
 - c. Continuing development of the KATS system, eg extension of AML module functions, Instant Funds Transfer (ITF) and extending membership to additional participants;
 - d. Develop and enhance the payment systems and Clearing House Rules and operating procedures to cater for new business initiatives;
 - e. Promote competition, co-operation and encouragement for the development and adoption of technical standards in the National Payments System;
 - f. Facilitate and participate in development of new business initiatives, such as ATM cross system linkage and mobile phone payment system, etc;
 - g. Identify and take measures to prevent or minimise systemic risks in the national payments system;
 - h. Develop and continuously review the legal and regulatory framework to regulate and support payment systems;
 - i. Conduct education and awareness and disseminate information to stakeholders in development of the National Payments System;
 - j. Arbitrate in the event of complaints and handle compensation procedures;
- iii. Work with the Payment Systems Oversight function within Finance Regulations & Supervision Group (FR&SG) to ensure the ongoing safe and effective operation of the National Payments System;
- iv. Ensure that the domestic payment system keeps abreast with international developments and best practices;
- v. Conduct research and continuously review payment systems and practices with the aim of introducing and implementing strategies to enhance existing payment systems.
- vi. Manage database systems associated with payment systems.

7.2 Contribute to the Bank's Long-Term and Short-Term Plans

Key Activities

- i. Contribute to the development of the Bank's long-range strategies and objectives and help monitor their achievement
- ii. Provide advice and participate in decision making on the Bank's operational plans and resource allocations
- iii. Ensure compliance with all legal, statutory and organisational policy requirements

7.3 Ensure the Development of the Payment Systems Department Capability

Key Activities

- i. Work in close co-operation with the ICT Department to ensure that the key payment systems operated by The Bank perform according to agreed standards as enshrined in relevant SLA's.
- ii. Ensure performance management system processes are carried out for all Department staff on a timely basis;
- iii. Identify staff development and training requirements are met within budget

7.4 Manage the Payment Systems Department & its Budget

Key Activities

Prepare, implement and report on operational work plans and budgets

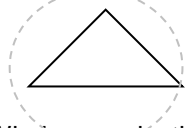
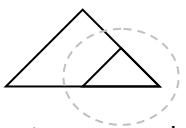

7.5 Support the Bank's Corporate Values: Efficiency; Professionalism; Accountability; Teamwork; Transparency and Integrity.

Key Activities

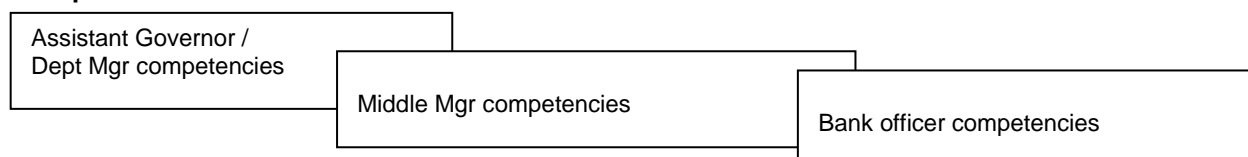
- i. Demonstrate behaviours consistent with the Bank's values.
- ii. Encourage staff in the Department to demonstrate behaviours consistent with the Bank's values

8. Requisite Competencies of the Role

Core Competencies Matrix

Deputy Governor / Dept Mgr	Middle Mgr	Bank officer
<i>Primary focus</i>		
		
Whole organisation	The team or workgroup	Individual role

Overlap



Core Competencies

Assistant Governor / Dept Mgr	Middle Mgr	Bank officer
<i>Planning</i>		
<input checked="" type="checkbox"/> Participates in the development of the <i>organisation's</i> strategic planning <input checked="" type="checkbox"/> Develops quarter Department plan and budget <input checked="" type="checkbox"/> Benchmarks the Bank against best practice for the industry <input checked="" type="checkbox"/> Establishes a plan to develop and maintain a broad awareness of industry and market place trends	<input type="checkbox"/> Develops and reviews the <i>work group's</i> operational and project plans <input type="checkbox"/> Establishes plans to develop core competencies within the work group <input type="checkbox"/> Plans and schedules staff work	<input type="checkbox"/> Develops <i>individual</i> task plans in support of work group and project plans <input type="checkbox"/> Develops individual development plan to support core values, core competencies and the organisation's policy <input type="checkbox"/> Develops plan to up-date and maintain specialist competencies
<i>Organising</i>		
<input checked="" type="checkbox"/> Aligns the organisation with its strategic positioning through its: <ul style="list-style-type: none"> • Structure • Systems & processes • Values • Leadership focus • Strategic projects 	<input type="checkbox"/> Aligns the work group with the organisation's strategic positioning through its: <ul style="list-style-type: none"> - work flow design - position descriptions - team & individual behaviours (in support of corporate values) - work priorities of the group - the application of project management practices 	<input type="checkbox"/> Aligns individual contribution with the work group's commitments through his/her: <ul style="list-style-type: none"> - task priorities - personal behaviours - support of team members - the application of basic project management practices
<i>Execution and Decision-making</i>		
<input checked="" type="checkbox"/> Determines and confirms delegations and authority levels <input checked="" type="checkbox"/> Makes organisation-wide decisions on policy and procedure <input checked="" type="checkbox"/> Takes accountability for strategic decisions <input checked="" type="checkbox"/> Timely and considered processing of requests and tasks to the overall benefit of BPNG	<input type="checkbox"/> Acts within delegations <input type="checkbox"/> Seeks consensus yet leads where necessary <input type="checkbox"/> Interprets policy for staff in work group <input type="checkbox"/> Takes accountability for work group decisions <input type="checkbox"/> Timely processing of requests and tasks to the benefit of the department/unit	<input type="checkbox"/> Follows directions <input type="checkbox"/> Works co-operatively <input type="checkbox"/> Complies with the organisation's policies and procedures <input type="checkbox"/> Takes accountability for individual task decisions <input type="checkbox"/> Timely processing of requests and tasks

Core Competencies

Deputy Governor / Dept Mgr	Middle Mgr	Bank officer
Leadership		
<input checked="" type="checkbox"/> Creates a cultural environment that fosters growth, development & innovation	<input type="checkbox"/> Creates a work group environment that fosters growth, development & innovation	<input type="checkbox"/> Demonstrates initiative in supporting growth, development & innovation within the work group

<input checked="" type="checkbox"/> Fosters organisation-wide co-operation and relationship effectiveness <input checked="" type="checkbox"/> Sets an example to the whole organisation <input checked="" type="checkbox"/> Takes accountability for the organisation's impact and behaviours <input checked="" type="checkbox"/> Communicates (written and oral) effectively in undertaking the accountabilities of the position	<input type="checkbox"/> Facilitates co-operation and relationship effectiveness with the work group <input type="checkbox"/> Sets an example to the work group <input type="checkbox"/> Takes accountability for the work group's impact and behaviour <input type="checkbox"/> Communicates (written and oral) effectively in undertaking the accountabilities of the position	<input type="checkbox"/> Contributes to team effectiveness <input type="checkbox"/> Sets an example to work colleagues <input type="checkbox"/> Takes accountability for individual impact on self and others of personal behaviour <input type="checkbox"/> Communicates (written and oral) effectively in undertaking the accountabilities of the position
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Performance Management

<input checked="" type="checkbox"/> Promotes and facilitates 'team effectiveness' within and between work groups within the organisation. <input checked="" type="checkbox"/> Provides clear expectations and structure for effective operations management and project management within the organisation <input checked="" type="checkbox"/> Fosters and mentors people with leadership potential <input checked="" type="checkbox"/> Monitors and measures key operational systems and strategic projects to improve own and organisational performance <input checked="" type="checkbox"/> Establishes and maintains controls for the organisation's resources <input checked="" type="checkbox"/> Participates in the organisation's mandated performance management processes	<input type="checkbox"/> Facilitates team effectiveness within the work group <input type="checkbox"/> Provides clear expectations and structure for teamwork and individual work <input type="checkbox"/> Establishes and maintains controls for work group's resources <input type="checkbox"/> Monitors and measures team processes and projects to improve own and team performance <input type="checkbox"/> Participates in the organisation's mandated performance management processes	<input type="checkbox"/> Contributes to team effectiveness <input type="checkbox"/> Seeks clarity of expectation and structure for making an effective individual contribution <input type="checkbox"/> Participates in the organisation's mandate performance management processes
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Relationship management

<input checked="" type="checkbox"/> Establishes and maintains effective relationships with key stakeholders <i>external</i> to the organisation (e.g. government, customers, suppliers, peers in other relevant organisations) <input checked="" type="checkbox"/> Establishes and maintains effective relationships with key <i>internal</i> stakeholders (e.g. peers, employee groups) <input checked="" type="checkbox"/> Is sensitive to and responsive to the current and possible future needs of internal and external stakeholders	<input type="checkbox"/> Establishes and maintains effective relationships with the work group's internal and external customers and suppliers <input type="checkbox"/> Establishes and maintains effective working relationships with peers and people in other work groups <input type="checkbox"/> Is sensitive to and responsive to the current and possible future needs of internal and external customers and suppliers	<input type="checkbox"/> Establishes and maintains effective relationships with peers, customers and suppliers who are necessary for the position's effective functioning <input type="checkbox"/> Is sensitive to and responsive to the needs of the position's internal customers, suppliers and internal colleagues (impacting on or impacted by the position's effective functioning).
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Core Competencies

Deputy Governor / Dept Mgr	Middle Mgr	Bank officer
<i>Customer focus</i>		
<input checked="" type="checkbox"/> Establishes and maintains protocols and programs that ensure the organisation's systems and services internally and externally are customer focussed <input checked="" type="checkbox"/> Monitors, measures, and continually improves the organisation's customer focus <input checked="" type="checkbox"/> Seeks regular feedback from	<input type="checkbox"/> Establishes and maintains work group process and behaviours that ensure the services of the group are customer focussed <input type="checkbox"/> Monitors, measures, and continually improves the work group's customer focus <input type="checkbox"/> Seeks regular feedback from	<input type="checkbox"/> Establishes and maintains a customer focussed orientation in the performance of day-to-day work <input type="checkbox"/> Monitors, measures, and continually improves the own customer focus <input type="checkbox"/> Seeks regular feedback from customers of the position about

key customers of the organisation about their perceptions	key customers of the work group about their perceptions	their perceptions
	Technical Proficiency	
[√] Broad understanding of specialist and task skills to enable effective long-term management and strategic deployment of Bank officers across functions and within cross-discipline work teams	[] Broad understanding of specialist and task skills to enable effective day-to-day management of bank officers	[] Focussed specialist and task skills to enable proficient delivery of the technical work required by the position