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ELECTION MANAGEMENT BODY (EMB)
OPERATIONS PROCEDURE MANUALS
DRAFT DISCUSSION PAPER
OPERATIONS PROCEDURES MANUAL THE PROCESS

This paper is written and provided for discussion purposes only. It is offered as a follow up paper to the draft discussion paper on Procedure Manual Content distributed on 22 April 2006.

It deals purely with a process of the development of the procedure manual that might be considered and does not repeat any content requirements which have been previously specified in the EMB Operations Procedures Draft Discussion Paper.

All manuals deemed necessary to develop and publish at any future date should be flexible enough to allow for further development of material, adding, amending and removing content as required. It should also be written in a controlling style, clearly

setting out the requirements of tasks and explaining in enough detail on how each task should be completed, and where appropriate, identifying the outcomes and quality standards required.

It will need to reflect high-level organizational authority and must therefore reflect exactly the legislation and regulations which it produces outcomes for and should also be signed off by the EMBs executive authority.

Suggested Process

Development and Production Team:

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Ideally the production team will encompass a wide and inclusive range of individuals from varying levels of the operations division. For example a manual for Provincial Electoral Officer (PEO) Operational Election procedures should be driven primarily by the PEO managers, but needs to include client groups such as subordinate managers as well as Head Quarter managers and logisticians. The project team must also consider interdepartmental part time members or invited task specific experts to ensure that areas such as financial management and public outreach sections etc, give the best possible mix of knowledge and skills available.

Given the enormity of the project, the team should also consider at different intervals the recruitment of extra personnel to assist with the workloads and putting together the project tasks. This will have three added benefits. The first is enabling an increase in production times. The second is the further participations of a wider variety of individuals in the process and the third is the development of ownership of the project and outcomes by a wider range of staff from the targeted group.

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Team Leader: Given the authority of such a document or set of documents and the implications of passing incorrect/incomplete information through such a mechanism, the team leader (project manager) requires to have a high level of authority within the EMB and appropriate decision-making capabilities. For this reason the team leader of this project should ideally be the director of the division. This person would primarily be responsible for all aspects of the project. A set of responsibility criteria can be developed from further integrated discussion leading on from this paper.

Team Coordinator: In a project as large as writing a set of procedures, ideally many tasks can and in fact should be in progress at any one time. These tasks are required to be coordinated against a (critical) timeline and quality control system including the use of standard formats. The primary function of the coordinator would be to ensure

that each piece of the project is completed to an acceptable standard and on time. They would also act as the direct liaison between the Team Leader and other team members on a daily basis.

Module Supervisors: Module Supervisors become responsible for the investigation of best practice which would include soliciting processes from other PEOs as well as the coordination of the development and writing up of the procedure module. They would work directly with the Team Coordinator to ensure product quality and deadlines were met. The number of Module Supervisors should be further debated/discussed once the final project scope has been determined.

Information Officer: It would be necessary to the process to ensure that all team activities were being recorded and reported on in a systematic and logical sequence, and that feedback was a structured and formal part of the overall team processes. The information officer would be responsible for the collection of appropriate information and reports from each of the team members and ensuring information was recorded and filed in a manner to assist the team meet its final objectives. This position may also be considered as the minute taker and recorder of meetings.

The work process requires to be structured to ensure the Team is able to remain

focused on producing outcomes to set quality standards and deadlines. Medium to long term maintenance of procedure manuals should also be considered at this very early stage of discussion and factored into the project including any review and adjustment processes and ensuring as well as financial planning.

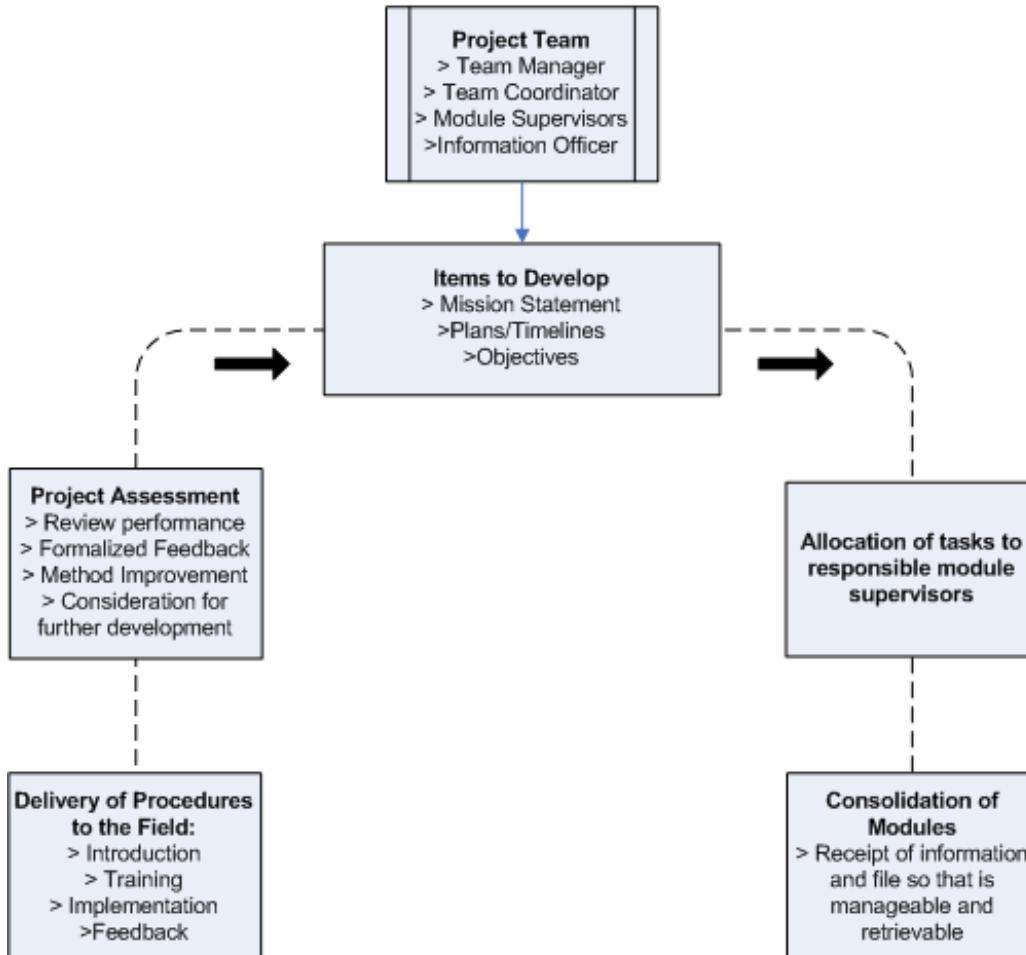
The following flowchart expresses one system that might be considered for the development of the team processes.

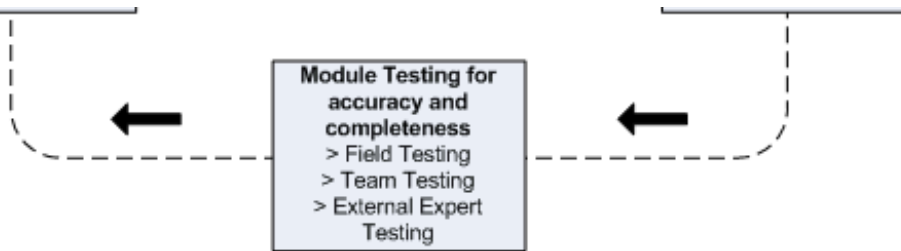
Note: See below for a suggested process model

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Suggested Procedures Manual Process

Monday, April 24, 2006





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ELECTORAL MANAGEMENT BODY (EMB)
DRAFT DISCUSSION PAPER
OPERATIONAL PROCEDURES MANUAL

Background:

The Operations Division preliminary lessons learned workshops identified three outcomes concerning standardization of work practices highlighting the threat to any future electoral body which attempts to move through a new event without addressing these concerns.

These outcomes were:

- A lack of standardized practices throughout the EMB is identified as a threat to the integrity of the outcomes required by that EMB. The satellite nature of these organizations coupled with a wide variation in management skill, knowledge and experience ads to a fracturing of procedures as each individual manages each individual task in isolation from each other and their Head Quarters.
- A set of election and administration based procedure manuals should be developed to assist in the standardization of tasks across the organization as well as encouraging communications between Provisional Offices and Head Quarters when unusual occurrences happen and have to be dealt with.
- A set of Standard Operating Procedures (best practice papers) could also be developed as complimentary documents to procedure manuals to encourage the sharing of information and knowledge within peer groups.

Any procedures that are developed must assist strategic election planning at the provincial office and subordinate office levels and compliment the EMB strategic objectives required to meet any future event requirements.

Concept:

The manuals required would ideally cover procedures for Voter Registration, National electoral events, other electoral events once they have been identified and appropriate legislation and regulations have been put into place, administration as well as finance and budgeting. These manuals could also be broken into time based sections, for example the elections manual could be set out in pre-election, election day and post election modules.

Content and Recognitions:

The following headings are offered for consideration and discussion in pushing forward the subject of writing an Operations Procedures Manual. In many cases these suggestions and heading offered reflect reports and a myriad of documents sourced from EMBS including UKEC, Elections Canada, AEC, ACE Projects and International Idea.

1. ELECTION RECORDS AND ARRANGEMENTS FOLDER (ER&A)

General Information

What is it?

Election Planning and ER&A are detailed records kept so that the PEO, or any

relieving PEO, is constantly aware of the offices level of preparedness for the next electoral event.

When Do You Commence It?

Immediately after the last electoral event.

What Does It Do?

Provides a detailed record of arrangements so that the PEO, or any relieving PEO, can easily review the election arrangements resulting from new information, changes in policy, changes to electoral boundaries and initiatives undertaken by the governorate office (eg appointment and/or abolition of polling places, demographic changes, change of contact officers, changes in transport arrangements, security requirements, etc).

What Does It Contain?

All planning preparations for the governorate, and all election records and arrangements for the next election. The election arrangements from the previous election can and should form the basis for preparation of arrangements for the next election.

ER & A Folder

Core Menu items:

- Numbers and classification of polling officials
- Distribution and return of materials
- Special voting Hospital and other forms of mobile and pre-poll voting
- Voting history and forecast for each Polling Place
- Premises
- Newspaper advertising
- Inventory of forms and equipment
- Ballot paper requirements
- Furniture and equipment
- Financial expenses (Forecast)
- Enrolment statistics from past events
- Polling Place Inspection Reports
- Polling Place detail (appointment/abolition/rename)
- Key staffing Subordinate level managers, Trainers, Polling Centre Managers, Polling Station Supervisors, Temporary staff
- Training of Polling Staff (TOPS) schedule
- Scrutiny arrangements
- Polling weekend

- Work Plans - Election Key Result Areas
 - Voter Register Check and Maintenance
 - Nominations
 - Special voting
 - Materials & Equipment
 - Staffing & Purchasing
 - TOPS
 - Polling Night Notification of Preliminary Figures
 - Special Voting Scrutiny and Exchange of Results

2. Finance

a. Forecasting

i. Based completely on actual costs from the previous event, a list of standard expenditure accounts should be maintained for both historical record keeping (including auditing) and future planning purposes.

Note: This list should not include costs that were incurred from unexpected and or one off programs that cannot be classed as definite future/reoccurring expenditure

b. Budgeting

i. At an appropriate time within the election cycle, a budget should be raised based on standard expenditure accounts from the previous event. New quotations should be called upon to update the information already held in the financial forecast

Note: This list must not include costs that were incurred from unexpected and or one off programs that cannot be classed as definite future/reoccurring expenditure

c. Accounting

i. Linking all expenditure to quotations and to receipts ensuring all expenditure is properly accounted for with appropriate paper trails showing authorizations, contracts and accounts. Creating the income and expense accounts.

3. Voter Registration

Logistics/Security (Include time lines and responsible managers)

Provisional Voters Register (PVR) to PEO to Voter Registration Centers

(VRC) and return

Storage

Transport

Security

Form 91 to PEO to VRC and return to data entry contractor

Contracts

Ongoing supply to data entry contractor and increased activity at end

Storage

Transport

Security contractors, Police, Military

Materials and Equipment

PEOs (Include time lines and responsible managers)

Venues

Staffing

Communications

Transport and distribution of materials to VRC

Local security and storage arrangements

Personal security

VRC (Include time lines and responsible managers)

Venues

Staffing

Communications

Procedures and Procedural Competences

No further action required

Additions

Amendments

Deletions

Retrieval of Form RF to PEO

Client assistance standards

Security

Exhibition and Challenges to Voter Registration and Creation of Final Voters Register (FVR)

Dates, times and venues

Voters, party observers rights to inspect own details
The challenge process grounds for challenging, rules and results
Decision making process and who is responsible
How this process impacts upon the FVR

Communication and Reporting to Head Quarters

Planned flow of information within the hierarchical structure of the registration process

Timely and accurate information sharing

Tools for reporting

Returns

Tracking forms

Communications network issues

Responsibility for Reporting

All levels of the EMB will have reporting responsibilities.

-

The Director of Operations

organize regular meetings with the heads of divisions and sections
address any operational issues arising from the registration process

Security Cycle

Distribution of VRC Registration Form (VCR RF) PEO to VRC

Storage of VRC RF at PEO and VRC

Handling of VRC RF inside VRC

Transportation of VRC RF from VRC to PEO

Tracking VRC RF during these transfer and storage periods

Transportation on an ongoing basis of VRC RF from PEO to Data Entry Contractors/Departments.

Archiving and storage of VRC PR by Contractors/Departments in accordance with EMB instructions

Production of the PVR should be undertaken at a secure facility and location

Security and Logistics of PVR will be in accordance with the contractors plan approved by the EMB

Warehousing Facilities

Warehouse security

Warehouse communications

4. Nominations

- Identifying the processes by which nominations are taken and ensuring that they are clearly spelt out including authorities and responsibilities of appointed officers within the EMB.
- This should also clearly identify a quality control and quality assurance (QC/QA) system that must take place to ensure all data collected and authorized for printing on ballot papers is correct, complete and accurate. A bromide system in which a number of checking links are established and signed off to ensure outcomes. This might include a trail following from Database Section to PEO to HO to EMB Executive.
- A secondary area of quality control should also be considered that nominates an individual position within the EMB that takes overall supervisory responsibility of the process ensuring each link of the quality control system is complied with. In other words, a check to ensure the checking system is being adhered to.

SUGESTED CONTENTS

References

Arrangements

- Training
- Staffing

General Information

- Qualifications
- Lodging Nominations
- Form of Nomination
- Form of Name or Political Identifier to Appear on Ballot Paper
- Accept or Reject Nominations
- Withdrawal of Nominations
- Death of a Candidate

Receipt of Nominations

- Planning for Receipt of Nominations
- Receipt of a Nomination and Candidate's Deposit
- Step By Step Procedures

Close of Nominations

- Important Notes & General Information
- Step By Step Procedures including the identification of QA/QC systems

5. Ballot Paper Draw

- Clearly identify the process by which the ballot paper draw is to be conducted. For example if a randomized or double randomized system is to be used, establish the process, identify the timelines and nominate the responsible officers for the conduct of the draw.
- It should also be recognized that the system may require amendments or alteration for each level of government and responsibilities for the conduct may also need to be devolved to lower levels of the EMB to cater for larger numbers of elections and localized participation. If this is going to occur, the QA/QC becomes paramount to accountability of the process. Extremely strict guidelines to the conduct of and timings must be heavily policed and standardized throughout the country to ensure that there can be no allegations of misconduct or bias on behalf of the EMB.
- All procedures must take into account the public nature of this process and the

scrutiny the press and other stakeholders could be expected to exert over this period of the election process.

SUGESTED CONTENTS

References

Ballot Paper Draw

- The draw (Background and General Discussion)
- Planning Ballot Paper Draw
- Important Notes and General Technical Information
- Step By Step Procedures
- Prepared Speech

6. Ballot Paper Requirements and Standards

- Cost versus presentation of ballot paper should be considered. A standard and repeated layout from event to event may produce a range of cost benefits and increase customer product recognition, however it might also be argued that this

could also produce other security issues.

- It should be noted that the actual task of printing of ballot papers is principally removed from the EMB in a physical sense, be the printing done in country or out of country, once the bromides or PDF files are delivered to the printer, the EMB becomes dependent upon the QC/QA of that particular company. It is recommended and entirely appropriate that the EMB establish a QA/QC officer at the printers for the entire period of the print run ensuring that each set of ballot papers are printed exactly to the established EMB requirements.
- These QA/QC officers should also have the responsibility of custodianship of all ballot papers until final delivery is taken by EMB Operations Logistics personnel.

7. Materials and Equipment

- Any manual produced should note basic lists of materials and equipment and discuss their requirements and use per polling centre/station.
- These should also be broken into sensitive and non-sensitive lists and discuss the handling requirements of both sets of materials.
- Preparation and receipt of materials
- Movement of materials

- Preparation of warehouse facilities (including back-up plans for alternative storage and transport systems and areas)
- Return of materials, retrieval plans for result sheets, ballot papers, ballot boxes, storage and safe keeping

SUGESTED CONTENTS

PREPARATION, DISTRIBUTION AND RETURN OF MATERIALS

References

- [Material/Equipment](#)

Forward Planning

- [Staffing](#)
- [Material Requirements](#)
- [Planning the Despatch of Materials](#)
- [Planning the Return of Materials](#)
- [Financial Forecast](#)

Ballot Paper Security and Control

Final Preparation and Despatch of Election Materials

- Receipt of Materials from Head Office.
- Control of Materials
- Despatch of Materials
- Reserve Materials

Despatch of Cardboard Polling Place Equipment

Return of Election Materials

Collection of Cardboard Polling Place Equipment

8. Staffing and Training

Key Results Area Planning (KRA)

KRA planning is designed to identify essential tasks and priorities and assign an officer (or appointment) to ensure those tasks are completed as required. A suggested list of appropriate EMB Officers requiring a KRA is listed in the dot points below. A KRA plan will identify information such as the responsible person, venue or venues, references to appropriate legislation, regulations, procedures and special instructions

from the HQ and other subordinate or responsible managers, set parameters of the task, estimated workloads including timelines, available resources, allocation of staff to assist and their responsibilities and any further comments the responsible manager deemed necessary.

- Polling Staff Responsibilities (including signing off on code of conduct and ethics)
- Subordinate Level Staff Responsibilities (including signing off on code of conduct and ethics)
- PEO Staff Responsibilities (including signing off on code of conduct and ethics)
- Area Management Staff Responsibilities
- Staffing procedures and timelines (Recruitment)
- Training procedures and requirements
- Pay structures (Tabled)

Training Procedures

A review of all previous training systems should be conducted with a view of increasing the foot-print of HO and PEO trainers ensuring quality measures are also taken into account. Of course it must be noted the environmental problems of conducting this sort of an exercise, however this area should not be ignored.

Any review of training should also take on a two fold aspect. Election specific training is not just required by polling officials. Because of the nature of electoral events there can be lengthy time lapses between these and permanent staff should also be encouraged to continue to increase their skills and knowledge in electoral governance and in particular EMB procedures.

Therefore I recommend that a future review of training should be broken into two operational areas. Training of Polling Staff (TOPS) and Training of Managing Staff (TOMS). TOPS should ideally concentrate on task oriented performance, as per the procedures used at electoral events conducted at the polling center, while TOMS should concentrate on ensuring the managers and supervisors of polling officials have the technical knowledge and skills to ensure that tasks are carried out in every case as per the EMBs procedures and instructions.

Training Note:

It must be recognized that the procedures discussed above do not take into account EMB dedicated organizational training (capacity building) such as BRIDGE courses, visitation studies, project management courses, etc, but rather election specific technical task training that is relevant only to the election process.

9. Venues

Polling venues can be broken into two separate functional areas. Static Polling Centers and Special Polling Centers. Static polling centers refers to those polling centers that will receive a voters register and are set up to cater for a surrounding geographical catchment of voters. Special polling places refers to hospitals, and other forms of pre-poll voting.

The following headings are suggested as discussion points for the management of these venues:

- Review of static polling centers
 - Suitability
 - Location
 - Security
 - Alternative venues

- Contact lists/requirements
- Accessibility
- Management of Polling Centers
 - Appoint a Polling Center
 - Allocate polling units
 - Allocate voter registers
 - Allocate staff
 - Allocate materials
 - Add to logistics plans
 - Add to training plans
 - Add to security plans
 - Abolish a Polling Center
 - Distribute polling units
 - Remove and reallocate voter registers
 - Disband or reallocate staff lists
 - Adjust materials list
 - Remove from logistics plans
 - Remove from training plans
 - Remove from security plans

10. Security

Security is by its nature within the environment that the emerging EMBs find themselves operating the single biggest threat to that EMB achieving its strategic operational objectives. Therefore the discussion of security details could be wide and all encompassing, however for the purposes of standardizing a set of procedures, the following dot points are offered for discussion. Other areas of concern such as specific geographical, topographical and other ethnic issues should be addressed inside strategic plans as they may well change significantly from event to event.

Issues for procedural standardization between governorates and other electoral levels:

- Establish appropriate security networks (this should be reiterated in detail inside the Ops Strategic Plan)
- Planning for and movement of Materials to PEO Level
- Planning and movement of Materials to Polling Centres

- Configuration of Polling Centres
- Election Day Final Preparations, Polling and Monitoring
- Ballot Counting, Polling Material Consolidation and Transfer to Storage

11. Polling

Action

Check all Materials are received:

- Ballot Papers
- Voters Register
- Ballot Box/Lid
- PC/PS Kit
- Voting Screens
- Tamper Evident Bag 1

Set up Poling Centre the night before

Check to ensure communications with HQ and security services are established

Staff briefing:

- Ensure enough staff for all tasking
- Ensure staff are not released till end of counting/materials pack
- Roster for staff to ensure appropriate breaks are taken
- Appoint enough Searchers to ensure an efficient flow of voters per plan

- Final training

Report Polling Centre Open (if not open report reason why and next action to get PC open)

Check that all staff are performing their duties correctly

Report any problems throughout the day

Prepare for close of polling and plan for counting

Finalise queues and progressively shut down polling stations after close of poll

Close Polling Centre

- Finalise voter queues
- Conduct counting at each polling station
- complete Tally Sheet

Move Tally sheet to PC Manager

- PC Manager reports PC closed and Tally Sheet counts

Complete pack of materials and ballot papers as per Polling and Counting Procedures for the Referendum

12. Complaints

This section should be developed to identify the administrative process by which complaints are received and handled by PC/PS staff, PEO staff and the system and

timelines by which those complaints are moved forward to the EMB Head Office for further processing by the Complaints Section.

13. Post Election Audits

The level of detail in this section should remain vague to allow for maximum flexibility in the planning and implementation phases as each event will highlight different issues that will need to take priority. However, it is important that a clear indication that post event audits will be conducted and a very basic procedure should be put into place to cater for further development of plans as required.

14. Electoral Offenses

Every level of the EMB must have a clear knowledge of the electoral law under which they conduct their daily activities and project work.

To this degree it is important that every EMB manager has a clear understanding of what constitutes an offence under the elections law and regulations. This

module/section of the procedures can be further developed once those laws and regulations become clearer.

Mark Strong
Election Operations Consultant

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OPERATIONS DIVISION STAFFING AND QUALIFICATIONS DRAFT DISCUSSION PAPER

Background:

On 23 April 2005 I was approached with a list of positions and information criteria within the operations division of an EMB to add comment to. The list of positions referred to an Electoral Management Bodies (EMB) Divisional Director (HO), various Chiefs (HO), Chiefs (PEOs) and the criteria is of information required is:

1. Essence of Management,
2. Self Management,
3. Staff Management,

4. Operations Management,
5. Finance Management,
6. Information Management, and
7. Management Environment.

This list refers to an applicants background skills, knowledge and experience in each of these areas that might need to be considered for any future employment with in the targeted groups discussed above.

Scope:

This paper deals with the request in three sections. The first area of discussion will be the development of a set of generic rules by which the selection process might work best and highlights the merit system which is used by most established EMBs. The second section discusses in some detail the criteria provided above and the impact on selection criteria and applications. Inside the third section of this paper I have provided a number of selection criteria (or terms of reference) collected from various sources that might act as a starting point for future discussion and development as required of an EMBs Operations Division specific selection criteria and job descriptions.

Acknowledgements:

This paper has been developed from information gained from the internet advertised employment sections of the AEC, IFES, UN, SEEK (a dedicated web page to employing professional staff) and managementhelp.org.

Mark Strong
Elections Operations Consultant

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Elections06\Procedures\IECI Selection Criteria Ops Div Draft Discussion
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Section 1: The Selection Process

The selection process used should involve an assessment of applicants to determine

the best candidate for a position available at the time. The assessment is best carried out by a "selection advisory panel" which is responsible for making a balanced judgment on the relative merit of the applicants in respect of the selection criteria established for the position and to convey its recommendations to the delegated officer.

What is merit?

Merit is the capacity of a person to perform particular duties, having regard to the person's work related qualities which include:

- skills and abilities

- qualifications, training and competencies

- standard of work performance

- capacity to produce outcomes from effective performance at the level required

- relevant personal qualities

- demonstrated potential for further development, and ability to contribute to team performance.

The Assessment Process

The merit assessment process is chosen to suit the circumstances of the vacancy and

the business environment in which it operates and generally includes the following steps:

The Application - After considering the responsibilities of the job, applicants provide written evidence of their qualifications, skills, knowledge and experience, which demonstrates their claims against the selection criteria.

Short Listing - Short listing is a sorting process the panel undertakes to identify those applicants who meet at minimum the selection criteria and can be considered for further assessment. This process is a systematic assessment of the strengths of the applicants' written claims against the selection criteria.

Assessment Process - The selection advisory panel considers the applications short listed and obtains as much 'other' information about applicants as they require, making an informed assessment. At this stage, as an example, applicants may be interviewed and/or referees contacted.

Contacting referees - Referee comments are an integral part of the selection and assessment process. They are sought to provide information relevant to the selection criteria only. Applicants should choose referees who can comment effectively on their skills and abilities, experience or work performance, against the selection criteria.

The panel may seek comments from people other than suggested referees eg clients, subordinates, peers and other managers. Applicants will be given the opportunity to respond to unfavorable comments made by non-nominated referees. An applicant's response will be taken into consideration when determining the merit of the referee's comments.

Selecting the best applicant

When the panel has gathered sufficient information, they evaluate the evidence to determine who, in their judgment, has established the greatest capacity to do the job. The evidence before the panel can include written applications; information obtained through interviews and/or other assessment methods and referee reports. If a number of applicants meet all the selection criteria, the panel's role is to select the applicant who best meets the criteria. To do this the panel will make a comparative assessment of all applicants.

When the evaluation is completed, the panel makes a recommendation to the Board of Commissioners or the authorized delegate for their approval.

Time Frame

The selection process is dependent on the availability of a number of parties, ie

selection advisory panel, applicants and referees. Although all efforts are taken to complete the process in as short a time frame as possible, unforeseen circumstances may prolong the procedure. Applicants should be made aware of this issue as a matter of course.

Successful applicants

Once a selection is made by the panel and approved by the Board of Commissioners or delegate, the successful applicant is advised and a letter formally offering the job is sent to them.

Unsuccessful applicants

Applicants who have not been successful will be advised in writing. This letter will include details about obtaining feedback from the panel.

Getting feedback from the panel

Post-selection feedback is an integral part of the selection process and should be made available to all applicants. Feedback can provide applicants with information about their individual performance in the assessment process and can be a positive tool for their career development.

The information provided is based on the applicants:

- Assessment against the selection criteria, and
- Strengths identified as well as areas for improvement.

Section 2: Suggested Criteria Requirements

What Do Managers Do?

1) *Planning,*

including identifying goals, objectives, methods, resources needed to carry out methods, responsibilities and dates for completion of tasks. Examples of planning are strategic planning, business planning, project planning, staffing planning, advertising and promotions planning, etc.

2) *Organizing resources*

to achieve the goals in an optimum fashion. Examples are organizing new departments, human resources, office and file systems, re-organizing businesses, etc.

3) *Leading,*

including to set direction for the organization, groups and individuals and also influence people to follow that direction. Examples are establishing strategic direction (vision, values, mission and / or goals) and championing methods of organizational

performance management to pursue that direction.

4) *Controlling, or coordinating,*

the organization's systems, processes and structures to effectively and efficiently reach goals and objectives. This includes ongoing collection of feedback, and monitoring and adjustment of systems, processes and structures accordingly. Examples include use of financial controls, policies and procedures, performance management processes, measures to avoid risks etc.

Definitions: The following list of definitions explains in detail the list of suggested criteria requirements deemed necessary by operations division to perform the managerial functions for the key management positions within the division.

Essence of Management:

Management control and coordination includes a broad range of activities to ensure that organizational goals are consistently being met in an effective and efficient fashion. Any professional manager must have a clear understanding of management theory and practice that enables an individual to perform their functionary responsibilities in professional manner inside the organizational guidelines ensuring they meet their target objectives.

-
Self Management:

Self management by its nature can often reflect the skill base and personal qualities that are required for good staff management. Some of the attributes that categorize a good self manager that academics have identified in this area in recent times are:

- Ability to change personal behaviors (to adapt)
- To be able to think critically about issues and processes
- Thinking creatively and identifying innovation
- Decision making
- Goal (or objective) setting
- Personal technical knowledge
- Problem solving
- Planning and time management

Staff Management:

Any manager that has the responsibility of managing staff should have all the personal attributes discussed above but must also contain the following skill sets:

Employee Performance Management

- An ability to set goals to enhance team focus and performance

- Supporting employee motivation to enhance team performance
- Observing and giving feed back in a timely manner
- Conducting performance appraisals/reviews
- Addressing performance problems.

Operations Management:

Operations management refers to the process by which an organization managers and controls the delivery of its services (or goods) to its client groups. Related activities include managing staff and resources to achieve efficient and effective outcomes in the areas of procurement, inventory control, quality control, storage, logistics and evaluations. A great deal of focus is on the efficiency and effectiveness of processes. Therefore, operations management often includes substantial measurement and analysis of internal processes.

Some specific areas of operations management that need to be considered when employing operation based managers are:

- Project Management and strategic planning
- Delegation
- Decision making
- Problem solving

- Time management
- Coaching, mentoring and leadership
- Assertiveness

Finance Management:

Any manager that has a fiscal responsibility inside an organization must have skills and experience in the following basic financial management areas:

- Basic book keeping preferably using computerized programs
- Basic budgetary knowledge - projecting, controlling and recording of expected expenses and revenues
- Managing cash flow
- Compiling budget and balance statements
- Basic asset management

Information Management:

A **Strategic Information System** ('*SIS*) is a type of Information System that is aligned with organizational strategy and structure. The alignment increases the capability to fast respond to environmental changes and thus creates useful advantages for information retrieval.

-
One of the most important aspects of management today is the management of

information (gathering and recording of corporate knowledge) from either inside or external to an organization, yet at departmental levels it is one of the least resourced and informal processes leaving the outcomes to the knowledge, skill and motivation of individual managers.

Technology has revolutionized this area of management and multimedia skills and experience are essential to this criterion. Some of the more critical aspects to information management that should be considered when assessing experience in this area are:

- Recording and retrieval of information to support functional team objectives
- Recording and dispersing of information in support of decision making including justification of decisions made
- Team and individual performance monitoring
- Recording of important historical events/data/details

Management Environment:

Management environment in this context refers to a managers ability to work within a set organizational environment and culture. It refers to the personal attributes that each individual manager may bring to an organization and how they may best use those attributes to encourage continuous improvement.

It is important that a manager is capable of working with all levels and inter-related sections of the organization including executive and administrative areas to develop the best possible outcomes for the organization and the team with a focus on meeting strategic objectives.

Recent academic studies have identified lists of personal attributes that are important factors in environmental management:

- Managing and dealing with change in the work place
- Managing human resources effectively including specific organizational policies
- Managing organizational ethics and individuals conduct
- Managing conflict

The following selection criterias are provided as examples:

Project Officer Australian Electoral Commission

Job Reference No.

416

Title

Project Officer

Classification

APS Level 6

Branch

Elections

Section

Elections Systems and Policy

Status

Ongoing

Supervisor

EL1 CO11

Location

Canberra

Contact Person

Barbara Rab

Contact Number

(02) 123 4567

Politically Sensitive Position

Any person who is, and is seen to be, active in political affairs, and intends to publicly carry on this activity, may compromise the strict political neutrality of the AEC and cannot be considered.

Duties

Under limited direction

1. As a project manager or as a member of a project team, develop, implement and review policies, programs, practices, procedures and materials relating to operational activities and changes to electoral legislation.
2. As a project manager or as a member of a project team develop, review and maintain automated electoral systems and related manuals

and training programs and materials.

3. As a project manager or as a member of a project team, develop, implement and review evaluation methodologies and performance indicators for election policies, procedures and automated systems, test their effectiveness and analyse their evidence.
4. Maintain a safe work environment by taking all reasonable steps to ensure compliance with OH&S requirements.

Highest functions: 1, 2

Most time consuming duties: 1

Duties as advertised: As a project manager or as a member of a project team, undertake project development, implementation and review work concerning the Commissions election systems, policies and procedures. Assist with the development and analysis of evaluation methodologies and performance indicators for election functions.

Notes

Tertiary qualifications should be stated.

Selection Criteria

Essential

1. Experience in and demonstrated ability to plan and manage projects.
2. Experience in and demonstrated ability to form part of an effective team.
3. Analytical ability of a high order including the ability to interpret legislation.
4. Interpersonal communication skills, both oral and written, of a high order.
5. Demonstrated ability to work under pressure and meet deadlines.
6. Demonstrated commitment to actively implementing principles of Workplace Diversity, Workplace Participation and Occupational Health and Safety principles.

Desirable

7. Experience in dealing with or knowledge of electoral legislation, systems, processes and procedures.

Qualifications

Desirable

8. Relevant experience.

Approved: 23 March 2006

AEC employees are required to uphold the APS values, APS Code of Conduct, the AEC Standard of Conduct and the AEC Values and Behaviours applicable to their level.

Application For Chief of Party - Burundi



Please fill in the information below and use the navigational buttons to continue.

Warning: Using your browser's Back and Forward buttons may produce undesirable results.

try Director / Chief of Party

Division: Africa

Location: Bujumbura, Burundi

About IFES:

IFES is an international, nonprofit organization that supports the building of democratic societies. IFES provides targeted technical assistance to strengthen transitional democracies. Founded in 1987 as a nonpartisan, nonprofit organization, IFES has developed and implemented comprehensive, collaborative democracy solutions in more than 120 countries.

Project Title: Burundi Electoral Support for the Transition

Project Description: Leading up to the 2005

elections, IFES provided technical support to the Burundian Independent Electoral Committee, Basic Election Administration Training to poll workers, and support to the voter registration campaign. Current IFES programming includes follow-up work on this highly successful program as well as a continuing work in decentralization, conflict resolution, and good governance promotion.

Responsibilities:

- Manage development, design and implementation of IFES/Burundi program;
- Manage the IFES office in Bujumbura, Burundi to include overseeing the project finances and monitoring project expenses; supervising international and

national consultants; managing recruitment, training and supervision of local national staff;

- Analyze measures to ensure programmatic sustainability, and identify and cultivate new opportunities for IFES within the existing program and beyond;
- Serve as the IFES in-country primary representative and on-site coordinator of programming with local and international actors;
- Maintain contacts and coordinate program activities with Burundian officials, USAID and partners, the US Embassy, UN offices and the international donor community;
- Meet with donors on a regular basis to keep the appropriate individuals informed

of IFES project status.

Qualifications:

- Demonstrated international program and financial management experience;
- Seven to ten years of experience in implementing democracy-focused projects including knowledge of electoral reform, election planning and administration and/or voter registration;
- Bachelors Degree required.
- Personnel and office management experience, including management, training and development of local staff;
- Experience in proposal writing and budgeting, and liaising with donors;
- Knowledge of USAID regulations and

procedures;

- Strong oral and written communication skills, and skills in PC-based word processing, spreadsheets and electronic communication;
- Previous experience in francophone Africa, knowledge of Great Lakes region preferred;
- French and English language fluency writing and speaking required.

Successful candidate will be able to demonstrate the following attributes:

- Ability to represent IFES at highest professional and governmental levels;
- Sound judgment, diplomatic tact, and mature common sense;
- Team player with leadership experience on field programs

Senior Programme Officer, P-5

**DEADLINE FOR
APPLICATIONS: 28 Apr 2006**

DATE OF ISSUANCE: 27 Feb 2006

**ORGANIZATIONAL UNIT: United Nations Environment
Programme**

DUTY STATION: Nairobi

**VACANCY ANNOUNCEMENT 06-PGM-UNEP-409282-R-
NUMBER: NAIROBI**

THE EXECUTIVE DIRECTOR RESERVES THE RIGHT TO APPOINT A CANDIDATE AT A LEVEL LOWER THAN THE ADVERTIZED LEVEL OF THE POST.

Remuneration

Depending on professional background, experience and family situation, a competitive compensation and benefits package is offered.

[More Info](#)

United Nations Core Values: Integrity, Professionalism, Respect for Diversity

Responsibilities

The post is located in the Office of the Executive Director, United Nations Environment Programme (UNEP). Under the overall direction of the Chief, Office of the Executive Director (COED), the incumbent assists in managing the operations of the Office of the Executive Director, UNEP. The incumbent will: Review and supervise the programmatic outputs of the Executive Director's office (ED), organising the flow of

activities, directing the follow-up system, the coordination of reports, handling issues involving consultants/advisors. Monitor, identify and bring to the attention of the ED/COED emerging policy issues of relevance to the mandate of UNEP in particular and the UN generally; keep abreast of deliberations of inter-governmental bodies. Promote support for the management strategy, philosophy and directives. Prepare briefing materials as necessary for programme and policy decisions at the executive level. Clear, review and prepare correspondence, official statements and reports, conduct relevant research on matters of concern to the office. Ensure correspondence and substantive reports to the Under-Secretary-General(USG) are of highest standards and in compliance with organisational strategic framework and policy. Support the COED in providing the Secretariat functions to the Senior Management Group (SMG) by identifying priorities, problems and issues to be addressed, preparing the agenda of the SMG meetings/retreats, supervising the preparation of relevant documentation, preparing the reports and initiating the follow-up activities and their implementation. To achieve this by fostering teamwork and communication at the Director level. Receive and analyse

submissions from Divisions and UNEP statutory review bodies for reference/submission to the COED/ED and relaying ED's decisions thereon to interested parties. Advise Divisions on appropriate actions and approaches. Provide strategic/policy advice to the USG/COED on a wide variety of issues including decisions pertaining to human resources, recruitment/promotion and general administration and management issues and practises necessary for the implementation of the programme. Ensure due account is taken on matters of geographical/gender balance and other institutional requirements. Participate on behalf of OED in Task Forces on substantive/programmatic issues, human resources/management issues and others as necessary. Advise the ED/COED regarding the allocation/availability of resources following requests from Division Directors for additional/unprogrammed activities. Carry out special assignments as requested by COED/ED.

Competencies

Communication: Effective communication skills, both oral and written, ability to defend and explain difficult issues with respect to key decisions

and positions to staff, senior officials and members of inter governmental bodies; ability to communicate complex management decisions; ability to prepare written reports that are clear, concise and meaningful. Teamwork: Good inter-personal skills; demonstrated ability to work in a multicultural, multi-ethnic environment and to maintain effective working relations with people of different national and cultural backgrounds. Ability to lead and gain assistance of others in a team endeavour. Judgement/Decision-making: Demonstrated sound judgement, initiative, imagination and resourcefulness and technical expertise to resolve a range of issues/problems. Ability to identify issues which require the consideration of the senior management ; ensure an effective work structure to maximise productivity and achieve the goals of the Office. Professionalism: Proven ability to provide seasoned advice on a broad range of programme, organisational and administrative areas to facilitate decision making; ability to review and edit the work of others.

QUALIFICATIONS

Education

Advanced University Degree (Masters or equivalent) in social sciences, economics, political science, management or in a related field, or a first university degree with a relevant combination of professional and academic qualifications.

Work Experience

At least ten years of progressively responsible professional working experience, including 5 years in the UN system, in programme related and management policy analysis. Knowledge of UN rules, administrative practises and systems.

Languages

English and French are the working languages of the United Nations Secretariat. For the post advertised, fluency in oral and written English is

required. Knowledge of a second official UN language is desirable.

Other Skills

The United Nations shall place no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs. (Charter of the United Nations - Chapter 3, article 8). English and French are the two working languages of the United Nations Secretariat. The United Nations Secretariat is a non-smoking environment.

PLEASE NOTE THAT APPLICATIONS RECEIVED AFTER THE DEADLINE WILL NOT BE ACCEPTED

How to apply

All applicants are strongly encouraged to apply online as soon as possible after the vacancy has been posted and well before the deadline stated in the vacancy announcement. Because applications submitted by United Nations (UN) staff members are considered first, provided the eligibility requirements set out in ST/AI/2002/4 are met and the application is submitted in a timely fashion, staff members should apply within 15-day or 30-day mark.

Online applications will be acknowledged where an email address has been provided. If you do not receive an e-mail acknowledgement within 24 hours of submission, your application may not have been received. In such cases, please go to My UN page and check the status of your application by clicking on View Application History, and resubmit the application, if necessary.

1. To start the application process, applicants are required to register by opening a "My UN" account. Go to Login, and Register as a User. Fill in the form and choose a User Name and Password.
2. After opening the account, applicants may apply for vacancies

using the Personal History Profile (PHP) provided. Once the PHP has been completed for a particular vacancy, it can be saved and used for future applications. The PHP may be up-dated, when necessary, for future applications.

3. In completing the PHP, please note that all fields marked with an asterisk must be completed.

UN staff members must submit scanned copies of their two latest Performance Appraisal System (PAS) reports at the time of application to the appropriate Human Resources Office (HRO)/Personnel Office (PO) to the email address below, clearly indicating the vacancy announcement number. In case you have no access to the digitizing equipment, please submit hard copies of the two latest PAS reports to the relevant HRO/PO via fax.

E-mail: Recruitment@unon.org,

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