

# THE NATIONAL SOLID WASTE MANAGEMENT AUTHORITY (NSMWA)

## BOARD COMPETENCY PROFILE

### 1. PREAMBLE:

#### *The functions of the NSWMA:*

1.1. The statutory functions of the NSWMA as set out in sections 4 (1) (a) and (b) of the National Solid Waste Management Act include:

- (i) effective management of solid waste in Jamaica to safeguard public health;
- (ii) ensuring that waste is collected, stored, transported, recycled, reused or disposed of in an environmentally sound manner;
- (iii) promotion of safety standards in relation to such waste;
- (iv) promotion of public awareness of the importance of solid waste management;
- (v) fostering understanding of the importance of conservation, protection and proper use of the environment.

#### *Constitution of the NSWMA:*

1.2. The Constitution of the National Solid Waste Management Authority stipulates by section 1 of the 1<sup>st</sup> Schedule that :

The Authority shall consist of a maximum of 11 Board members to include:

- (i) Permanent Secretary ( or designee);
- (ii) Representative of NGO concerned with the conservation and protection of the environment;
- (iii) Representative of Jamaica Institution of Engineers.

#### *Corporate Governance Framework:*

1.3. The Corporate Governance Framework for Public Bodies in Jamaica provides that:

- (i) The Board is collectively responsible for strategic management and oversight, serves as the focal point for corporate governance and is accountable to the Responsible Minister & Shareholder representatives.
- (ii) The Board is responsible to ensure compliance with the Public Bodies Management & Accountability Act, and other applicable legislations and GOJ policies.
- (iii) Diversity should be a key feature of Board Composition with keen attention paid to balance of skills, experience, diverse backgrounds, gender and youth.
- (iv) The composition of the NSWMA's Board of Directors must have the range of skills and competencies suited to the organization's functions as mandated by law so as to ensure the stable, satisfactory development of the NSWMA within its overall strategic framework for the benefit of its stakeholders.

**WHEREAS:**

1.4. This document sets out the range of competencies, skills and experience required collectively by the Board in order to maximize effectiveness and also stipulates core behaviours which all members should exhibit if they are to carry out their roles effectively.

1.5. This document is subject to the Constitution of the National Solid Waste Management Authority and the Board Charter; and the provisions herein are complementary to the requirements regarding Board members as contained in the Constitution and the Charter and other applicable Jamaican legislation, such as The Public Bodies Management & Accountability Act and various Government of Jamaica (GOJ) policies including the Corporate Governance Framework for Public Bodies.

1.6. The Board’s overall expertise must be considered to be the sum of the individual Board members’ competencies as the Board must operate as a collegial body. Each member therefore need not fulfil all the criteria.

1.7. The assessment of the Board members will, as required, take place on an ongoing basis.

**2. REQUIRED CHARACTERISTICS:**

2.1. The required characteristics are as follows:

**(1) GENERIC**

COMPETENCY	CHARACTERISTICS
Personal	<ul style="list-style-type: none"><li>• Personal integrity</li><li>• Structured thinking</li><li>• Analytical capability to guide decision making</li><li>• Negotiation and communication skills</li><li>• Leadership abilities and ability to give support and constructive criticism to management</li><li>• Commitment and work capacity</li><li>• Effective time management</li><li>• Leads by example.</li></ul>
Team work	<ul style="list-style-type: none"><li>• Has good interpersonal and listening skills</li><li>• Is able to challenge constructively with courtesy and respect for others</li></ul>

	<ul style="list-style-type: none"> <li>• Accepts the principle of collective responsibility</li> <li>• Demonstrates clear understanding and support for the relationship between Executive and Non Executive roles</li> </ul>
Responding to diverse needs	<ul style="list-style-type: none"> <li>• Acts as advocate for diversity and challenges inappropriate behaviour</li> <li>• Recognizes the needs of different social and cultural groups</li> </ul>
Leadership and motivation	<ul style="list-style-type: none"> <li>• Develops a culture of excellence</li> <li>• Shows commitment and enthusiasm</li> <li>• Sets standards of behaviour</li> <li>• Shares knowledge and expertise with a view to ensuring board decisions are well informed and properly considered.</li> </ul>
Data Analysis and decision making	<ul style="list-style-type: none"> <li>• Understands the performance management framework</li> <li>• Has the ability to weigh issues and make the best decision</li> <li>• Has an awareness of value for money</li> <li>• Demonstrates an ability to assess risk when making decisions</li> </ul>
Setting business direction	<ul style="list-style-type: none"> <li>• Demonstrates vision</li> <li>• Envisions long term implications</li> <li>• Maintains awareness of potential new business areas and changing standards</li> </ul>
Strategic thinking	<ul style="list-style-type: none"> <li>• Demonstrates awareness of external environment and drivers for change</li> <li>• Understands how NSWMA plans for the future</li> </ul>
Service Quality and Consumer focus	<ul style="list-style-type: none"> <li>• Values and uses consumer views</li> <li>• Understands issues affecting consumers and cultural nuances</li> <li>• Understands the need to implement change for the betterment of the consumer and the public at large</li> </ul>
Accountability	<ul style="list-style-type: none"> <li>• Accepts responsibility for actions decisions and policies</li> <li>• Accepts responsibility to honour obligations to stakeholders</li> <li>• Commits to being transparent and to report accurately</li> </ul>

## (2) SPECIFIC COMPETENCIES: SKILLS & EXPERIENCE

No Board member is required to have all the competencies listed below but the Board taken as a whole should possess all these competencies.

The Specific competencies are as follows:

COMPETENCY	CHARACTERISTICS
Board Experience	<ul style="list-style-type: none"> <li>• Experience at Board level</li> <li>• Knowledge of Corporate Governance requirements</li> <li>• Willingness to share views and articulate positions based on own knowledge and experience</li> </ul>
Environment & Solid Waste Management	<ul style="list-style-type: none"> <li>• Understanding of and experience in international standards of solid waste management*</li> <li>• Understanding of environmental management, monitoring and protection</li> <li>• Knowledge of local, regional and national issues as regards solid waste and environmental management</li> <li>• Ability to work with partners</li> </ul>
Business Management	<ul style="list-style-type: none"> <li>• Experience in managing a business</li> <li>• Experience with stakeholder management</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>• Knowledge and experience with risk management models specific to the Solid Waste industry and risk mitigation, risk and business assurance</li> </ul>
Corporate Governance	<ul style="list-style-type: none"> <li>• Knowledge and experience in corporate governance</li> </ul>
Human Resource Management	<ul style="list-style-type: none"> <li>• Understanding of and experience in human resource management</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• Chartered Accountant with knowledge and experience in:</li> <li>• audit and internal control,</li> <li>• preparation of Financial Statements</li> <li>• Business planning</li> </ul>
Legal & Regulatory	<ul style="list-style-type: none"> <li>• Attorney-at-Law with knowledge and understanding of the relevant</li> </ul>

	legislation and the regulatory framework
Institutional memory	<ul style="list-style-type: none"> <li>• Understanding the history, processes and procedures of the organization</li> </ul>
Logistics & Fleet Management	<ul style="list-style-type: none"> <li>• Experience in logistics and fleet management</li> </ul>

### **3. EXPECTED BEHAVIOURS**

3.1. All Board members are expected to:

- (i) Act in the best interest of the organization at all times; applying the due skill and care in exercising their duties seeking expert independent advice where necessary.
- (ii) Uphold and promote the values of the organization.
- (iii) Abide by the code of conduct, financial regulations and all governing legislation.
- (iv) At all times act within ones powers, solely for the purposes for which they were conferred.
- (v) Accept collective responsibility for decisions taken.
- (vi) Prepare for and attend meetings, training and other events.
- (vii) Act as ambassadors for the organization.
- (viii) Avoid conflicts of interest, and should they occur, declare any relevant matters.
- (ix) Maintain both accountability and confidentiality.
- (x) Participate in reviews of Board performance (both collectively and individually).