



MINISTRY OF INDUSTRY, INVESTMENT & COMMERCE

CAREER OPPORTUNITIES

The Ministry of Industry, Investment & Commerce is inviting suitably qualified persons to fill the following posts:

1. Senior Director, Corporate Services (GMG/SEG 5) – Vacant

JOB PURPOSE

Under the general direction of the Permanent Secretary, and as one of the key advisors to the Permanent Secretary, the incumbent provides technical and advisory direction to the staff of the Ministry and is responsible for:

- Providing leadership in all aspects of strategic direction and evidence-based policy relating to the provision of Corporate Services in the Ministry. This includes, developing and implementing policies that support the achievement of the Ministry's strategic objectives and ensuring that divisions are provided with effective and efficient corporate services;
- Planning, directing, coordinating and monitoring the activities of the Corporate Communications and PR, Human Resource Management and Development, Procurement, Administration, Information Technology, Transportation Management and Information, Documentation and Access Services programmes of the Ministry, its Departments and Agencies;
- Ensuring adequate support services are provided and competent and productive persons are attracted, selected and retained within the Ministry. Directing and providing advice on matters relating to, Procurement, Asset Management, Organisational Development, PMAS, Access to Information, Transportation and Office Services ensuring their responsiveness to the changing needs and requirements of the Ministry; and
- Ensuring that strategic objectives and targets are actualized in line with the Ministry's strategic goals.

QUALIFICATION & EXPERIENCE

- Master's Degree in Management Studies/Business Administration/Public Administration/Public Sector Management or related disciplines from a recognized Tertiary Institution;
- Eight (8) years related experience, with at least five (5) years senior management experience;
- Change Management training; and
- Proven experience in managing change successfully.

Salary Scale: \$3,564,000-\$4,236,476 per annum.

2. Senior Director, Human Resource Management and Development (GMG/SEG 4) – Vacant

JOB PURPOSE

Under the general direction of the Senior Director, Corporate Services (GMG/SEG 5), the Director, HRM&D provides technical and supervisory direction to the staff of the Human Resource Management and Development Branch and serves as one of the key advisors to the Permanent Secretary and Senior Directors on Human Resource Management and Development (HRM&D) issues.

The incumbent is required to plan, organize, develop and administer uniform human resource management and development policies, procedures and programmes, as well as provide support and technical advice and decision-making in the areas of Human Resource Management, Organizational Development, Industrial Relations, Human Resource Development, Records Management and the relevant government regulations.

QUALIFICATION AND EXPERIENCE

- Any combination equivalent to a Bachelor's Degree in Business or Public Administration, Human Resource Management, Psychology, Industrial Relations, Political Science or a related field;
- Five (5) years progressively responsible experience administering the Human Resource functions of an organization; and
- Master's level work in any of the above fields and Public Sector experience are desirable.

Salary Scale: \$3,032,763-\$3,605,002 per annum

Details of the posts can be obtained from the websites of the Ministry of Industry, Investment & Commerce (www.miica.gov.jm) and the Ministry of Agriculture and Fisheries (www.moa.gov.jm).

Applications accompanied by résumés should be submitted no later than June 11, 2021.

Senior Director
Human Resource Management and Development Division
Ministry of Agriculture and Fisheries
Hope Gardens
Kingston 6

Please note that we thank all for responding, but only shortlisted applicants will be contacted.



**MINISTRY OF INDUSTRY, INVESTMENT AND COMMERCE
JOB DESCRIPTION AND SPECIFICATION**

JOB TITLE:	Senior Director, Corporate Services
POST NUMBER	72690
JOB GRADE:	GMG/SEG 5
DIVISION/DEPARTMENT:	Corporate Services Division
REPORTS TO:	Permanent Secretary
MANAGES:	<ul style="list-style-type: none">• Director, Communications & PR• Senior Director, HRM&D• Director, ICT• Director, Office Management General Services & Customer Service• Director, DIAS• Director, Public Procurement• Executive Secretary 1

1. STRATEGIC OBJECTIVES OF THE ENTITY/DEPT/DIVISION:

- To provide strategic leadership, direction and advice for the Ministry and its departments/agencies on all matters affecting corporate services.
- To drive the development and implementation of a comprehensive human resource management strategy for the Ministry in order to facilitate the achievement of the corporate objectives.
- To provide a policy framework to address critical elements of manpower planning.
- To implement performance management strategies in order to achieve the Ministry's mandates.

- To develop frameworks to enhance the Ministry's capacities and capabilities in customer service.
- To develop standard operating procedures to guide corporate services deliveries across the Ministry and its portfolio.
- To develop change management processes and initiatives to guide reform activities.
- To ensure that staff are apprised of information impacting their conditions of services, feedback provided and corrective action taken as required.
- To improve accountability and service delivery.
- To educate and keep staff up to date on existing and new policies, guidelines and internal procedures.
- To ensure that transportation and office management services are provided in a cost effective manner that supports the efficient and effective operation of the Ministry.
- To ensure that cost effective and reliable security, disaster management and transport services are provided for the Ministry.
- To co-ordinate the Records Information Management function of the Ministry in order to ensure that reliable and accurate information is provided to support the decision making process and for the general public in keeping with best practices in records management.

2. JOB PURPOSE

Under the general direction of the Permanent Secretary, and as one of the key advisors to the Permanent Secretary, the incumbent provides technical and advisory direction to the staff of the Ministry and is responsible for:

- Providing leadership in all aspects of strategic direction and evidence-based policy relating to the provision of Corporate Services in the Ministry. This includes, developing and implementing policies that support the achievement of the Ministry's strategic objectives and ensuring that divisions are provided with effective and efficient corporate services;
- Planning, directing, coordinating and monitoring the activities of the Corporate Communications and PR, Human Resource Management and Development, Procurement, Administration, Information Technology, Transportation Management and Information, Documentation and Access Services programmes of the Ministry, its Departments and Agencies;
- Ensuring adequate support services are provided and competent and productive persons are attracted, selected and retained within the Ministry. Directing and providing advice on matters relating to, Procurement, Asset Management, Organisational Development, PMAS, Access to Information, Transportation and Office Services ensuring their responsiveness to the changing needs and requirements of the Ministry.
- Ensuring that strategic objectives and targets are actualized in line with the Ministry's Strategic goals.

3. KEY OUTPUTS

- The Corporate Service's activities planned, directed, coordinated and monitored
- Effective and appropriate Corporate Services policies and procedures documented
- Effective Human Resource programmes designed and implemented

- Strategic Corporate Communications & PR intervention designed and implemented
- Strategies developed and implemented to ensure information sharing on corporate services, within the Ministry
- Harmonious industrial relations environment
- Comprehensive audit and monitoring and other reports of the Corporate Services activities are prepared
- Strategic leadership provided
- Change management plans and initiatives developed
- Sound technical advice and strategic direction provided to the Permanent Secretary, Agencies/Departments and Ministers on all matters relating to corporate services
- Corporate and Operational plans linked to Ministry's objectives
- Corporate Service's Budget prepared and managed
- Special projects planned and implemented
- Procurement policies implemented and goods and services procured in accordance with GOJ procurement guidelines
- Efficient, effective and reliable transportation services provided
- Reliable Information Systems to support the operations of the Ministry designed and implemented
- Relevant plans developed and implemented
- Succession plan designed and implemented
- Records Information Management Systems implemented and managed
- Individual work plans developed
- Staff Appraisals Conducted

4. KEY RESPONSIBILITY AREAS

Technical/Professional Responsibilities

Strategic Management

- Develops and monitors the implementation of the Corporate Service's Corporate and Operational plans.
- Determines objectives and priorities within programmes for each unit and provides coordination and integration of related policies and programme initiatives;
- Prepares and manages the Division's annual budget in an efficient, effective and economical manner in accordance with the relevant legislations.
- Guides the development and review of a comprehensive Human Resource Management and Development (HRMD) strategy within the Ministry, its Agencies and departments;
- Ensures the implementation of the Corporate Services strategy and policies within the framework of the Public Service Regulations, Staff Orders and other regulations, within the Ministry to:
 - Support the recruitment, retention, welfare, training, development and performance assessment of staff, according to the guidelines of the Public Sector human resources policy and as stipulated in the Accountability Agreement between the Public Service Commission and the Permanent Secretary under Delegated Authority;

- Ensures that policy revisions are communicated, understood and are reflected in the Corporate Service's strategy.
- Ensures that operating procedures and manuals are developed and continuously up to date and in compliance with government regulations.
- Analyses trends and changes in global Human Resource Management and Development, Records Information Management, Information Technology and other management issues and recommends their implementation/adoption where necessary to enhance/improve the quality of corporate services in the Ministry and its Departments and Agencies.
- Ensures the periodic review and analyses of the Ministry's structure and manpower needs and make recommendations for adjustments where necessary to meet the changing requirements of corporate objectives as indicated in the Ministry's strategic planning process
- Develops and implements Employee Relations initiatives and programmes that address the physical, emotional and psychological well-being of employees.
- Oversees and provides general guidance and advice to Senior Managers regarding the development/review of divisional structures to assist in the process of effective Organizational Development.
- Provides advice and guidance for the Performance Management and Appraisal System (PMAS) for effective utilization and allocation of staff and maximum organization productivity.
- Oversees the design of work plans and programmes for the Corporate Services and provides technical advice to MIIC's agencies on this initiative, ensuring staff is effectively utilized and productivity optimized.
- Oversees and ensures the delivery of corporate services to the Ministry and assigned entities in a manner that creates and enhances the credibility of the Division.
- Establishes and maintains systems/programmes to foster a culture of "service and team work" within the Corporate Services.
- Establishes and maintains effective relationships with management and staff to help gain confidence and cooperation in the delivery of human resource and other services.
- Establishes sub-committees/work groups to support the delivery of corporate services.
- Prepares and submits activity/performance, special and other reports as required.
- Ensures that measures are implemented to facilitate rigorous audit of each Unit's role.
- Evaluates the effectiveness of each corporate service to give critical information for strategic management and implements methods to correct weaknesses.
- Represents the Ministry at meetings/conferences and other fora and prepares reports as required.

Human Resource Management and Development

- Monitors the administration of policies and programmes ensuring consistency, equity and the maintenance of good HRMD practices.
- Ensures that human resource policies are documented, continuously up-dated, effectively communicated and easily accessible to staff.
- Coordinates the development and leads the implementation and administration of a performance management programme that facilitates fairness, transparency and objectivity with appropriate systems of rewards and sanctions.

- Oversees the effective administration of the promotion, retirement, training, discipline, leave, compensation, separation and transfer policies in keeping with government regulations.
- Ensures that HRIMS/eCensus and related systems are efficiently managed and the security of staff records are maintained.
- Provides leadership in the establishment of staff recreational activities and oversees the administration of staff welfare programmes ensuring effectiveness and equity.
- Develops and oversees the implementation of an effective recruitment and selection programme aimed at selecting and retaining competent and productive employees, in keeping with establish government guidelines.
- Ensures the smooth and timely arrangements are made for the transfer of staff to and from the Ministry.
- Oversees the development and implementation of a corporate training plan to meet the needs of the Ministry in achieving the strategic goals and objectives.
- Provides leadership and guidance in the development, implementation and maintenance of a succession planning programme to ensure continuity of skills and competencies in the Ministry and its agencies, including personnel development and career advancement of employees.
- Establishes an employee development programme which provides opportunities for maximizing the potential of employees and identifying career development options.
- Directs and guides the development of the Ministry's training and development policies, manuals, handbooks and other related information guidelines.
- Directs the development and implementation of training programmes and initiatives that support the strategic objectives of the Division and the Ministry.
- Oversees the assessment of the effects of training and development programmes on the achievement of the Ministry's strategic objectives.
- Ensures that staff is properly oriented and socialized into the culture of the organization.
- Provides guidance to staff in the Division through coaching, mentoring, training, and relevant assistance and support as needed.
- Develops a framework for the execution of a modernisation agenda in the MIIC and its agencies, consistent with model approaches recommended by Cabinet Office and other best practices.
- Ensures the implementation of a PMAS in MIIC and its agencies by providing leadership and guidance to facilitate effective and efficient implementation of all facet of the initiative.
- Ensures connection/correlation between the Ministry's performance management systems and employee performance management systems with a view to promote and facilitate a performance culture.
- Advises Divisional Heads, Managers and general Ministry staff on PMAS related matters.
- Oversees the development and implementation of PMAS resources (manuals, templates, policies and procedures) for the Ministry and its portfolio entities.
- Manages the PMAS recognition and rewards system.
- Provides the technical inputs to an agenda for business process re-engineering and general modernisation initiatives in MIIC and its agencies.
- Implements and monitor transition processes/programmes within the Ministry to ensure that reorganization is in keeping with GOJ policies.
- Assists with the implementation and monitoring of transition processes/programmes in the Ministry's entities as directed.

- Ensures the periodic review and analyses of the Ministry's structure and manpower needs and make recommendations for adjustments where necessary to meet the changing requirements of corporate objectives as indicated in the Ministry's strategic planning process.
- Oversees and provides general guidance and advice to Senior Managers regarding the development/review of divisional structures to assist in the process of effective Organizational Development.
- Leads the Ministry's change management processes with a view to increase its efficiency and effectiveness.
- Directs the development and review of all Ministry restructuring and reorganization proposals.
- Conduct job audits and diagnostics reviews.
- In collaboration with managers, develops and implements a succession planning programme for the Ministry.
- Develops and oversees the implementation of strategic plans/programmes to promote a healthy and proactive industrial relations climate and ensure the timely implementation of industrial relations decisions.
- Develops and implements Employee Relations initiatives and programmes that address the physical, emotional and psychological well-being of employees.
- Provides advice and guidance to Directors and line managers of related agencies and department in handling industrial relations issues.
- Oversees the administration of the discipline and grievance procedures ensuring consistency and fairness and promotes a harmonious and productive work environment.
- Establishes and maintains an effective and harmonious relationship with Trade Unions and staff associations representing employees within the ministry and assigned entities.
- Manages/ensures that the welfare and development needs of direct reports and staff in the Division are identified and addressed through effective performance management, training and development.
- Provides leadership and guidance to direct reports and other staff through effective objective setting, delegation, coaching, mentoring and communication.
- Ensures that the Division's staff has sufficient and appropriate physical resources to enable them to undertake their duties efficiently and effectively.
- Develops and manages the performance of direct reports and other staff in relation to work plans in the Division by conducting periodic performance appraisals and recommending training or initiates corrective actions where necessary to improve performance.

Office Administration /Customer Service/Procurement and Inventory Management

- Leads the development and oversees the implementation of administrative policies and procedures in-keeping with Government guidelines and regulations.
- Ensures that submissions to the Procurement Committee conform to the approved policies and procedures and ensures that the Permanent Secretary is advised of the decisions of the Committee.
- Monitors procurement of equipment and general supplies to ensure adherence with quality requirements, financial guidelines/regulations and GoJ procurement guidelines.

- Oversees the implementation of the procurement policies and procedures, which fosters cost savings and value for money.
- Review and update the Ministry's Citizen's Charter
- Establishes and maintains Customer Service Improvement Team
- Develops and implements the Ministry's customer service improvement programme
- Ensures the maintenance of an inventory management system and the establishment of a preventative maintenance programme for the Ministries' motor vehicles, furniture and equipment.
- Guides the development of a safety and security programme including disaster preparedness plan to protect the ministries' human resources, physical and other assets.
- Ensures the availability of adequate ancillary support service including janitorial, messenger and transportation services.
- Reviews security procedures and ensures security measures are in place for the protection of staff and property during and after working hours as appropriate
- Oversees projects for major refurbishing and/or repairs of office space, furniture and equipment and other assets.
- Oversees the preservation and maintenance of a clean and attractive environment conducive to achieving the highest level of efficiency and effectiveness.

Documentation/Records Management and Information Access Services

- Ensures the effective administration of the Access to Information Act by:
 - Overseeing the provision of public access to records/information in keeping with the legislative requirements.
 - Development plans for the modernization of records management including digitization of records.
 - Participates in the development/establishment of appropriate policies, standards and general procedures in relation to review, appraisal, retention, tracking and retrieval of records.
 - Establishes mechanisms for performance measurement with respect to the Records Management System (s) to identify whether or not the information is being managed efficiently and cost effective.
 - Oversees the establishment of systems and procedures to effectively manage the Registry and the maintenance of efficient records management system.
 - Ensures that the library is adequately equipped and is user friendly and accessible to the general public.

Corporate Communications & Information Technology

- Oversees the provision of an effective corporate communications public relations and education machinery for the Ministry and Political Directorate;
- Ensures that appropriate communication and knowledge management systems are in place to facilitate the dissemination of accurate and timely information within the Ministry; to its associated agencies and to the media/general public;
- Ensures the provision of leadership and guidance to all units, departments and divisions within the Ministry on communication and public affairs matters;
- To oversee the provision of Information Technology Systems to transform and modernize the operations of the Ministry.
- Ensures the development and implementation of an Information Systems strategy for the Ministry.

- Promotes the use of Information Technology as an agent to transform and modernize the Ministry's operations and strategies.
- Ensures the design and development of new enabling technologies to support key initiatives that cut across the Ministry and its Departments.

Policy Advice

- Assumes responsibilities as a member of the executive body of the Ministry for providing leadership and assisting to guide the strategic direction and overall achievements of its policy agenda and the development of Corporate Services.
- Provides policy interpretation, guidance/advice to the Permanent Secretary and Unit and Division Managers/Directors to ensure effective co-ordination of the ministry's functions and compliance with/adherence to existing Public Service regulations/policies.
- Oversees the development and implementation of modernized corporate policies and services and ensures that they remain responsive to the changing needs and requirements of the Ministry.
- Improves efficiency and ensures cost reduction by initiating innovation and or changes in internal management approaches, practices, systems, procedures and policies.
- Encourage compliance by sharing policy/procedural changes and other relevant issues with staff;
- Attends Public Accounts Committee meetings and budget debates at the Ministry of Finance and other relevant events/meetings when required.
- Provides leadership and advise on the Human Resource Executive Committee in relation to the delegated functions of the Ministry.
- Leads/participates in cross-functional groups/teams as required.
- Establishes and maintains a network of Human Resource Management and Administration practitioners in the Public and Private sectors as a means of information sharing and professional development.
- Periodically visits offices or entities (that are located off the main Ministry compound) to ensure that Corporate Services policies and practices are adhered to.
- Provides guidance to the Ministry's reporting agencies/entities/departments on Human Resource Management and Administration related matters.

Management/Administrative Responsibilities

- Undertakes planning with senior staff to determine targets and goals for the activities of the Corporate Services Division, ensuring standardization of accompanying procedures;
- Leads the development of the Division's Strategic/Operational Plan and Budget;
- Establishes quality customer service principles, standards and measurements for the Division;
- Develops Individual Work Plan based on strategic alignment with MIIC's Strategic Business Plan and Operational Plan;
- Establishes and maintains various Corporate Services Committees that make recommendations for the implementation of improved procedures and systems;
- Represents the MIIC at meetings, conferences and other fora as needed.

Human Resources Responsibilities

- Provides leadership and guidance through effective planning, delegation, communication, training, mentoring and coaching;
- Evaluates and monitors the performance of staff in the Branch and implements appropriate strategies;
- Coordinates the development of individual work plans and recommends performance targets for the staff assigned;
- Participates in the recruitment and training of staff of the Division;
- Recommends transfer, promotion and leave in accordance with established Human Resource Policies and Procedures;
- Identifies skills/competencies gaps and contributes to the development and succession planning for the Division to ensure adequate staff capacity;
- Monitors the performance of staff and facilitates the timely and accurate completion of the staff annual performance appraisals and other periodic reviews;
- Ensures the well - being of staff supervised;
- Effects disciplinary measures in keeping with established guidelines/practices.

Other Responsibilities

- Performs all other related duties and functions as may be required from time to time.

5. PERFORMANCE STANDARDS

- Mechanisms to monitor the effectiveness of Corporate Services and produce regular reports on key performance indicators to ensure service delivery is consistent and in line with agreed standards.
The division's operational plan and budget are developed and implemented within established guidelines and timeframes.
- Policies and procedures for all sections/units of the Division documented, current, and support the achievement of the Ministries mission, goals and objectives.
- Corporate Services programmes are administered in a fair and equitable manner and support the strategic objectives of the Ministry's, Agencies and Departments.
- The Ministry is adequately staffed with competent and trainable employees who are provided with opportunities of career and/or personal growth and development
- Harmonious industrial relations climate/environment is maintained.
- The Ministry is adequately provided with relevant office supplies and relevant office administration support services to assist in meeting its objectives.
- The Records Management and Information Access Services are effectively administered.
- Support services are provided in a timely and efficient and recipients are satisfied with the quality of service.
- Work environment is safe, healthy and generally conducive to productivity. Operates in a fair and impartial manner, sets high standards and establishes clear and focus direction for subordinates.
- Development and welfare of employees in the Division and the Ministry are adequately addressed.
- Information Technology services meet the Ministry's needs
- Good coordination and effective working relations exist with other Divisions/Units; and external associates.

- Technical advice and recommendations provided are sound and supported by qualitative/quantitative data;
- Annual/Quarterly/Monthly performance reports are prepared in accordance with agreed format, are accurate and submitted on time;
- Individual Work Plans developed in conformity to established standards and within agreed timeframe;
- Staff Appraisals completed and submitted in accordance to agreed timeframe and standards;
- Confidentiality, integrity and professionalism displayed in the delivery of duties and interaction with staff.

6. INTERNAL AND EXTERNAL CONTACTS

Internal Contacts (required for the achievement of the position objectives)

Contact (Title)	Purpose of Communication
Minister PS CTDs	To advise and report on policy and operational matters and recommend solutions
Senior Executives and Heads of Divisions	To discuss strategic plans, operational, Human Resource matters and related corporate services functions

External Contacts (required for the achievement of the position objectives)

Contact (Title)	Purpose of Communication
MDAs SHRMD Cabinet Office etc.	To collaborate on corporate projects and consultation on operational planning, reform and other corporate services functions
Accountant General's Department	To receive and provide information
Auditor General's Department	To respond to audit queries, receive and provide information
Corporate Services Managers in Agencies and Statutory Bodies	To collaborate on corporate projects and consultation on operational planning and reform
International Agency representatives	Briefings on the Ministry's requirements or operations and to participate in technical assistance negotiations
External Consultants	To discuss terms of reference for studies and evaluate reports
Client Groups of the Ministry	To participate in discussions on matters of mutual interest and provide responses to media and public enquiries

7. AUTHORITY

- To recommend process/procedural and systems changes of the functional area;
- To recommend strategic direction of the Division;
- Approves Terms of Reference and other specifications
- To recommend staff appointments, promotion, recruitment, disciplinary action, leave and general welfare issues;
- Certifies/Approves invoices.
- Approves travel vouchers.
- Signs cheques and vouchers.
- Allocation of office space and allotment of equipment and furniture.

8. REQUIRED COMPETENCIES

Core

- Oral Communication
- Written Communication
- Customer & Quality Focus
- Teamwork & Cooperation
- Integrity
- Compliance
- Interpersonal Skills
- Change Management

Technical

- Excellent knowledge of Government Administration Systems, Corporate Planning, Labour Laws and Industrial Relations Practices, Staff Orders, Public Service Regulations, Access to Information, Procurement Guidelines and other policies that governs HRM and Administration.
- Strong consultative competencies in guiding communication approaches in support of executive leaders and business strategy.
- Excellent human resource management skills.
- Ability to analyze and interpret financial and other corporate information for decision making.
- Ability to exercise sound judgement and convictions of purpose in unfavourable or unpopular situations.
- Ability to prioritize amongst conflicting demands and make rational decisions based on sound understanding of the facts in limited time.
- Excellent knowledge and understanding of corporate functions and their potential strategic contribution.
- Ability to manage limited resources in order to achieve challenging output targets.
- Ability to effectively lead, manage and motivate staff and influence others
- Demonstrate a high level of integrity and confidentiality

- Ability to demonstrate good persuasive, negotiating and conflict resolution skills
- Comprehensive knowledge of Government of Jamaica Planning and Policy Formulation
- Comprehensive knowledge of Strategic Planning processes
- Practical knowledge of information technology and productivity solutions.

9. MINIMUM REQUIRED EDUCATION AND EXPERIENCE

- Master's Degree in Management Studies/Business Administration/Public Administration/Public Sector Management or related disciplines from a recognized tertiary institution;
- Eight (8) years related experience, with at least five (5) years senior management experience;
- Change Management training
- Proven experience in managing change successfully.

10. SPECIAL CONDITIONS ASSOCIATED WITH THE JOB

- Work will be conducted in an office outfitted with standard office equipment and specialized software. The environment is fast paced with on-going interactions with critical stakeholders and meeting tight deadlines which will result in high degrees of pressure, on occasions. The incumbent will be exposed to dirt, dust, hot and humid conditions on project sites. Additionally, frequent intra island travel and extended working hours is required. May be required to travel internationally to attend conferences, seminars and meetings.