

# Information Sheet – Living and Working in Vanuatu

Living and working in Vanuatu is truly an escape to a tropical paradise. It's many advantages include zero personal taxation, beautiful beaches and climate, amazing natural landscapes, and a cultural experience like no other. With 83 islands spread across 1300 countries, the opportunities to explore this paradise are endless. As a developing nation, potential applicants also should be aware of some of the perceived limitations when living in Vanuatu.

## FACTS AT A GLANCE

Capital: Port Vila, Efate, Vanuatu

Population: 300,000

Local Currency: Vatu (78.68 Vatu = 1 AUD)

Languages: Bislama, English, French

## Diplomatic Status

PASO is a regional organisation hosted by the Vanuatu Government. As such, employees of the organisation (except non-Vanuatu nationals) and their families may be granted authorisations and privileges equivalent to those of diplomatic representatives.

## Employment Conditions

Non-Vanuatu persons must hold a work-visa to undertake paid employment activities in Vanuatu. Expats employed by PASO are typically granted a Special Category Visa allowing them to exclusively work for PASO.

Spouses, partners and/or children do not have any entitlement to obtain employment in Vanuatu. A visa is required for all employment. The process to obtain a visa can be challenging and time-consuming. For more information visit <https://immigration.gov.vu/index.php>

## Education

The local education system is quite poor. Education is not compulsory, and a lot of children do not attend school.

There are two main schools for ex-pat children. Port Vila International School is taught in English with Australian Curriculum. Lycée Francais in a French International School, taught in French, International Baccalaureate program. Both schools charge around \$8-10k AUD per year, and there are limited vacancies in some cohorts.

## Health

Vanuatu's health care system is extremely limited, suffering from a lack of facilities and qualified staff. There are several expat GP's (French and English) who are available at most times of the day. After hours and weekend care can be difficult depending on rostering. Most serious illnesses will see the

patients medicated overseas. Most medication is relatively simple and cheap to secure through local pharmacies.

There is a very proficient dentist practice.

Physio and other allied health professionals are extremely limited.

## Environment

Vanuatu's weather and climate are one of the highlights of living in the nation. Summer temperatures range from 23 – 31 degrees Celsius and can be warm and humid. Winter temperatures range from 17 – 27 degrees, with much more temperate conditions and reduced humidity.

Sea temperatures are warm year-round, ranging from 26 – 29 degrees Celsius. Rainfall is quite typical for the tropics, with higher rainfall recorded from November to April.

Vanuatu is also rated as the number one country in the world prone to natural disasters. Cyclones and earthquakes are quite common, although the country is quite well prepared for them.

The country has had several major cyclones causing widespread destruction over the past 10 years. 2015 – Cyclone Pam saw considerable damage to Efate, 2020 – Cyclone Harold decimated Santo and in 2023 – Twin Cyclones Judy and Kevin hit Efate less than 3 days apart, causing damage, and power outages in many areas for close to 2 weeks.

Earthquakes, while common, generally are felt as minor tremors, with no major damage recorded in recent years.

## Other Cost of Living Considerations

Fresh, local produce at the markets is very cheap. Other imported fruit, vegetables and other supermarket goods can be quite expensive.

Water is not always safe to drink in all areas. It's best to check your local water supply to ensure that it is safe for consumption.

Housing and living conditions can be expensive and in demand. It's best to make contact with local real estate agents to secure rental properties, most of which are furnished.



## Role Description

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**Position:** General Manager  
**Reports to:** Chairman of the PASO Council  
**Date:** September 2022

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### Nature and scope

The Pacific Aviation Safety Office (PASO) enables connectivity, economic growth opportunities, and social wellbeing by supporting PASO Member States to deliver their aviation regulatory requirements. PASO is enabled through the Pacific Islands Civil Aviation Safety and Security Treaty (PICASST).

Pacific leaders have a vision for “a resilient Pacific Region of peace, harmony, security, social inclusion and prosperity that ensures all Pacific peoples can lead free, healthy and productive lives” (Blue Pacific 2050 Strategy). The Regional Aviation Strategy (endorsed June 2022) has set the vision for aviation as “a harmonised, collaborative and connected Pacific aviation system that supports safe, secure, and sustainable aviation in all Pacific Island States”.

This aligns to PASO’s aspiration to “enable our Members to be connected to the world through sustainable, safe and secure aviation systems delivering social and economic wellbeing”. PASO’s role is to support our Members to achieve this. PASO has the following seven strategic areas of focus:

1. Membership Focus
2. Strong Governance
3. A Robust, Effective Organisation
4. Regional Leadership and Engagement
5. People-Centred Aviation Development
6. Excellence in Service Delivery
7. Harmonised Regulatory Systems

In achieving this mission, PASO will adhere to the following values:

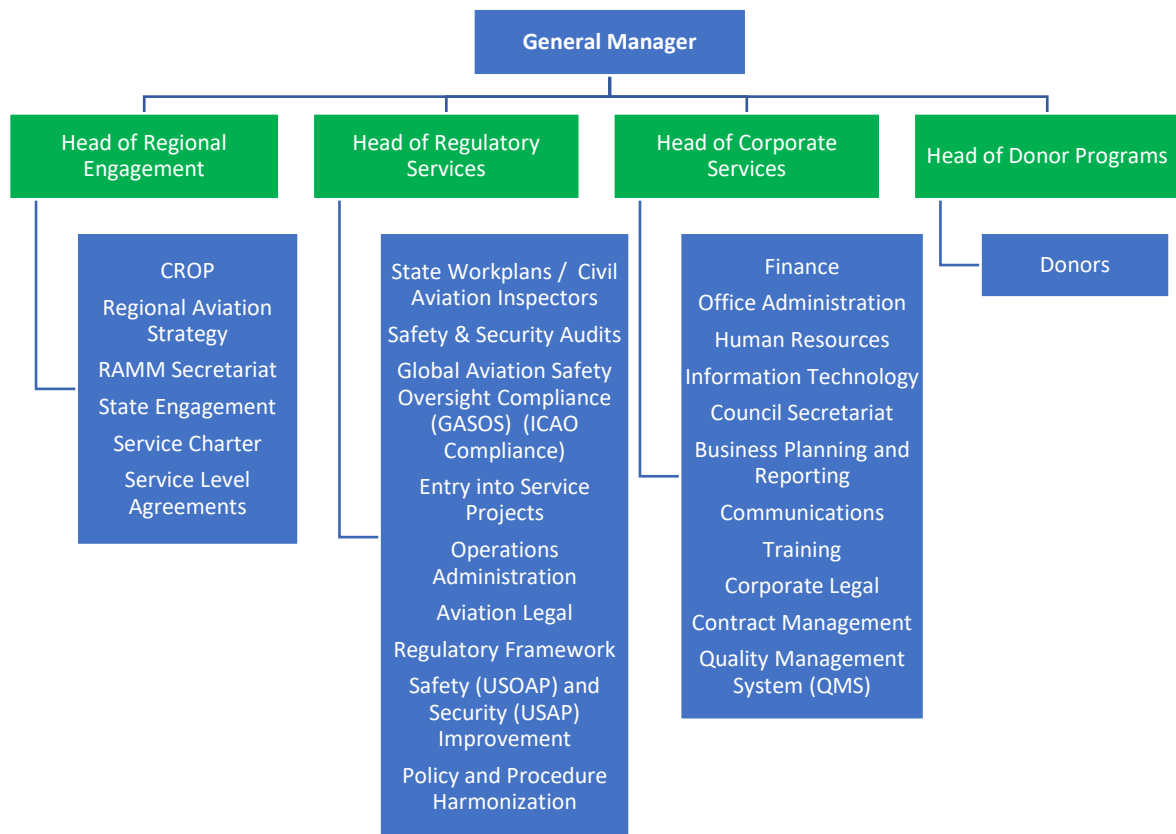
- Safety and Security (core value)
- Pacific Identify
- People
- Valued Impact
- Integrity

## Purpose of the role

Reporting to the PASO Chairman, the General Manager is accountable for the overall performance of PASO to ensure regulatory aviation safety and security oversight requirements are delivered to the Members.

This role will maximise the opportunities presented for the aviation industry within the Pacific and PASO's role to support that. The position also acts as advocate for regulatory aviation safety and security and works with Members at Senior government levels to assist with their growth targets. This role ensures Members are provided with the best available support and services are delivered in the most cost-effective manner.

## Organisation structure



## Key relationships

### External

- Heads of Government and Ministers
- ICAO
- Relevant Aviation bodies
- Technical Aviation bodies such as CAA NZ
- Pacific Islands Forum Secretariat
- CROP agencies
- Donors Agencies

### Internal

- PASO Chairman
- Deputy Chairman and all Members of the PASO Council of Directors
- All office staff and PASO Inspectors

- Community and Industry
- The Government of Vanuatu

## Key Accountabilities

### Strategy and Planning

The General Manager will be responsible for working closely with the Council to develop the organisation's strategy that is aligned with the 2050 Blue Pacific Strategy; the Regional Aviation Strategy; State requirements; and International Civil Aviation Organisation obligations. They will lead the development of robust strategic and operational plans that provide clear leadership and direction for the organisation and are aligned to the agreed strategy. The General Manager will ensure the organisation has a strong culture that will deliver sustainable, long term business success and ensure engagement of all staff with this culture.

### Key Tasks

- Working closely with the Council and the senior leadership team, develop PASO's strategic and operational plans that clearly identify key performance expectations regarding each programme of work.
- Ensure that the implementation of the organisation's work programmes are managed within a robust and appropriate business model that achieves the strategic goals of the organisation and wherever possible accelerates progress towards these.
- Develop business and operational frameworks (including policies) that reflect sound business practice.
- Ensure that appropriate arrangements and resources are in place to identify and manage risks to the organisation meeting its objectives and strategy.
- Meet or exceed annual operational plan objectives.
- Ensure staff are engaged and understand their role and contribution to the work programme and their own operational Plans.
- Ensure the organisation's values are understood by all staff and embedded into how PASO delivers on its strategy.
- Ensure the timely delivery of the organisation's Annual Report detailing performance against strategy and annual operational plan and audited accounts.

### Member and Stakeholder Relationships

The General Manager will ensure there is a comprehensive Stakeholder Engagement strategy, covering PASO's engagement with members, prospective members, Heads of Government, aviation bodies, the Government of Vanuatu, ICAO, CROP agencies and donors. This strategy will ensure that those relationships that contribute to PASOs long-term success are identified, built and maintained.

### Key Tasks

- Ensure a Stakeholder Engagement Strategy is developed
- Identify and develop those key relationships that require the General Manager's focus
- Ensure all key relationships have an appropriate relationship manager
- Identify any key relationships that need to be led by Council members
- Utilise these relationships to identify opportunities and risks, enabling the organisation to be best positioned to achieve its objectives.
- Facilitate the development of relationships at the governance level between the organisation's directors and those of key stakeholder organisations.

### Resource Management

The General Manager will ensure the productive management and utilisation of human, financial, and information technology resources of the organisation, while adopting business arrangements appropriate to the dynamic nature of the business, and the future of the organisation.

### Key Tasks

- Ensure the organisation has the capability (either in-house or contracted) to deliver on its annual plan and future needs.
- Ensure all assets of the organisation are managed in a productive and efficient manner, including financial, capital, information technology hardware and software, intellectual property, and physical assets.
- Ensure IT systems are well-supported, maintained and monitored, that cyber security risks are managed and that PASO is abreast of latest developments in technology, to deliver a continuous and relevant service to all users.
- Ensure the maintenance of all information and reporting systems necessary to provide timely, accurate and relevant information for the Council.
- Ensure all staff and contractors are aware of and understand the Health and Safety requirements of their roles.
- Ensure data and information is used effectively to enable greater efficiencies in service.
- Undertake all activities within approved budgets.
- Ensure the development, implementation and continual review of the effectiveness of the organisation's systems and procedures, including internal control procedures, so that all contractual, financial and legal obligations are met.

### Council Support

The General Manager is responsible for ensuring the Council has the necessary information and secretariat support required to successfully deliver sound governance of the organisation.

### Key Tasks

- Ensure the provision of timely, well-researched, evidence-based policy papers, plans, research and advice to the Council, supported by opportunities for Council Members to have exposure to the management team.
- Ensure the provision of accurate and timely reports to the Council on all financial and non-financial performance.
- Ensure the provision of secretariat support to the Council including the timely provision of Council Papers and Minutes and assistance with workload planning.
- Maintain a close and professional working relationship with the Chair of the Council and other Council members.
- Provide high quality induction materials and comprehensive briefings for new Council members.

### Representation

The General Manager will represent PASO at meetings with Ministers, Pacific Leaders, other key stakeholders and publicly in the media, ensuring that there is a common understanding of the role of the organisation, the benefits it brings to the States, and the issues that need to be addressed in the fulfilment of its objectives.

### Key Tasks

- Represent the organisation in the media and at public fora.
- Be an active Member of the Council of Regional Organisations in the Pacific. Support the regional priorities and work closely with all CROP agencies, especially the Pacific Islands Forum Secretariat.
- Represent PASO in conferences and meetings relating to the standard and delivery of safety and security regulation and oversight services in client States.
- Represent the organisation at potentially sensitive, high pressure and unpredictable meetings.
- Prepare and makes submissions at international conferences as required.

## GENERAL MANAGER COMPETENCY FRAMEWORK

<b>Execution</b>	<p><b>Business Execution</b></p> <p>Defines strategy, strategic outcomes, strategic goals and operational requirements. Establishes courses of action to achieve business objectives; allocates resources – human, material, financial.</p> <p><b>Behavioural Indicators</b></p> <ul style="list-style-type: none"> <li>• Collaboratively defines strategic outcomes</li> <li>• Translates Strategy into Operational Plans, delivering on results</li> <li>• Plans and evaluates work processes</li> <li>• Translates operational plan into individual plans for self and/or others</li> </ul>	<p><b>Business/Commercial Acumen</b></p> <p>Keeps up to date with industry and commercial trends, politics and commercial imperatives relative to area of interest to ensure sustainability of business. Identifies and acts upon, or assists with, opportunities. Recognises signs in the markets and interprets them in relation to impact, opportunities and risks.</p> <ul style="list-style-type: none"> <li>• Undertakes regular environmental scanning</li> <li>• Regularly looks at possible future scenarios</li> <li>• Is politically astute</li> </ul>	<p><b>Executive Decision-Making</b></p> <p>Applies broad knowledge and seasoned experience when addressing complex issues; defines strategic issues clearly despite any ambiguity; takes all critical information into account when making decisions; makes difficult, timely, high impact decisions.</p> <p><b>Behavioural Indicators</b></p> <ul style="list-style-type: none"> <li>• Identifies situation and information required</li> <li>• Applies sound strategic, social and economic analytical frameworks to decision-making</li> <li>• Identifies and manages risk</li> <li>• Applies sound judgement</li> </ul>
	<p><b>Strategic Stakeholder /Member Focus</b></p> <p>Focuses attention on considering the needs of members and other stakeholders; making every effort to ensure that they are listened to by self and others; creates an environment where employees are empowered to work with members and stakeholders.</p> <p><b>Behavioural Indicators</b></p> <ul style="list-style-type: none"> <li>• Seeks to understand member and stakeholders’ needs</li> <li>• Builds trust to achieve desired outcomes</li> <li>• Delivers on agreed requirements</li> <li>• Adapts approach to build trust and meet the needs of others</li> </ul>	<p><b>Work Management</b></p> <p>Controls one’s work by prioritising work goals, requirements and areas of opportunity.</p> <p><b>Behavioural Indicators</b></p> <ul style="list-style-type: none"> <li>• Establishes systematic criteria for prioritising items</li> <li>• Reprioritises as a result of change</li> <li>• Balances the need for quality with the need to deliver results</li> <li>• Uses delegation to effectively manage own workload</li> </ul>	



	<p><b>Building Strategic Partnerships</b></p> <p>Builds, maintains and uses effective strategic partnerships, external to the organisation, to facilitate successful business execution.</p> <p><b>Behavioural Indicators</b></p> <ul style="list-style-type: none"> <li>• Actively engages with others to achieve strategic goals</li> <li>• Defines and agrees benefits of partnership</li> <li>• Builds an environment where positive relationships are easily built and sustained</li> <li>• Adapts approach to build trust and meet the needs of others</li> </ul>	<p><b>Communicating Effectively</b></p> <p>Expresses and conveys information effectively to other people. This includes speaking, writing and listening. This covers formal and informal situations.</p> <p><b>Behavioural Indicators</b></p> <ul style="list-style-type: none"> <li>• Listens and checks for understanding</li> <li>• Understands and meets the needs of the audience</li> <li>• Information delivery is well organised and presented</li> </ul>	<p><b>Developing Organisational Talent</b></p> <p>Creates an environment conducive to building the overall aviation talent pool for the organisation and the Pacific; provides timely feedback, guidance, mentoring and development opportunities to enable others to effectively develop their people and reach their agreed goals.</p> <p><b>Behavioural Indicators</b></p> <ul style="list-style-type: none"> <li>• Creates an environment conducive to learning, sharing of knowledge</li> <li>• Develops others to enable them to effectively develop their people</li> <li>• Identifies an individual's key strengths and areas for development</li> </ul>
<p><b>Relationships</b></p>	<p><b>Gaining Commitment</b></p> <p>Uses appropriate interpersonal styles and communication methods to gain acceptance of an idea, plan or process; effectively influences others over whom one has no positional authority; adapts one's own behaviour to accommodate circumstances and individuals involved.</p> <p><b>Behavioural Indicators</b></p> <ul style="list-style-type: none"> <li>• Seeks first to understand</li> <li>• Explores alternatives and clearly articulates benefits</li> <li>• Selects approach most likely to succeed in delivering desired outcome</li> <li>• Demonstrates determination and drive in achieving desired outcomes</li> </ul>	<p><b>Visionary Leadership</b></p> <p>Articulates a clear view of desired future state; influences, inspires and energises the environment and activities of others to achieve desired future state</p> <p><b>Behavioural Indicators</b></p> <ul style="list-style-type: none"> <li>• Creates a compelling Vision and view of the future</li> <li>• Leads through Vision and Values</li> <li>• Inspires and motivates others</li> <li>• Builds trust</li> <li>• Adapts leadership style to the situation, needs of the team and the desired outcomes</li> </ul>	

<b>Personal Attributes</b>	<p><b>Commitment to Excellence</b></p> <p>Sets high personal and professional standards for self and others; assumes responsibility and accountability for the successful completion of projects, assignments or tasks. Consistently gives careful attention to all the detailed aspects of a role, shows a high concern for accuracy; sets high personal and professional standards for others.</p> <p><b>Behavioural Indicators</b></p> <ul style="list-style-type: none"> <li>• Ensures high quality outcomes</li> <li>• Shows pride in high standard of work and outputs</li> <li>• Facilitates an environment of excellence</li> </ul>	<p><b>Executive Disposition</b></p> <p>Effectively relates to and identifies with Council and management perspective; recognises the value of teamwork within their leadership team and works as a member of a collective in order to achieve organisational goals; conveys an image that is consistent with the organisation’s management team.</p> <p><b>Behavioural Examples</b></p> <ul style="list-style-type: none"> <li>• Conducts self in an above-reproach manner Demonstrates corporate diplomacy</li> <li>• Values differences</li> <li>• Demonstrates high standards of ethical behaviour</li> </ul>	<p><b>Impact</b></p> <p>Creates an immediate good impression, is seen as credible across a range of stakeholders from a variety of backgrounds, roles and sectors; commands attention and respect; shows an air of confidence.</p> <p><b>Behavioural Indicators</b></p> <ul style="list-style-type: none"> <li>• Has credibility with stakeholders</li> <li>• Projects confidence</li> <li>• Expresses oneself professionally at all times</li> <li>• Recognises own emotions and feelings and their effects; recognises the impact of own behaviour on others.</li> </ul>
	<p><b>Innovation and Fostering Creativity</b></p> <p>Facilitates an environment where creativity and innovation can flourish; where looking for opportunities to improve your own and the organisation’s performance is the norm. Actively encourages others to generate creative and practical ideas; adapts leadership style to allow for innovation.</p> <p><b>Behavioural Indicators</b></p> <ul style="list-style-type: none"> <li>• Facilitates an environment for creativity and innovation to flourish</li> <li>• Proactively seeks improvement through innovation and fostering creativity</li> <li>• Encourages others to generate creative and practical ideas</li> </ul>	<p><b>Personal Effectiveness</b></p> <p>Maintains effective performance when under pressure, (such as time pressure, shifting/conflicting priorities or job ambiguity) when facing opposition from others or in ambiguous environments.</p> <p><b>Behavioural Indicators</b></p> <ul style="list-style-type: none"> <li>• Displays energy, optimism and resilience</li> <li>• Demonstrates flexibility and adaptability</li> <li>• Maintains effective performance</li> <li>• Manages own health and well-being</li> </ul>	

<b>Professional/ Technical Knowledge and Skills</b>	<p><b>Applies the breadth of knowledge and understanding in position-related areas achieved through study and/or experience.</b></p> <ul style="list-style-type: none"> <li>• Substantial experience in the aviation industry in management and leadership roles</li> <li>• Has extensive experience and knowledge of international aviation regulatory requirements.</li> <li>• Substantial experience working in the pacific and an ability to demonstrate the pacific architecture and how to navigate through it.</li> <li>• Proven history of success leading within the context of a public-private partnership.</li> <li>• A strong sense of awareness of safety and security issues and the need for a structured approach to risk management.</li> <li>• Has experience working in environments where high diplomacy, tact, and self-awareness.</li> <li>• Has experience building relationships across cultural boundaries.</li> <li>• The ability to build professional and technical credibility – both within the PASO and the States and the industry.</li> </ul> <p><b>Desirable</b></p> <ul style="list-style-type: none"> <li>• Knowledge of PASO and experience working across the Pacific would be an advantage.</li> </ul>
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