



APPLICANT INFORMATION PACKAGE
MANAGER, PACIFIC CLIMATE CHANGE CENTRE (MPCCC)

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A. Background Information on SPREP

SPREP is the regional organisation established by the Governments and Administrations of the Pacific charged with protecting and managing the environment and natural resources of the Pacific. The head office is based in Apia, Samoa with over 100 staff. There are SPREP offices in Fiji and Vanuatu as well as SPREP Officers stationed in the Republic of the Marshall Islands and Solomon Islands. SPREP has an annual budget of USD \$33 million in 2019.

The establishment of SPREP sends a clear signal to the global community of the deep commitment of Pacific island Governments and Administrations for better management of the environment within the context of sustainable development.

The strategic direction for SPREP is clearly set out in the 2017-2026 SPREP Strategic Plan. The Plan outlines the mandate, vision and programmes for the organisation, and places strong emphasis on effective delivery of services to SPREP Member countries and territories.

Mandate

SPREP's **mandate** is to promote cooperation in the Pacific region and provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations.

Vision

SPREP is guided by its **vision for the future**: "A resilient Pacific environment, sustaining our livelihoods and natural heritage in harmony with our cultures".

Members

SPREP has 21 Pacific island member countries and territories (American Samoa, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Guam, Kiribati, Marshall Islands, Nauru, New Caledonia, Niue, Northern Marianas, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu and Wallis & Futuna) and 5 developed countries (Australia, France, New Zealand, United Kingdom and United States of America) with direct interests in the region.

Four regional goals to achieving resilience and sustainable Pacific communities:

- **Regional Goal 1:** Pacific people benefit from strengthened resilience to climate change
- **Regional Goal 2:** Pacific people benefit from healthy and resilient island and ocean ecosystems
- **Regional Goal 3:** Pacific people benefit from improved waste management and pollution control
- **Regional Goal 4:** Pacific people and their environment benefit from commitment to and best practice of environmental governance

These define the core priorities and focus of SPREP in the areas of:

1. Climate change resilience
2. Ecosystem and Biodiversity Protection
3. Effective Waste Management and Pollution Control
4. Environmental Governance

SPREP approaches the environmental challenges faced by the Pacific guided by four simple **Values**. These values guide all aspects of our work.

- We value the **Environment**
- We value our **People**
- We value high quality and targeted **Service Delivery**
- We value **Integrity**

The SPREP Secretariat continues to strengthen and realign its institutional capacities, competencies, and systems to best support its Members by delivering more integrated, responsive, and cost-effective services to Members and partners and by better coordinating regional efforts.

Organisation Goal 1: SPREP has information, knowledge, and communications systems that get the right information to the right people at the right time and influence positive organisational, behavioural and environmental change.

Organisation Goal 2: SPREP has multi-disciplinary processes in programme delivery and in supporting Members to develop national and regional policies and strategies.

Organisation Goal 3: SPREP has a reliable and sustainable funding base to achieve environmental outcomes for the benefit of the Pacific islands region and manages its programmes and operations to stay within its agreed budget.

Organisation Goal 4: SPREP is leading and engaged in productive partnerships and collaboration.

Organisation Goal 5: SPREP has access to a pool of people with the attitudes, knowledge, and skills to enable it to deliver on its shared regional vision.

THE PACIFIC CLIMATE CHANGE CENTRE

The Pacific Climate Change Centre (PCCC) will be the regional Centre of Excellence for climate change information, research and innovation and will be hosted at SPREP in Samoa. As a flagship regional initiative, the PCCC will deliver capacity development programmes in adaptation, mitigation, climate services and project development. It will promote and foster applied research, drive innovation and build capacity in these areas and improve the flow of practical information between meteorological services, climate practitioners, policy makers, researchers, scientists and those implementing policies, programmes and projects.

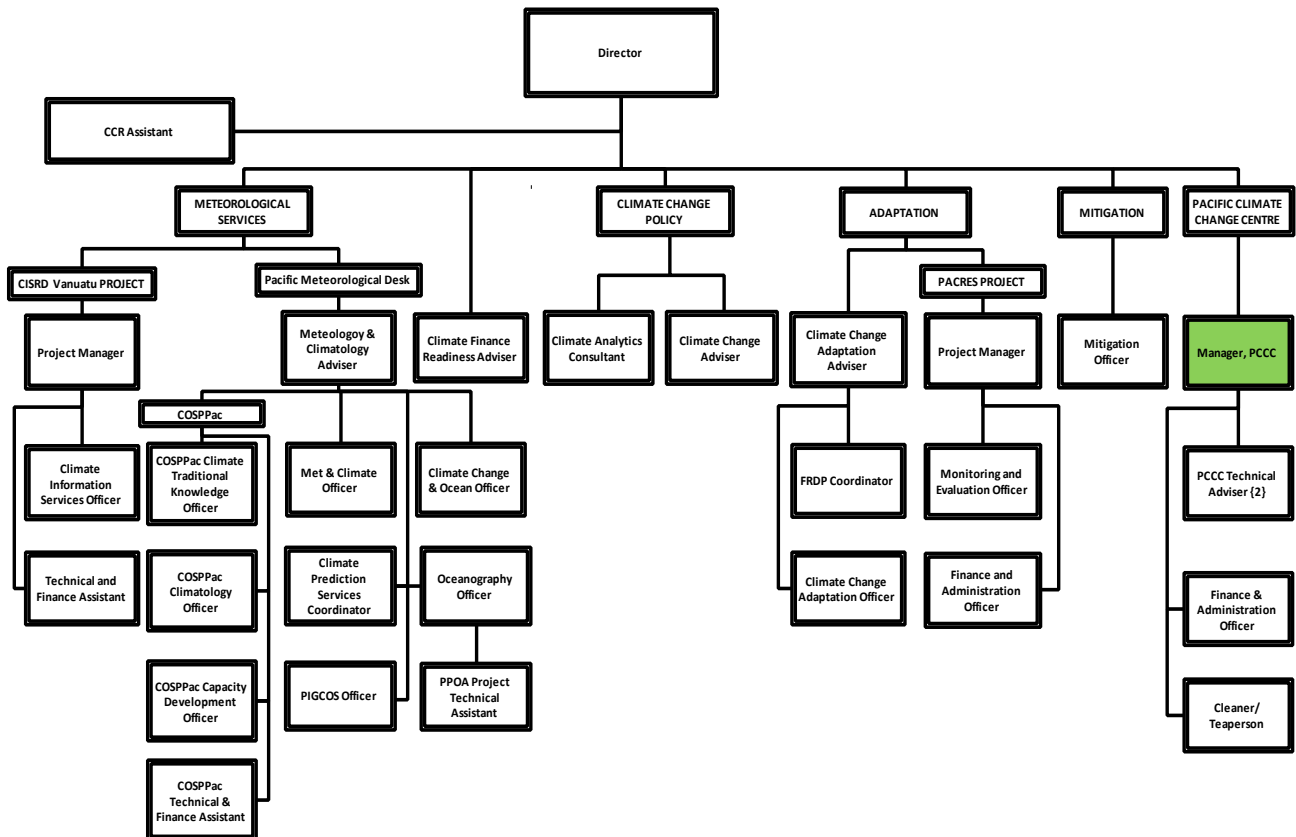
It will be underpinned by strong partnerships with Pacific Governments, applied research institutions, donors, civil society and the private sector. The PCCC will deliver four mutually reinforcing functions:

- **Knowledge brokerage:** Building relationships between the producers and users of climate change knowledge so that Pacific Governments and other decision-makers receive timely, robust information in user-friendly formats.
- **Applied research:** The PCCC will host research projects that are designed to address specific research objectives and priorities identified in the region and which lead to practical outcomes for the Pacific.
- **Capacity building through training and learning:** The PCCC will be a one-stop-shop for the improved coordination of climate change training and will help the region to more effectively learn from climate change adaptation and mitigation efforts to date.
- **Innovation:** The PCCC will support the development of innovative products and services which can increase resilience in the Pacific.

B. JOB DESCRIPTION

Job Title:	Manager, Pacific Climate Change Centre (MPCCC)
Programme:	Climate Change Resilience (CCR)
Team:	Pacific Climate Change Centre (PCCC)
Responsible To:	Director, CCR
Responsible For: (Total number of staff)	4
Job Purpose:	This job exists to: Provide strategic leadership and management of the PCCCC
Date:	February 2019

Organisation Context



Key Result Areas

The position of **Manager, Pacific Climate Change Centre** addresses the following Key Result Areas:

1. Strategic Leadership & Planning
2. Team Leadership and Management
3. Networking, partnerships and collaboration
4. Monitoring, evaluation and reporting
5. Communications and capacity building
6. PCCC Advisory Board Secretariat

The requirements in the above Key Result Areas are broadly identified below.

Jobholder is accountable for	Jobholder is successful when
<p>1. Strategic Leadership and Planning;</p> <ol style="list-style-type: none"> a) Provide strategic vision and direction to guide the work of the PCCC in in line with SPREP Member’s vision for the PCCC, SPREP’s Strategic Plan as well as relevant key regional and global frameworks b) Lead the development of the PCCC’s Strategic and Business plan in consultation with relevant stakeholders and key partners including Pacific Island Countries (PICs), development partners and donors and other relevant stakeholders c) Provide strategic advice and deliver on practical initiatives in line with the PCCC’s Strategic and Business Plan and Annual Workplan d) Provide timely and strategic reports to the Senior Management Team (SMT) on the progress of the PCCC as well as updates on its Annual Workplan 	<ul style="list-style-type: none"> • PCCC Strategic and Business plan is accepted and endorsed by the Senior Management Team (SMT) as well as the SPREP Meeting and the PCCC Advisory Board • Strategic advice and support is provided to the SMT for the continued strengthening and development of the PCCC • SPREP SMT is provided with monthly reports on the progress of the PCCC • The PCCC is operating efficiently and effectively • The PCCC provides accurate and timely advice on all matters relating to the PCCC
<p>2. Team Leadership and Management;</p> <ol style="list-style-type: none"> a) Lead and provide direction to the PCCC team, including the development, delivery and monitoring of individual Performance Development Plans (PDPs) b) Lead, support and manage the performance and continuous professional development of the PCCC staff c) Lead the development and oversee the implementation of the PCCC’s Annual Workplan and Budget in line with the Strategic and Business Plan d) Provide oversight and coordinate the day to day management of the PCCC, 	<ul style="list-style-type: none"> • PCU is a high performing team operating with a positive, cohesive and effective collaborative approach to work within the team and across SPREP, based on a clear and strategic vision that is shared by the team. • The MPCCC provides effective communications and representation to SMT and other stakeholders to progress its mission and objectives. • The PCCC has an established Annual Workplan and Budget • The PCCC successfully achieves key deliverables identified in its Annual Workplan

<p>including management of resources, quality control and the provision of technical guidance and assistance to staff</p> <p>e) Manage the growth in capacity of the PCCC over time, including securing additional resources, in line with projections and overall portfolio growth.</p> <p>f) Develop a sustainable financing plan for the PCCC in consultation with relevant stakeholders</p>	<ul style="list-style-type: none"> • Fully accountable to corporate responsibilities including budget management, financial reporting, staff recruitment, staff Performance Development Plans, and other general management requirements • The PCCC human and operation resources are sustained and managed efficiently and effectively • A Sustainable Financing Plan is developed and implemented for the PCCC
<p>3. Networking, partnerships and collaboration;</p> <p>a) Ensure effective engagement and relationships between the PCCC and other SPREP Programmes in support of the PCCC's and SPREP' overall goals.</p> <p>b) Establish, develop and manage relationships and new partnerships with other similar centres and also other relevant stakeholders globally to support the PCCC's objectives</p> <p>c) Lead SPREP's engagement with other potential partners in the region and globally to ensure collaborative approaches for further development work and projects</p> <p>d) Raise funds for a range of projects aligned with SPREP's Strategic Plan including funding which supports the capacity of the PCCC and SPREP more broadly.</p> <p>e) Represent and strategically advocate for SPREP's and the PCCC's interests at high level regional and international meetings as required</p> <p>f) Organise and facilitate South-South cooperation, knowledge exchange and learning with similar centres</p>	<ul style="list-style-type: none"> • The PCCC has functional and productive relationship with other technical programmes and departments supporting delivery of SPREP's and the PCCC's missions and objectives. • The PCCC has strong relationships with Members, and particularly key focal points • The PCCC has built robust and effective relationships with new and existing partners and stakeholders • The PCCC profile and reputation as the regional Centre of Excellence for climate change information, research and innovation are positively raised across the region, including via targeted communication strategies and other initiatives • The PCCC has secured additional resources to support its mission • The PCCC provides professional representation to all stakeholders, including at regional and other events. • South-South exchange programmes are secured, funded and utilised
<p>4. Monitoring, evaluation and reporting</p> <p>a) Lead the development of the Monitoring and Evaluation (M&E) Plan for the PCCC</p> <p>b) Ensure alignment of the PCCC M&E Plan to the SPREP performance monitoring and evaluation Framework</p> <p>c) Develop the necessary reporting templates for reporting against the indicators and targets in line with SPREP's M&E Framework</p>	<ul style="list-style-type: none"> • PCCC M&E Plan is aligned to SPREP's performance monitoring and evaluation framework and accepted and approved by SMT and Advisory Board • Reporting templates developed and available for use • Progress reports developed, presented and endorsed by SMT and Advisory Board

<p>d) Lead the development of required reports on the status and progress of implementation against the indicators and targets</p>	<ul style="list-style-type: none"> • The PCCC delivers on key milestones in a timely manner and ensures compliance with relevant obligations, as well as providing high quality monitoring, reporting and evaluation services to all its initiatives and projects.
<p>5. Communications and Capacity Building</p> <p>a) Develop Communications, Visibility and Capacity Building (CVCB) Plan and programme for the PCCC</p> <p>b) Lead the implementation of the CVCB including fundraising to fund implementation</p> <p>c) Promote the PCCC work within the region and beyond</p> <p>d) Provide effective communication and strategic high level reporting of all PCCC initiatives and work to SPREP Executive, SMT, staff, Members and other stakeholders</p> <p>e) Lead on the PCCC’s ongoing capacity building programmes for SPREP and the region</p> <p>f) Identify new areas and opportunities for capacity building initiatives for Members, particularly related to the mission of the PCCC</p>	<ul style="list-style-type: none"> • Communications, Visibility and Capacity Building (CVCB) Plan developed, accepted and approved by SMT and Advisory Board, funded and implemented • The CVCB Plan is funded and implemented • Communications and visibility products are developed, promoted, and disseminated • Increased awareness and appreciation of the PCCC and what it does • Relevant capacity building initiatives are provided to strengthen SPREP and member countries positions and capabilities in line with the mission of the PCCC • The PCCC has established itself as the reputable regional Centre of Excellence for climate change information, research and innovation
<p>6. PCCC Advisory Board Secretariat</p> <p>a) Lead the planning, organising and coordination of the PCCC Advisory Board meetings & activities including logistics support</p> <p>b) Provide Secretariat support including the development and provision of meeting reports and minutes as well as maintenance of all records of Advisory Board meetings</p> <p>c) Implement and follow up on status of the Board decisions in collaboration with the Director, CCR and the SMT</p> <p>d) Provide reports for the SPREP Meeting as required</p>	<ul style="list-style-type: none"> • PCCC Advisory Board meetings and activities are effectively planned and implemented • Timely reports & circulation of meeting minutes and proceedings are in line with the PCCC Advisory Board mandate and • Decisions are implemented and followed up in collaboration with Director CCR and SMT • Report on activities of the PCCC are tabled at the SPREP Meeting as required

Note

The above performance standards are provided as a guide only. The precise performance measures for this position will need further discussion between the Jobholder and Director as part of the Performance Development System.

This section may be copied directly into the Performance Development Plans.

Work Complexity

Most challenging duties typically undertaken:

- Development of the PCCC Strategic and Business Plan with an M&E Plan and Budget
- Ensuring that PCCC's role and reputation as the regional Centre of Excellence for climate change information, research and innovation is well established and implemented
- Leading and managing diverse multi-disciplinary and multi-culture staff
- Establishing and managing new partnerships with similar centres and other potential partners
- Securing new financial resources and support for further PCCC Activities managing relationships with the PCCC Advisory Board and partners

Functional Relationships & Related Skills

Key internal and/or external contacts	Nature of the contact most typical
<p>External</p> <ul style="list-style-type: none"> • PCCC Advisory Board • Member countries and Territories • Donors / Partners • Professional / Scientific organisations • Regional / International organisations • Expert Consultancy Service providers • Consultants / project partners 	<ul style="list-style-type: none"> • Advice and assistance • Consultations • Technical discussions and support • Collaborative discussions and financial and • Access to data and information • Coordinate and streamline monitoring and evaluation practices and tools Fundraising and project negotiation
<p>Internal</p> <ul style="list-style-type: none"> • Executive • Senior Management Team • Climate Change Resilience Programme • Other SPREP Programmes • Finance and Administration Department • Human Resources Department • All staff 	<ul style="list-style-type: none"> • Access to data and information • Supervision and delegation • Advice and support Negotiations • Collaboration and coordination

Level of Delegation

The position holder:

- Manages the PCCC's operational budget
- Can authorise costs in own budget
- Can carry out negotiations for the PCCC on behalf of SPREP with guidance from CCR Director
- can seek funding opportunities for the PCCC with guidance from CCR Director

Person Specification

This section is designed to capture the expertise required for the role at the 100% fully effective level (this does not necessarily reflect what the current jobholder has). This may be a combination of knowledge / experience, qualifications or equivalent level of learning through experience or key skills, attributes or job specific competencies.

Qualifications**Essential**

1. Minimum qualifications of a Master degree in Strategic, Financial and Business Management or relevant field OR a Bachelor degree in lieu, with applied relevant work experience in excess of the minimum required relevant work experience.

Knowledge / Experience**Essential**

2. At least 10 years extensive and strategic leadership and management experience, with at least 7 of those years in the climate change and resilience space, preferably within the Pacific islands region
3. Extensive team leadership and management experience including strong strategic advisory and analytical skills, management and supervision of small to medium teams and consultants as well as coaching and nurturing teams of diverse technical backgrounds and expertise in multicultural and multi-disciplinary environments
4. Extensive experience in the development of funding proposals, design and delivery of integrated work programme activities, monitoring and evaluation of performance, resource management as well as a good understanding of synergies and inter-linkages across multilateral climate change and disaster risk management agreements and frameworks at the global and regional levels
5. Comprehensive knowledge of the Pacific Islands region as well as accepted and emerging environment issues and constraints and commitment to improving environmental and development outcomes in Pacific Island Countries. with sound understanding and appreciation of environmental ethics, values and priorities
6. Excellent relationship management and fundraising skills and experience that demonstrate a high level of professional and constructive engagement with a diverse range of stakeholders as well as an excellent understanding of key donor partners and funding institutions with proven fundraising experience

7. Extensive experience in strategic and high level communication skills, written and verbal, including high level of negotiation and reporting, excellent presentation and inter-personal skills as well as extensive experience in capacity building, particularly in the Pacific setting

Key Skills / Attributes / Job Specific Competencies

The following levels would typically be expected for the 100% fully effective level:

Expert level	<ul style="list-style-type: none"> • Strategic Leadership and Management • Analytical and environmental knowledge • Project Development and Management • Managing and designing projects and programmes and in developing grant proposals • Programme monitoring and evaluation • Work programme planning, budgeting and implementation • Proposal development • Major donor policies and procedures • Synergies and linkages with climate change and disaster resilience issues in the region • Relationship and partnership management
Advanced level	<ul style="list-style-type: none"> • Climate, climate change and disaster resilience issues in the Pacific islands region • Emerging environmental and climate change issues and challenges • UNFCCC, Paris Agreement and Climate Change funding mechanisms and processes • Data and information management
Working Knowledge	<ul style="list-style-type: none"> • General management principles • Donor funding requirements and management
Awareness	<ul style="list-style-type: none"> • Sustainable Development Goals, SAMOA Pathway • Framework for Resilient Development in the Pacific • SPREP Strategic Plan • SPREP Work Programmes

Key Behaviours

All staff are expected to uphold SPREP's Organisational Values and Code of Conduct which are Key Behaviours forming part of the Performance Development:

- Environmental Leadership
- Service Delivery
- Valuing our People
- Integrity

All managers and supervisors are expected to uphold SPREP's established Leadership and Management Behaviours forming part of the Performance Development Plan.

Change to job description

From time to time it may be necessary to consider changes in the Job Description in response to the changing nature of our work environment– including technological requirements or statutory changes. This Job Description may be reviewed as part of the preparation for performance planning for the annual performance cycle or as required.

C. REMUNERATION PACKAGE – TERMS & CONDITIONS

Duty Station: Apia, Samoa.

Duration: Appointment is for a term of 3 years initially with possible renewal up to a maximum of 6 years subject to performance during the initial term, continuity of related programme activities and availability of funds.

Salary: Salary is denominated in International Monetary Fund Special Drawing Rights (SDRs). Remuneration for this post falls within Band 12 of SPREP's salary scale. Starting salary will be SDR40,801 per annum. This is currently equivalent to Samoan Tala \$155,710 (USD\$59,888) per annum. All positions have been evaluated to reflect the level of responsibilities and level of experience and qualifications required. Progress in the salary scale will be based on annual performance reviews.

Cost of living differential allowance (COLDA): A Cost-of-Living Differential Allowance of SDR5,147 will be paid to the successful candidate. The current equivalent in Samoan Tala is SAT\$19,642 (USD\$7,555) per annum. Cost-of-living differential allowance reflects the comparative cost of living difference between Suva and Apia. This allowance is reviewed periodically based on data determined by an independent reviewer.

Adjustments: Salaries and allowances for internationally recruited staff are paid in Samoan Tala and adjusted every month based on the monthly average in the value of the SDR relative to the Samoan Tala (SAT) at the time the salary payment is processed. SDR movement however is limited to within 5% above or below a reference point set annually. Remuneration is paid monthly in SAT equivalent. The international currency exchange rate at the time of writing is approximately USD1.00 = SAT\$2.60

Term: For staff recruited from outside Samoa, the term begins from the day the appointee leaves his or her home to take up the appointment. Appointment is subject to a satisfactory medical examination, as well as a 6-month probationary period.

An appointment is terminated by (i) completion of term of contract (ii) one month's notice by either party (iii) without notice by either party paying one month salary in lieu of notice or (iv) dismissed with or without notice as a disciplinary measure.

Performance Reviews: Annual performance assessments and performance rewards will be based on the Secretariat's Performance Development System.

FOR STAFF RECRUITED FROM OUTSIDE SAMOA, THE FOLLOWING APPLIES:

Relocation Expenses: SPREP will meet certain appointment and termination expenses for staff recruited from outside Samoa, including transport and accommodation en-route for the appointee and accompanying dependant(s) between point of recruitment and Apia, and return, by the shortest and most economical route. This includes:

- economy class airfares;
- reasonable cost of packing, insuring, shipping and transporting furniture, household and personal effects on a 20ft container; and,
- up to 20 kilos of excess baggage each for the appointee and family.

Establishment Grant: A lump sum of SDR1,100 is payable upon taking up appointment and arrival in Apia. This is currently equivalent to SAT\$4,198 (USD\$1,615).

Temporary Accommodation and Assistance: On arrival in Apia, the appointee and dependent(s) are entitled to temporary accommodation at a suitable hotel or other fully furnished accommodation for up to 6 working days. The appointee will be assisted to settle into Apia. This will include help in finding suitable rental accommodation.

Privileges and Immunities: SPREP remuneration is tax-free for non-citizens or non-residents of Samoa, including duty-free importation of household and personal effects which have been owned and used by them for no less than six months, within 6 months of taking up appointment.

Repatriation allowance: The appointee is entitled to a repatriation allowance equivalent to two week's salary, upon successful completion of contract, provided the contract is not extended or renewed.

FOR ALL INTERNATIONALLY RECRUITED STAFF, THE FOLLOWING APPLIES:

Education Allowance: Education expenses maybe reimbursed against actual receipts for dependent children, to cover up to 75% of the actual costs, as stipulated under SPREP's Education Allowance policy. Currently the allowance is up to a maximum of Samoan Tala \$15,600 (USD\$6,000) per annum per dependent child, with an overall maximum of Samoan Tala \$46,800 (USD\$18,000) per annum per family of 3 or more eligible children.

School Holiday Travel: One return economy class flight each year between the place of education (taken to be recognised home) and Apia by (i) each dependent child being educated outside Samoa or (ii) the staff member or spouse to visit the child, providing the journey is not made within the final 6 months of the contract.

Family Leave Travel: Return economy class airfares between Apia and the recognised home for the staff member and dependants after completing 18 months of service for 3-year contracts providing no travel is undertaken within the final 12 months of the contract.

Housing Assistance: Internationally recruited staff shall receive housing assistance of 75% of the typical rent payable in Samoa for expatriate executive furnished housing. The current rate is SAT\$2,850 (USD\$1,096) per month. This assistance shall be reviewed annually and adjusted on relative movement in the local rental market.

Security Assistance: Security-related expenses maybe reimbursed against actual receipts up to SAT\$2,400 (USD\$923) per annum as stipulated under SPREP's Security Assistance policy.

Annual Leave: 25 working days a year (up to a maximum accumulation of 50 days).

Sick Leave: 30 working days a year (up to a maximum accumulation of 90 days).

Other Leave: Provisions also exist for maternity, compassionate, paternity, examination and special leave (without pay).

Duty Travel: SPREP meets travelling expenses at prescribed rates necessarily incurred by staff required to travel away from Apia on official business.

Life and Accidental Death and Disability Insurance: All employees are covered by SPREP's 24 hour Life and Accidental Death and Disability Insurance Policy.

Medical Benefits: All employees and their dependants are entitled to have all reasonable medical, dental and optical expenses met, under the terms and conditions of the SPREP in-house Medical Treatment Scheme.

Superannuation: An expatriate internationally recruited staff member will receive a superannuation allowance of 7% of basic salary. For nationals of Samoa, SPREP will pay 7% of basic salary to the Samoa National Provident Fund.

Learning and Development

Learning and development opportunities will be based on the approved SPREP Performance Development System and individual Performance Development Plans.

Definitions:

'Dependant' means the spouse and financially dependent children of an employee.

'Dependent child' means an employee's unmarried, financially dependent, natural or legally adopted child who is:

- under the age of 16 years; or
- under the age of 19 years if undertaking full-time study at a secondary school; or
- under the age of 25 years if enrolled and undertaking full-time study at a university or other tertiary institution; or
- mentally or physically incapacitated.

'Expatriate' means an internationally recruited staff member, who is not a citizen or permanent resident of Samoa, and who resides in Samoa only by virtue of employment with SPREP.

Equal Opportunities: SPREP is an Equal Opportunity Employer. Men and women are equally eligible for all posts in SPREP.

General: Appointment will be under the terms and conditions of SPREP's Staff Regulations, a copy of which will be made available to the successful applicant.

4. ADMINISTRATIVE INFORMATION

ESSENTIAL: Applications should include:

1. Completed Application Form – can be downloaded from the Employment Section of our website (Important to Note: *you are required to complete in full all areas requested in the Form rather than referring us to your CV*);
2. A detailed Curriculum Vitae.

Important to Note: Applications that do not complete the CORRECT SPREP Application Form and submit all the requirements stated above will not be considered.

Submitting applications:

- a) **BY EMAIL (MOST PREFERRED OPTION):** Subject matter to be clearly marked “**Application for Manager, Pacific Climate Change Centre**” and send to recruitment@sprep.org OR
- b) **BY POST OR FAX:** Application to be addressed and sent to: The Director General, SPREP, P.O. Box 240, Apia or fax number (685)20231 and clearly marked “**Application for Manager, Pacific Climate Change Centre**”

More Information on SPREP and its work in the region can be found on the SPREP website
www.sprep.org

For further enquiries, contact Ms Jolynn Managreve-Fepuleai on telephone (685) 21929 ext 325 or
Email: jolynnf@sprep.org

Closing date: Friday, 22nd March 2019: Late applications will not be considered.

SPREP is an Equal Opportunity Employer
