



MINISTRY FOR PUBLIC ENTERPRISES

WORKFORCE PLAN 2025 - 2028

Foreword

Talofa with a smile!

It is believed that the strength of any organisation are its human resources and with that comes with great responsibility to take into account the importance of building and developing them. This workforce plan aims to focus entirely on the planning, developing and retaining of employees as well as ensuring that they are provided with a safe and hazard-free environment here at the Ministry for Public Enterprises. In doing so, we can be able to achieve our Ministerial mission and vision for the overall performance of not only all Public Bodies but the Government of Samoa.

The focus of this workforce plan is to identify challenges and barriers, monitor the rapid changes within our workforce over the years, the various development of our human resources and how we can be able to improve and close gaps that may hinder the performance of our employees at their very best.

“Look after your employees first and then customers last” and with that statement it is my pleasure to officially introduce the Ministry for Public Enterprise’s second workforce plan.



To'oala Elita

CHIEF EXECUTIVE OFFICER

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1. Introduction

1.1 Purpose

The Ministry for Public Enterprise in its Corporate Plan 2024-2027 stated its three main outcomes they wish to achieve such as focusing in *Improving Compliance* from all Public Bodies, providing *High Standard and Efficient Services* to Public Bodies and the Government of Samoa and encouraging *Government Investment* through well-managed Public Bodies.

In order to achieve these outcomes or goals for our Ministry, we need to ensure that our current and future workforce is well equipped with the right skills, personal attributes and knowledge as well as liable experience and qualifications.

In identifying and analysing these core competency factors will assist us in addressing and working solutions for any identified gaps within our current workforce ensuring that it does not affect our deliverables set out in our Ministry's Corporate Plans 2025-2027.

We hope that in implementing this Workforce Plan will help us help our workforce in ensuring that employees are equally allocated to training opportunities that are well-versed with their training needs given in their annual Performance Plans.

This plan will allow us to create opportunities for employees to further their understanding, knowledge and skills regarding their role within the Ministry and keeping up with the times and its new technology and ideas to assist them in achieving our overall Ministry goals and objectives.

1.2 Ministry for Public Enterprises Overview

Our Principles and Values:

- 1** **Accountability and Transparency:** Taking action and taking responsibility
- 2** **Efficiency and Effectiveness:** Achieving our goals for the benefit of Samoa
- 3** **Honesty and Respect:** Being truthful and treating everyone with courtesy and respect
- 4** **Impartiality:** Providing impartial advice and making decisions on their merits
- 5** **Support & Collaboration:** To be supportive and work collaboratively with stakeholders

Our Operating Environment

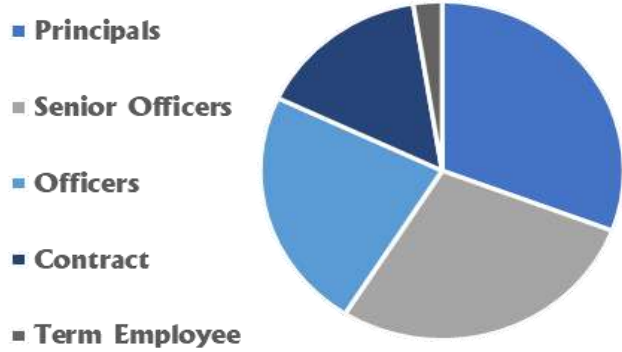
The Ministry for Public Enterprises is operated by five divisions; four Technical Divisions and one Supporting division.



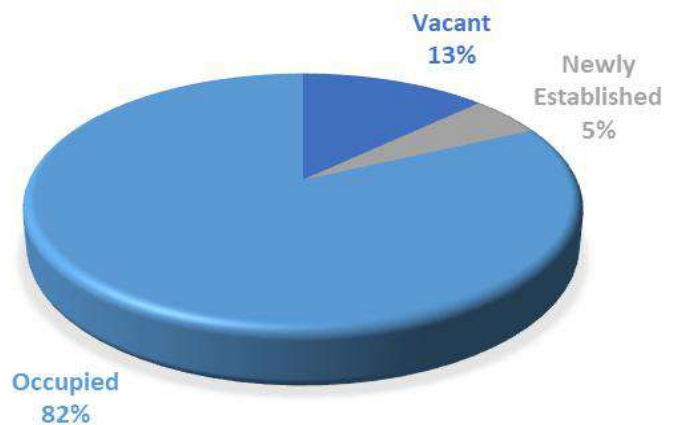
2. CURRENT WORKFORCE PROFILE

ORGANISATION STRUCTURE: As of June 30th 2024, the Ministry for Public Enterprises has a total of 39 established positions which include: **6 Contract Officers (5 ACEOs, 1 CEO), 13 Principals, 10 Senior Officers, 9 Officers and 1 Term Employee.**

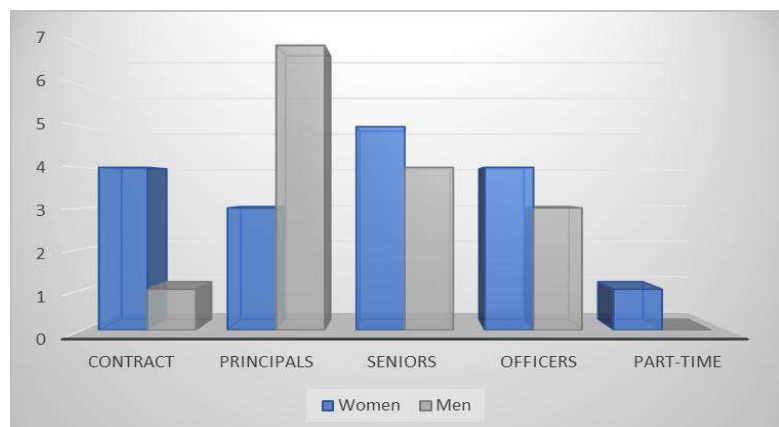
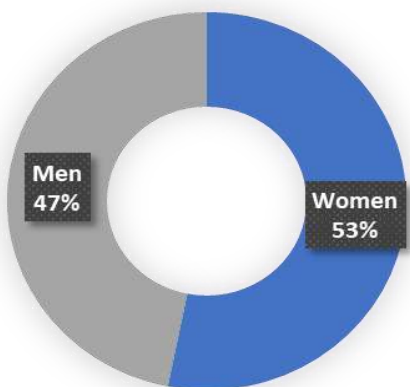
This structure reflects our commitment to maintaining a balanced and effective workforce to meet our organisational goals.



Of the 39 established positions, only **13% (5) are vacant**. This is primarily due to employees' resignations with some staff promoted to other Ministries/Organisations as well as other personal reasons. Additionally, **5% (2) are newly established roles** that have approved by Public Service Commission. The remaining **82% (32) are filled**.



WORKFORCE: Based on the current organisational structure, it is noted that 53% of these positions are occupied by women while 47% are held by men. This illustrates a commendable balanced in gender representation within the Ministry, reflecting our commitment to ensure no gender bias in the recruitment and selection processes.

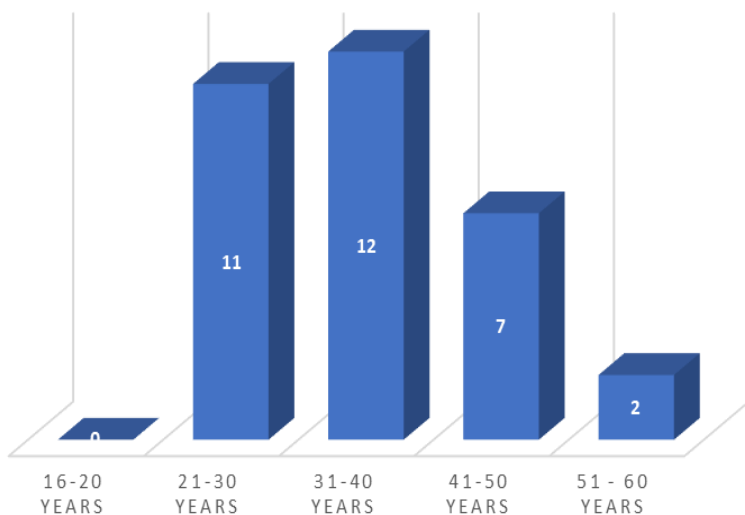
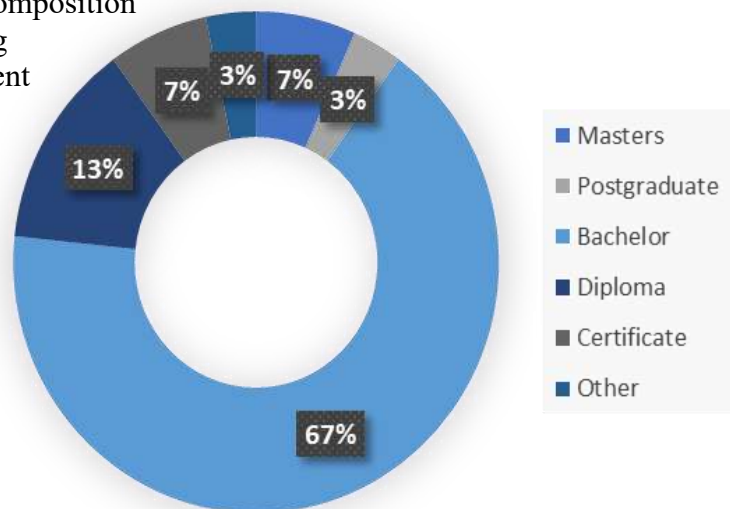


However, it is important to acknowledge that the majority of positions held by women are in contractual roles (4 women to 1 man) within the Senior and Officer levels. Conversely, men are more prevalent in Principal level positions.

This indicates a significant disparity in gender representation particularly in middle management a trend that has persisted over the years. Addressing these gaps will be crucial as we strive to promote equity and enhance the overall diversity within the Ministry.

QUALIFICATION PROFILE: The majority of the Ministry’s workforce holds a Bachelor’s degree with other qualifications including Diplomas, Postgraduates, Masters, Certificates and Others. This reflects a high level of education among our staff equipping them with necessary skills and For their roles. However, this educational composition has remained static over the years indicating a potential need for the Ministry to implement strategies that encourage further studies.

By promoting continuous learning and professional development, we can support long term employees in obtaining higher qualifications. Investing in our workforce will enhance individual capabilities and strengthen the Ministry’s overall capacity.

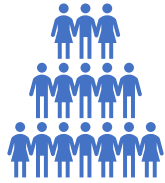


AGE PROFILE: The majority of the Ministry’s workforce comprising 72% falls within 21 – 30years and 31-40years age groups.

This indicates a youthful workforce that is well-positioned to assist the Ministry in achieving its goals.

Additionally, there are small number of employees aged 41 – 60 years and above nearing retirement as illustrated in the accompanying graph.

TOTAL WORKFORCE



37

NEW HIRE



5

FINANCIAL YEAR 2022/2023
As of June 30 2023, it was reported;

PROMOTIONS



1

RESIGNATIONS



6

TOTAL WORKFORCE



32

NEW HIRE



2

FINANCIAL YEAR 2023/2024
As of June 30 2024, it was reported;

PROMOTIONS



4

RESIGNATIONS



7

3. OUR PLANS

5.1 Workforce Plan:

The objectives of this Workforce Plan are focused on four Key Result Areas as summarised below:

Key Result Area	Objectives
Effective Recruitment & Selection	<ul style="list-style-type: none">• Effective and Timely Recruitment and Selection process, no overdue vacancies.
Strengthen Training & Development of all staff	<ul style="list-style-type: none">• Develop, review and implement training plans for all staff of the Ministry• Staff Development
Improve Employee Retention	<ul style="list-style-type: none">• Employee's job satisfaction improved by 100%.
Ensure Health and Safety of all employees	<ul style="list-style-type: none">• Foster a safe, enjoyable and inclusive workplace environment.
Accessible Communication & Information	<ul style="list-style-type: none">• Greater Information sharing with client/stakeholder.

Implementation Matrix – Action Plan 2024/2027:

Financial Year: FY 2024/2025;2025/2026			
Key Result Areas	Objectives	Action Strategy	Success Measures/KPIs
Effective Recruitment & Selection	1. Effective and Timely Recruitment and Selection process	1.1 Ensure that all the recruitment & selection are completed on time and comply with all the requirements steps in our R&S framework.	<p><u>No Shortage of Staff.</u> Maintain a vacancy rate of less than 5% by filing all vacant positions within an average of 30days.</p> <p><u>No Mismatch.</u> Recruitment of eligible personnel with the highest merits and skills/abilities required for vacant positions at 90% level of satisfaction.</p>
		1.2 Declaration of Conflict of Interest for Panel Members and Applicants for any Vacant positions.	<p><u>No Appeals (FY24/25; FY25/26; FY26/27).</u> Maintain 100% rate of no appeals regarding the R & S process through the Financial Year.</p>
		1.3 Enforce reference checks – both written and verbal to validate candidate qualifications.	<p><u>Pre-Interview Tests.</u> Ensure 100% of candidates for all vacancies complete pre-interview tests prior to the interview stage/phase.</p>
			<p><u>Up-to-date Documentations.</u> Ensure that 100% of letter of references and police reports (if required) for all applicants are dated within the last 6 months at the time of application.</p>
Strengthen Training and Development for all staff	1. Develop, review and implement training plans for all staff of the Ministry	1.1 Update the Annual Training Calendar	<p><u>Employee Satisfaction and Productivity Improvement.</u> Achieve 100% employee satisfaction by 2027 through effective training programs.</p>
		1.2 Conduct a Staff Training Needs Analysis to identify skill gaps	<p><u>Induction Package Update.</u> Revise and deliver an induction presentation with an updated induction package for all newly recruited employees on their first day of employment.</p>

		1.3 Provide coaching and mentoring support to newly recruited employees to facilitate their integration into the team	<u>Available Coaching and Mentoring Support.</u> Ensure all new recruits receive coaching and mentoring support from senior employees within their first three months of employment.
	2. Staff Development	2.1 Development of institutional knowledge mechanisms for continuous learning sessions.	<u>Continuous Learning Sessions.</u> Encourage conduction of Continuous Learning sessions in alignment with the Action Learning ensuring 100% staff participation.
		2.2 Encourage on the job learning and support attendance at short-term trainings to upgrade their skills and knowledge	<u>Training Attendance.</u> Ensure that at least 80% of staff attend required training sessions based on the Training Needs Analysis from their Performance Plans for each Financial Year until 2027.
		2.3 Increase employee productivity and teamwork	<u>Coaching and Mentoring Support for new recruits.</u> Ensure all new recruits receive coaching and mentoring support from senior employees within their first three months.
		2.4 Career Development and Pathway	<u>Internal Rotational duties.</u> Allow employees to gain experience in similar roles across divisions to foster cross-departmental collaboration and team building.
<i>Improved Employee Retention</i>	1. Improvement of Employees Job Satisfaction	1.1 Acknowledge and recognize staff performance.	<u>Achieve at least 90% retention of staff each Financial Year until 2027. Staff.</u> Ensure staff receive monthly performance acknowledgement through appreciative notes or message from their divisional heads.
		1.2 Ensure compliance with and the full implementation of the of the PMS	<u>Annual Performance Review.</u> Achieve 100% completion of Staff Performance reviews by July of each FY from 2025-2027 to enhance employee performance through PMS.

	2. Fostering a safe, enjoyable and inclusive workplace environment.	<p>2.1 Initiate employee of the month awards by Management</p> <p>2.2 Each Divisions ACEOs should establish initiatives to reward staff</p>	<p><u>Employee of the Month.</u> Management to evaluate and approve criteria for recognizing high performing staff as employee of the month.</p> <p><u>Employee Engagement Activities.</u> Organize at least 4 fun and/or sports activities or divisional retreats per year through the MPE Social Club, encouraging employee participation and rewarding their hard work.</p>
<i>Ensure Health and Safety of employees</i>	1. Promote and prioritize Health and Safety of employees	<p>1.1 Enforcement of First Aid Response in the Office</p>	<p><u>First Aid Readiness at Training.</u> Ensure First Aid supplies are updated and located and accessible for all staff. Conduct at least 1-2 First Aid training sessions for all staff each financial year.</p>
		<p>1.2 Conduct health checks</p>	<p><u>Annual Health Checks.</u> Conduct annual health checks in coordination with NKF based on their availability Ministry's Social Committee to organize at least 6 social activities throughout the year to enhance staff engagement.</p>
	2. Maintenance of a safe working environment for all staff	<p>2.1 Administration of Ministry's facilities and assets</p>	<p><u>Hygiene and Safety Standards.</u> Ensure that the Ministry's facilities and assets are maintained to higher level of cleanliness and safety. Zero accidents on the job from 2025-2027.</p>
		<p>2.2 Encourage Staff Cleanliness</p>	<p><u>Annual Cleaning Days.</u> Conduct at least one or two Cleaning Days annually to promote cleanliness and safety within Ministry's facilities. (<i>January and December</i>)</p>

		2.3 Development and implementation of OHS Policy	<u>OHS Policy.</u> Ensure that by 2027, a OHS Policy has been developed and implemented for the Ministry
<i>Accessible Communication and Information</i>	1. Greater transparency and accessibility of information	1.1 Provide prompt and timely updates on the Ministry’s website and Facebook page to keep stakeholders informed.	<u>Up-to-date Online Presence.</u> Ensure the Ministry’s Website is updated at least quarterly with new and amended policies, legislations, acts manuals and procedures and current MPE and SOE’s vacancies.
		1.2 Ensure that stakeholders and clients have reliable and efficient access to essential information	<u>Security and Accessibility.</u> Ensure the Ministry’s website remain secure, up to date and accessible to all stakeholders. Conduct bi-annual audits from compliance with security and accessibility standards.

4. SUMMARY OF STRATEGIES AND KRAs IN THE WROKFORCE PLAN 2022 - 2024

This is a summary obtained and identified of key areas and reasons why other KRAs were not achieved and attached for reference for future WFP planning.

Key:

Achieved
Partially achieved
Outstanding

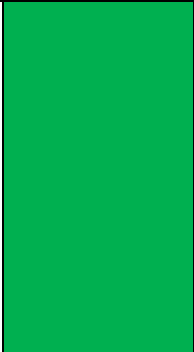
Financial Year: FY 2022/2023; 2023/2024						
Key Result Areas	Objectives	Action Strategy	Responsible Division	Success Measures/KPIs	Traffic Lights	SMART Action (s) Taken
Recruitment & Selection	Improved and strengthen R&S process.	Develop practical tests for all positions interviewed	CSD and all Divisional Managers	Practical test conducted for all interviews one day before interview		From the 17 th July 2023, MPE has then included the conduction of Pre-Interview Tests for all R&S processes as followed.
	Appointing the right people with the right skills	For Panel Members to ensure all questions are framed based on the Job Description, key deliverables of the position, competencies and any professional questions related to the position.	CSD and all Divisions			Starting from July 17 2023, MPE has incorporated the administration of Pre-Interview test for all recruitment and selection process outlined below
		Divisions to make sure to hire the right people for the right positions to ensure success for the Ministry as a whole.		R&S process must be followed during any vacancy positions.		2022/2023: Toma Timoteo (<i>newly appointed</i>) Faiae Schwalger (<i>promotion</i>) Richard Epa (<i>newly appointed</i>) Uriana Tipamaa (<i>newly appointed</i>) Tautua Tofilau (<i>newly appointed</i>)

						<p>Medcen lakimo (<i>newly appointed</i>)</p> <p>2023/2024; Pesa Pesaleli (<i>newly appointed</i>) Bronwyn Malifa (<i>promotion</i>) Jasmine Potifara (<i>newly appointed</i>) Richard Epa (<i>promotion</i>) Fuatino Vaiao Laumoli (<i>newly appointed</i>) Uriana Tipama'a (<i>promotion</i>) Jasmine Potifara (<i>promotion</i>)</p>
		Enforce reference check		Referees or current Office can be contacted to verify the information provided before the interview is conducted.		HR Unit ensure that we contact all referees submitted by our applicants

Training and Development	Provide staff with the skills and knowledge to be able to do their job efficiently and effectively. Increase employee productivity and teamwork.	Develop Annual Training Calendar Develop a Training Methodology/Framework for Implementation of Annual Training Calendar. Staff Training Needs Analysis.	CSD ACEO Coordination of Training Calendar must lead by CSD	CSD to develop an Annual Training Calendar by January 30 th , 2023 for Staff Training Needs identified in their Performance Plans 2022-2023. CSD will have developed a Training Needs Analysis for implementation of Annual Training Calendar by 30 th of January 2023.		The Calendar of Annual Training for FY 22/23 and FY 23/24 have been created based on the training needs of staff identified in the PMS.
		Develop institutional knowledge mechanism for knowledge sharing.	All Staff Coordination of Training Calendar must lead by CSD	Knowledge sharing is encouraged. Action Learning program for knowledge sharing must be conducted throughout the whole Calendar Year 2023.		CSD has successfully compiled Staff Training Needs as indicated in individual performance plans. This proactive approach will facilitate effective employee growth and skill enhancement within MPE.
		Provide coaching and mentoring support to newly recruited employees Encourage on the job learning and training	Superiors Staff	New Recruits have learned and received support from senior employees.		Confirmed support from superior for new recruits.
		Develop and conduct induction pack for newly recruited employees	CSD and All Divisions	Induction Package to be updated accordingly by the end of January 2023 Conduct Inductions for new recruits within		Will send an email to new recruits to confirm the support from superiors. Conducted four HR induction program/presentations for seven new staff FY22/23.

				their first week with MPE		
		Support and encourage employees to attend short term trainings to upgrade their skills and knowledge.	All employees	Majority of staff attended short term training by the end of FY 2022/2023		
Employee Retention	Employee's job satisfaction improved. Impact of staff turnover is minimized. Succession plan strategy implemented.	Ensure to reward and recognize employee's performance. - Ensure full compliance and implementation of PMS	ACEO CSD and Management	PMS successfully incorporated and improve employee performance.		Although the timeframes for the PMS were not met, the overall implementation remains at 100% for both (FY 2022/2023 & FY 2023/2024).
	Foster a safe, enjoyable and inclusive workplace environment.	ACEO of each Division to have initiatives in place of rewarding staff	Management	Staff performance to be acknowledged by their Divisional Heads through appreciative notes or messages after every month		Confirmed that the ACEOs of each respective divisions acknowledge their staffs during divisional meetings and emails.
		Initiate employee of the month awards by Management.	Management	Management staff to meet after every month to discuss approved criteria's for recognizing high performing staff		Monthly awards were not initiated. All criteria have been established, pending management approval for roll out in the second half of FY 23/24.
		Divisional leaders to ensure to conduct succession plans for principal and senior level positions by using the succession planning worksheet attached in appendix 2.	Management	Divisional Leaders to implement succession plan when the position is vacant to ensure MPE have the right people with the right skills to fill in the position		Did not Implement. Management have yet to conduct succession plans as suggested in our WFP 2022-2024
Health and Safety of employees	Promote and prioritize Health and Safety of employees	Ensure to have Frist Aid Kit available for all divisions.	CSD	First Aid Kit set made available for all staff		First Aid Kit in place; located at CSD.

	Increase health awareness	Conduct First Aid training for staff through the support of Red Cross, including refresher training on the already certified First Aider.	All Staff and must lead by CSD.	MPE to have new certified first aider by the end of this Financial Year 2022/2023.		Although First Aid training was initially intended to be conducted by the Red Cross, the FESA team provided this training in October 2023. It covered essential emergency response skills including: <ul style="list-style-type: none"> • CPR for adults, children and infants • Choking relief • Wound care • Burn treatment • Managing shock • Medical emergencies (seizures, allergies) • Basic first aid principles <i>97% staff attended, 35/36.</i>
		Conduct health check	CSD and NKF	Conduct health check through NKF at least once a year, depending on their availability.		NKF conducted health screening for MPE in October 26 th , 2023. <i>Attendance rate 83%, 30/36.</i>
		Social Activities for the Staff. Ministry to coordinate more activities for staff engagement.	Social Committee	The Social Committee will have provided social activities to improve staff engagement throughout the Year 2023.		Social Committee has conducted social activities lately for MPE Staff. For example, in-house competition, walka-fone and hikafone.

<p>Communication and Information Access</p>	<p>Greater Information sharing with client/stakeholder.</p> <p>Reliable and efficient access by client/stakeholders to information.</p>	<p>Ministry website updated.</p> <ul style="list-style-type: none"> - Provide all the required information about MPE. - To advertise Vacancy positions and SOE CEOs on MPE website. 	<p>CSD</p>	<p>MPE Website to be updated with new and amended policies, legislations, acts manuals and procedures as well as vacancy positions.</p>		<p>Internal Vacancy positions and SOE CEOs have been advertised on MPE website accordingly.</p>
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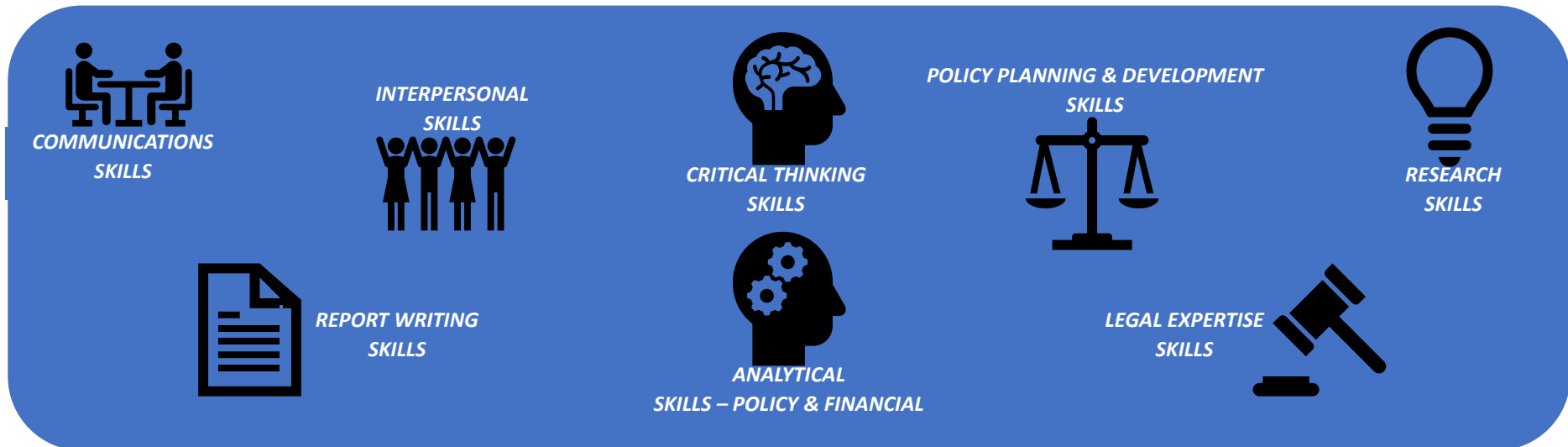
5. EMPLOYEE ENGAGEMENT SURVEY RESULTS

In compiling our Workforce Planning, we conducted an Employee Satisfaction Survey among our employees in order to be able to fully capture what is needed by our employees in order to focus our plans on in making sure they are achieved in the next five years and the results we have gathered as follows;

EMPLOYEE SATISFACTION RATE:



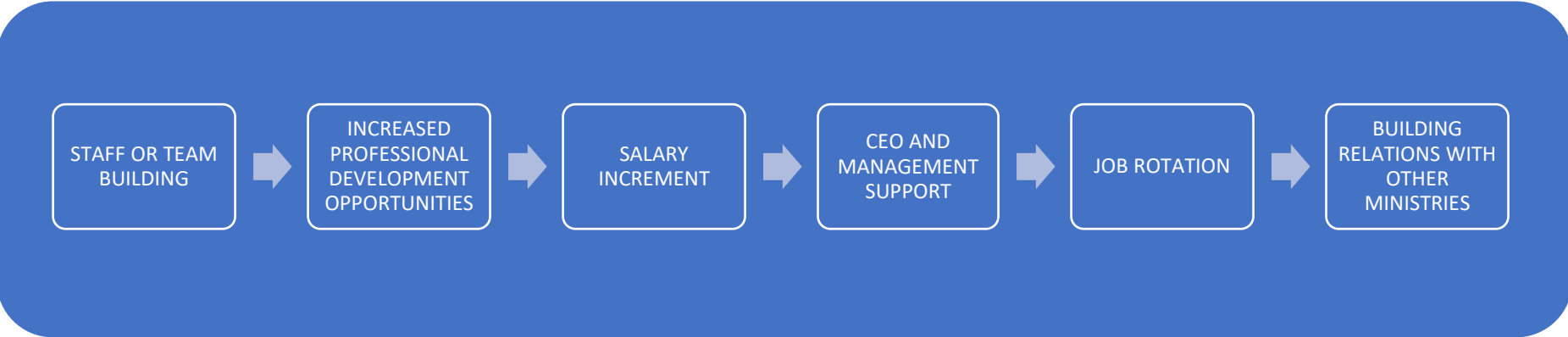
ESSENTIAL SKILLS FOR THE MINISTRY IN THE NEXT 5 YEAR:



EMPLOYEE SATISFACTION RATE WITH TRAINING OPPORTUNITIES OR PROFESSIONAL DEVELOPMENT TRAINING IN THE PAST



WHAT CHANGES WOULD INCREASE THEIR LIKELIHOOD OF REMAINING WITH THE MINISTRY LONG TERM



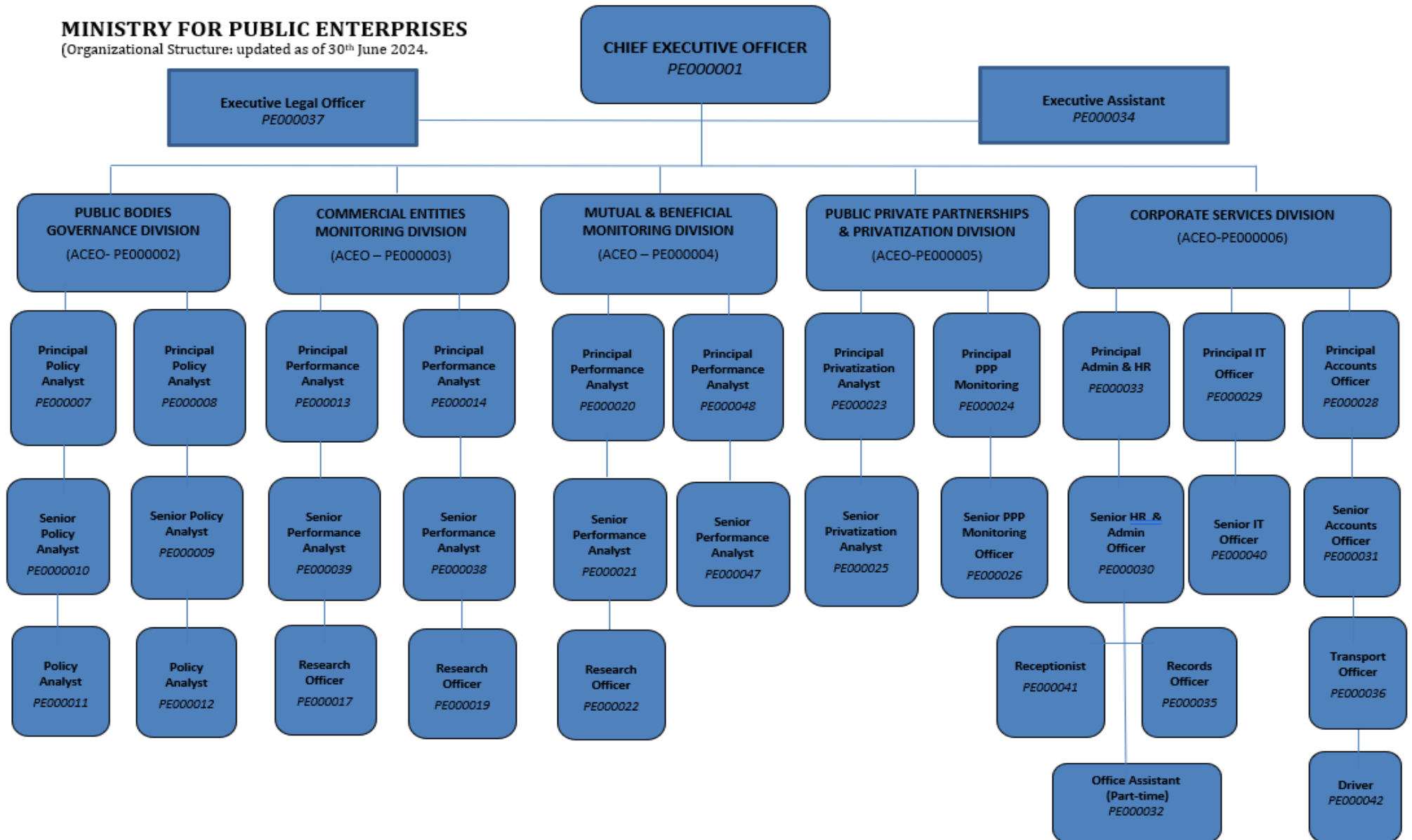
CHALLENGES ENCOUNTERED



6. ORGANISATIONAL STRUCTURE

MINISTRY FOR PUBLIC ENTERPRISES

(Organizational Structure: updated as of 30th June 2024.)



7. Appendices:

7.1 Employees Engagement Survey - Questionnaire

INTRODUCTION:

This questionnaire form serves to enhance the well being and productivity across staff levels with in the Ministry for Public Enterprises. This survey questionnaire aims to improve individual employee's feelings and emotionally attachment to the organisation, job positions and duties, working colleagues, and the organisation culture.

The findings and results of this survey will remain anonymous and will be used to measure and identify some of the challenges that employees face in the organisation.

The questions will be focusing on the following areas:

1. Current Workforce Assessment.
2. Future Workforce Needs.
3. Training and Development.
4. Workforce Planning.
5. Employee Satisfaction and Retention.
6. Feedback and Suggestion.

With this survey implementation, it will help enhance the understanding of our Ministry's current workforce dynamics, future needs, and any potential gaps or issues and will provide solutions to cater for.

Section 1 – General Information:	
<u>Name:</u>	<input type="text"/>
<u>Division/Unit:</u>	<input type="text"/>
<u>Years with the Ministry:</u>	
	<input type="radio"/> Less than 1 Year
	<input type="radio"/> 1-4 Years
	<input type="radio"/> 5-10 Years
	<input type="radio"/> More than 10 Years

1. CURRENT WORKFORCE ASSESSMENT:

- How satisfied are you with your current role and responsibilities?
 - Very Satisfied
 - Satisfied
 - Neutral
 - Dissatisfied
 - Very dissatisfied
- How would you rate the current staffing levels in your division?
 - Too low
 - Adequate
 - Too high
- What skills qualifications do you possess that are currently utilized in your role?

2. FUTURE WORKFORCE NEED:

- What skills do you believe will be essential for the Ministry in the next 5 years or next Financial Year?

3. TRAINING and DEVELOPMENT:

- How satisfied are you with the current training and development opportunities available?
 - Very Satisfied
 - Satisfied
 - Neutral
 - Dissatisfied
 - Very dissatisfied
- What types of training or professional development would be most beneficial to you?
 - Leadership/Management Skill
 - Certification
 - Technical Skills
 - Soft Skill – Communication, Teamwork, Reporting
 - Other (Please list)

4. **WORKFORCE PALNNING:**

- Are there any areas where you think additional staff or expertise is needed?

5. **EMPLOYEES SATISFACTION AND RETENTION:**

- What factors contribute to your job satisfaction within the Ministry?

- What changes would increase your likelihood of remaining with the Ministry long term?

6. **FEEDBACK AND SUGGESTIONS:**

- What challenges have you encountered in your role that you believe need attention?

- Do you have any suggestions for improving the overall effectiveness of our workforce planning?

Mutual Bodies Monitoring Division	Generic Training Needs	Leadership	Conflict resolution, problem solving, project planning and delegating and coaching to improve performance.		▪ All Staff
	Technical Training Needs	Policies/Framework	Trainings on policies/frameworks that govern the Ministry and the SOE sector in Samoa and the region (annually) Biannual workshops on how to formulate new policies/framework.	Relevant Training	▪ All Staff
		Investment Risk Management/Policy	Training on how to develop investment policy to diversify investments for insurance companies (annually)	Relevant Training	▪ All Staff
		Financial Analysis/Report Writing	Need training on ways to improve or enhance financial analysis/report writing skills.	Relevant Training	▪ Uriana Tipamaa
		Advanced knowledge of Public and Government policies/frameworks/guidelines that guide personnel and operations of SOEs.	Continuous researches on areas and methods/strategies that push SOEs to improve on financial performance. efficiency measures and enhance service delivery	Relevant Training	
		Work attachment at relative MPE offices and PB's in the region		Work attachment	▪ Hased Lauano
		Enhance understanding in Insurance		Training	
	Generic Training	Leadership in workplace		Relevant training	▪ Ollie Reupena
Time Management			Training	▪ Richard Epa	

Commercial Entities Monitoring Division	Needs				
	Technical Training Needs	Project Management		Relevant Training	<ul style="list-style-type: none"> ▪ Christopher Latulipe ▪ Richard Epa
		Advanced analytical skills		Relevant training	<ul style="list-style-type: none"> ▪ Christopher Latulipe
		Financial Management Guidelines (Redundant asset, capital structure, pricing & capital expenditure)		Training	
		IFRS Training		Training on accounting policies	<ul style="list-style-type: none"> ▪ Lieni Lima ▪ Medcen Iakimo
		Investment analysis & portfolio management		Relevant training	<ul style="list-style-type: none"> ▪ Lieni Lima
		Financial report analysis	Ratios interpretation	Financial analysis training	<ul style="list-style-type: none"> ▪ Richard Epa ▪ Medcen Iakimo
		Enhanced understanding on the accounting policies. IFRS 9, 15 & 16		Relevant Training	<ul style="list-style-type: none"> ▪ Richard Epa ▪ Medcen Iakimo
Public Private Partnership and Privatization Division	Generic Training Needs	Leadership in workplace		Relevant training	<ul style="list-style-type: none"> ▪ All Staff
		Time Management		Relevant Training	<ul style="list-style-type: none"> ▪ All Staff
	Technical Training Needs	Financial Management		Training	<ul style="list-style-type: none"> ▪ Minna Cordtz
		PPP Policy & Practice		Relevant Training	<ul style="list-style-type: none"> ▪ August Ah Yen
		Risk Allocation		Relevant Training	<ul style="list-style-type: none"> ▪ Koreti Raeli-Warren
		Financial Structuring		Relevant Training	<ul style="list-style-type: none"> ▪ Eseta Tapu
		Leadership Skills	Improve decision making, problem solving and communication.	Relevant Training	<ul style="list-style-type: none"> ▪ Fuatino Vaiao Laumoli ▪ Tafaogalupe Patu

Corporate Services Division	Generic Training Needs				<ul style="list-style-type: none"> ▪ Toetu Valavala ▪ Lutovio Ah Fook ▪ Tafiaina Narayan
		Customer Service Training	Improve customer service skills	PSC or relevant training	<ul style="list-style-type: none"> ▪ Telesia Bryce ▪ Enimerisa Faasega ▪ Lutovio Ah Fook
		Communication styles		Relevant Training	<ul style="list-style-type: none"> ▪ Tafiaina Narayan ▪ Enimerisa Faasega ▪ Lutovio Ah Fook
		Planning and Organizing Skills		Training	<ul style="list-style-type: none"> ▪ Tafiaina Narayan
		Administrative Skills		PSC or relevant training	<ul style="list-style-type: none"> ▪ Telesia Bryce ▪ Toetu Valavala ▪ Lutovio Ah Fook ▪ Tafiaina Narayan
		Project Management		PSC/Local Training	<ul style="list-style-type: none"> ▪ Kaleopa Neru
		Report Writing	Improve report writing skills	Relevant Training	<ul style="list-style-type: none"> ▪ Tafaogalupe Patu-Galumalemana
		HR Management	Enhance skills and knowledge in attaining new ideas of how to manage employees and at the same time be able to coach and mentor them	Relevant Training	<ul style="list-style-type: none"> ▪ Fuatino Vaiao Laumoli ▪ Tafaogalupe Patu-Galumalemana
		Employee Relations	Such training would help us to learn ways we can be able	Relevant Training	<ul style="list-style-type: none"> ▪ Fuatino Vaiao Laumoli

Technical Training Needs		to build relationships with staff in a way that will best understand them and their different personalities in how this can be able to help us achieve our objectives as a team.		<ul style="list-style-type: none"> ▪ Tafaogalupe Patu-Galumalemana
	Records Management	To improve staff skills on how to keep valuable information readily accessible for Ministry's requirements as well as compliance audits.	PSC or relevant training	<ul style="list-style-type: none"> ▪ Telesia Bryce ▪ Enimerisa Faasega
	Administration Training	To improve ways, we can be able to better administer staff	Relevant Trainings	<ul style="list-style-type: none"> ▪ Fuatino Vaiao Laumoli ▪ Tafaogalupe Patu-Galumalemana
	Recruitment and Selection Process	To enhance understanding about the R&S process	PSC or relevant training	<ul style="list-style-type: none"> ▪ Fuatino Vaiao Laumoli ▪ Tafaogalupe Patu-Galumalemana
	Finance One System Administration	To improve skills on how to operate the system from time to time.	MOF/PSC	<ul style="list-style-type: none"> ▪ Fuatino Vaiao Laumoli ▪ Tafaogalupe Patu-Galumalemana ▪ Toetu Valavala
	Finance Management		IFRS Training	<ul style="list-style-type: none"> ▪ Kaleopa Neru ▪ Toetu Valavala
	Project Management		Relevant Training	<ul style="list-style-type: none"> ▪ Kaleopa Valavala
	Defensive Driver's License		LTA or any relevant training	<ul style="list-style-type: none"> ▪ Lutovio Ah Fook

		IT development	Keeping up to date with latest applicable IT development	Attend available free government provided courses/workshops on latest IT developments. Self-learning on line.	<ul style="list-style-type: none"> ▪ Tautua Tofilau ▪ Iluminado Aloaina
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