



# **PUBLIC SERVICE COMMISSION**

CENTRE FOR PUBLIC SERVICE TRAINING AND DEVELOPMENT

# 2007 TRAINING HANDBOOK

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## **FOREWARD**

The focal role of the Centre for Public Service Training and Development (CTD) is to facilitate and provide in - service training opportunities to the civil service and to manage pre service scholarships in an effort to ensure the provision of training, service wide and for the nation. In an effort to enhance morale and productivity and help Ministries and Departments increase performance and improve performance results, the Centre for Training and Development helps agencies effectively use employee skills, by providing training and development opportunities to improve those skills, and increase employees' satisfaction with their jobs.

Increasingly, management recognizes that training offers a way of developing skills, enhancing productivity and quality of work, and building worker loyalty to their Ministry and Department and most importantly, increasing individual and organizational performance to achieve organizational results. While training is widely accepted as an employee benefit and a method of improving employee morale, enhancing employee skills must be seen to be a continuous process and taken seriously. Increasingly, managers and leaders through the progress of the current Reforms realize that the key to growth and success is through developing the skills and knowledge of its workforce.

As such, training is a very vital ingredient and can be seen as the vehicle that will drive the Public Service towards our vision in being regarded as the Centre of Excellence in the Public Service, Human Resource Management and Development and also towards our mission in effectively facilitating professionalism by inculcating a culture of high moral and ethical conduct in the service.

The Centre for Training and Development has offered programmes for 2007, which provide individuals and their departments with the capacity to further enhance the efficiency and effectiveness of today's public service, as well as build the cornerstones of the public service of the future.

A handwritten signature in black ink, appearing to be 'Rishi Ram', written over a faint rectangular stamp.

Rishi Ram

**Chairman for the Public Service Commission**



## **INTRODUCTION**

The 2007 Centre for Public Service Training and Development [CTD] handbook provides information on the scheduled training programmes that CTD will administer and co-ordinate. The content of this edition includes the Public Service training procedures and policies which Ministries and Departments must comply with to enable the practical and effective implementation and conduct of these training programs.

These courses have been designed from the outcome of the Ministries and Departments training needs analysis at all Organizational, Occupational and Individual levels.

A claimable levy with Training and Productivity Authority of Fiji [TPAF] is obligated under the Fiji National Training [FNT] Act after the fulfillment of the TPAF Assessment criteria.

CTD administers in-country and overseas training programmes which are relevant to the improvement of job performance of individuals and building on our capabilities of the public servants in order to deliver according to their organizational and individual requirements.

It is therefore imperative that the highest level of commitment is desired from Ministries and Departments to conduct in-house courses which have been decentralised and included in their training plan to ensure the successful delivery of the 2007 training programmes.

Training Officers in all government agencies are reminded to closely liaise with CTD and establish and strengthen their networking and partnership to effectively fulfill their roles in the public service.

A handwritten signature in cursive script, appearing to read 'Salote Radrodrua'.

Salote Radrodrua  
**Director Training**

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# **ABOUT THE PSC TRAINING DIVISION**

## **BRIEF HISTORY AND OVERVIEW**

For over forty-one years, the Training Division of the PSC, through the Centre for Training and Development (CTD) has provided training opportunities to all cadres of civil servants.

Over the years, staff training and development in the Public Service has grown and diversified , due in part to friendly governments, international and regional organizations and other donor agencies.

CTD often works in partnership with USP, FIT, TPAF, LTC, FSM, FSN, the Pacific Community (formerly SPC) and FCAE to provide professional training which is practical, suitable and applicable.

In addition, the Workforce Planning & Scholarship Unit of PSC, a section of the Training Division, is responsible for workforce planning in the Public Service and for administering Government's scholarship policy. The Unit is located in the Reverend John Hunt House on Stewart Street, Suva.

In line with the Civil Service Reform Program, the Division decentralized five compulsory training courses (according to TPAF criteria) to line Ministries and Departments in 2003 and an additional five courses were decentralized in 2004. A total of ten courses have now been decentralized by CTD and this number will be maintained in 2007 to ensure successful delivery of these courses service wide.

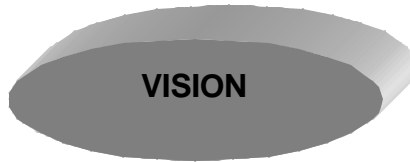
## **ROLE AND OBJECTIVES**

The Public Service Commission under Part 3 Subsection II (I) part (e) of the Public Service Act, 1999 is vested with the authority and responsibility for the training functions in respect of the Public Service. Its Training Division undertakes these responsibilities.

In order to improve and upgrade job performance of public servants, the Training Division carries out a systematic process of training to:

- improve the job performance of individuals through building and developing their skills, knowledge and behaviors;
- assist individuals in reaching their personal and professional goals; and
- support public servants, departments and agencies to build the capabilities of the Fiji public service it requires now and into the future.

## **PSC TRAINING DIVISION – VISION AND MISSION**



**Excellence and  
professionalism in total quality training and development.**



**To enhance professionalism and productivity by administering and promoting training and development for the nation.**

To ensure the provision of quality service to customers, the Division focuses its activities on the Public Service Commission's identified **OUTPUT GROUPS** as follows:-

1. Portfolio Leadership Policy Advice and Secretariat Support
2. Land Management Services – State Office Accommodation Fit-out and Leases
3. Licensing, Compliance and Monitoring-Civil Service Employment
4. Education and Training – Public Service Management
5. Education and Training- Tertiary Scholarship Scheme
6. Dispute Resolution Public Service Management

## **PUBLIC SERVICE TRAINING DIVISION VALUES**

In attaining our mission we establish the following values:

### **VISIONARY LEADERSHIP**

Our leaders will set directions and create a customer focus, clear and visible values and high expectations for all its stakeholders. They will create systems and methods for achieving excellence, stimulating innovation and building knowledge and capabilities that will help guide all activities and decisions.

### **ORGANIZATIONAL AND PERSONAL LEARNING**

We will provide a well executed approach to organizational and personal learning that will include both continuous improvement to existing approaches and adaptation to change, leading to new goals and/or approaches that will be aligned to the organizations needs.

### **VALUE EMPLOYEES AND PARTNERS**

We will value employees by committing to their satisfaction, development and well being. This will involve more flexible, high performance; work practices tailored to employees with diverse work place and home life needs.

### **ACCOUNTABILITY**

We will be accountable for our actions and responsibilities in compliance with standing instructions

### **ETHICAL PRACTICE**

We will act in an ethical manner at all times to maintain customer confidence.

### **EXCELLENT SERVICE**

We will strive to maintain excellent service with stakeholders.

### **RESPECT FOR CUSTOMERS**

We will treat all our customers fairly and with utmost importance.

### **PROFESSIONALISM**

We will at all times perform in a competent and professional manner

### **INSPIRE BY EXAMPLES**

We will uphold the PSC Values and Code of Conduct in high esteem.

## **GENERAL TRAINING POLICIES**

This section will briefly detail some important training policies which Ministries and Departments are requested to assist the Public Service Commission in implementing.

### **A. ATTENDANCE AT TRAINING COURSES:**

#### **1. PSC Circular 21/85:**

Ministries/Departments should systematically analyse and determine their officers' training needs to ensure that officers benefit from the courses they attend. Officers may be nominated again for the same or similar refresher course after five years to keep them abreast with existing and new developments.

Training opportunities should be equitably distributed to as many officers as possible within a Ministry/Department and all essential training records should be kept for each officer so trained.

#### **2. PSC Circular Memorandum ref. PSC 5/55 (85) of 2.8.84:**

Prior approval of PSC must be sought before any officer is released to attend conferences, congress, seminars, workshops or other similar activities. This applies to local as well as overseas programs.

#### **3. PSC Circular 29/89:**

The practice of making direct approaches to aid donors and foreign embassies for any training, scholarships and overseas travel grants is most unsatisfactory and must cease. All requests for overseas training or visits must first be cleared with the Public Service Commission to ensure that training activities are well co-ordinated and consistent with Government's overall human resource development policy.

Informal enquiries however with potential donor agencies may be carried out, but no specific commitment as to the choice of candidates must be made, particularly where the officers concerned belong to the general administrative cadre.

## **B. BONDING:**

The government's revised bonding policy is covered in the PSC circular No.19/90. Ministries/Departments will continue to be responsible for all bonding arrangements for their officers on training/studies either locally or abroad. The bonding policy requires that:

- a Any officer who proceeds on training under Government sponsorship or external sponsorship channeled through Government will continue to be bonded according to PSC Circular 19/1990;
- b Any officer who proceeds on training for eight (8) weeks or more must be bonded;
- c If the duration of training is between eight (8) weeks and one (1) year, the officer shall be bonded for a minimum period of one year;
- d If the period of training is more than one (1) year, the officer shall be bonded for the actual length of training but it shall not exceed a maximum period of six (6) years;
- e Six (6) bond forms are to be completed by the trainee of which two (2) are to be sent to PSC; one (1) to be retained by the Ministry/Department; the other three (3) to be retained each by the bondee and guarantors;
- f There shall be two (2) guarantors none of which shall be the spouse of the bondee; and
- g Any bondee who does not complete serving his/her bond shall be required to pay the outstanding amount of the bond.

## **COURSE REPORTS**

GO 903 is relevant and provides that any officer who undertakes a course of instruction, attachment or visit, shall make a report in duplicate in accordance with the form prescribed by the PSC, copies of which may be obtained from that office. One copy shall be forwarded to the PSC and one retained by the Officer's department.

**TPAF  
REQUIREMENTS**

All training activities in the Service should be systematically done in line with the requirements of the TPAF Levy & Grant Scheme. This will ensure effective training and maximum grant claim and refund to Government. Ministries/ Departments are to pay particular attention to the important requirements listed below and are to liaise closely with PSC Training Division on the issues.

**PERSONAL  
EMOLUMENTS  
FIGURES**

The Fiji National Training (FNT) Act requires that each employer shall pay to TPAF the amount equal to 1% of the total gross wages/salaries in respect of all employees occupying leviable posts.

The Public Service Commission is responsible for the calculation and payment of TPAF Levy in this exercise by properly submitting accurate Personal Emolument Figures in respect of all their leviable posts every year. Ministries and Departments are required to keep and update records for all leviable and non-leviable positions under their control and to produce to PSC when required.

**TPAF GRANT  
CLAIM**

Under the same Act, PSC will claim training grants annually from TPAF for all training conducted in the Service. The assistance and support of every Ministry and Department in this vital exercise is needed in adhering to the following essential TPAF requirements:

**(a) Registration of  
Training Staff**

Officers involved in training activities should be registered with the TPAF. Application for registration on the prescribed form should be submitted to PSC as soon as an officer assumes training responsibility. Ministries and Departments should keep a register for all registered and unregistered Training Instructors and Training Officers.

**(b) Training Needs  
Analysis (TNA)**

Ministries and Departments should submit an updated list of all registered training officers/instructors to PSC by January of each year.

Heads of Department should ensure that a Training Nomination/Selection and Analysis form is properly completed for each officer and kept in the officer's file. The forms should list in advance all aspects of training the officer needs in that particular post. These completed forms will be inspected by CTD and TPAF staff regularly. Specimen form is at **Appendix I**. The needs analysis should also relate to Section V of the officer's annual confidential report.

**(c) Departmental Training Plan**

All Ministries/Departments conducting their own in-house programmes (on-the-job/off-the-job) are required to submit their Training Plans to PSC (CTD) by 15<sup>th</sup> February each year. PSC will then forward to TPAF a Master Training Plan for the Service for their approval.

**(d) Training Facilities**

Ministries and Departments should develop, maintain and keep records of all departmental training facilities and equipments. An updated list of these to be submitted to PSC by 31 January every year.

**(e) Formal Selection**

All training should be based on identified needs and officers selected for any training must have those needs listed in their Training Nomination/Selection and Analysis Sheet.

All nominations for in-service training should always be accompanied by fully completed Training Nomination/ Selection and Analysis form. It should be noted that training opportunities are limited due to scarcity of funds and staff constraints; therefore selection of trainees will be based on the most meritorious and urgent needs.

**(f) Training Records**

Ministries and Departments should keep accurate records of all training activities executed to include names of trainees, positions, course, location, dates, training officer/instructor.

Each Ministry/Department is required to submit monthly returns of all in-house training activities (on-the-job and off-the-job).

**(g) Special Courses**

Ministries and Departments should note and give special emphasis in the training of their departmental officers on Induction, Occupational Health and Safety (OHS), Employee Relations and Management and Supervisory Development courses. CTD training officers have been assigned certain Ministries and Departments to look after and they will assist in the conducting of these courses.

**(h) Dress Code**

All training personnel and course participants are reminded that **NO** multi-coloured shirt (Bula), Jeans, flip-flops, etc. for males and multi-coloured tops or dresses and mini skirts for females is to be worn during courses. It is preferred that males wear light plain white or coloured shirts with trousers or sulu and for females plain white or coloured tops, dresses, long skirts etc. during courses.

**Training Programmes for Government Wage Earners (GWE)**

CTD has scheduled a number of courses for GWE staff because of their role in contributing to the attainment of the Outputs in the Corporate Plan of their Ministries and Departments. CTD will not be able to train all of them and Ministries and Departments are requested to assist in other areas of training.

**IN COUNTRY TRAINING PROGRAMMES**

Ministries/Departments for which overseas donor countries or agencies provide funding and expertise. These include NZAID and CPSC In Country training courses. ***The details are provided on page 45 of this handbook.***

**SUCCESS:**

**COMING TOGETHER IS A BEGINNING, STAYING TOGETHER IS PROGRESS, WORKING TOGETHER IS SUCCESS - Henry Ford**

**THERE ARE NO SECRETS TO SUCCESS. IT IS THE RESULT OF PREPARATION, HARD WORK AND LEARNING FROM FAILURES – Colin Powell**

# **ORGANISATIONAL STRUCTURE AND FUNCTIONS**

## **The Training Division is divided into 3 units:**

### **UNIT 1**

#### **Stream 1 - Workforce Training and Development**

The stream is responsible for the:

- administration of the Senior Executive Services (SES) programs.
- conduct of all training programs (CTD and In-House) to officers at and below SS02 grade or equivalent;
- facilitation of the in-house training courses organised by Ministries/Departments; and
- review and compilation of CTD training policies and related policies.

#### **Stream 2 - TPAF/Research and Development**

The stream is responsible for the:

- administration of the TPAF Levy and Grant Scheme;
- conduct of the Training Needs Analysis (TNA) service wide ;
- coordination of the In-country Training programs sponsored by donor Governments/ agencies;
- conduct of research and development work;
- compilation of monthly and annual CTD reports;
- formulation of the CTD Training Plan and the yearly Training Handbook ; and
- administration of the CTD Library

### **UNIT 2 - In-Service Training Unit**

This unit is responsible for the:

- administration of all short-term and long-term local in-service training of government employees at USP, FIT, and other local training institutions;
- administration of all short-term and long-term overseas in-service training undertaken by government officers;
- conduct of service examinations; and
- provision of secretariat support to the Public Service Training and Examinations Board.(PST&EB)

### **UNIT 3 -Workforce Planning and Scholarship Unit**

This unit is responsible for the:

- provision of Secretariat support to the Scholarship Committee
- administration of the Workforce Planning and Cost Sharing Schemes; and
- administration of the pre-service scholarships for local institutions (USP, FIT, LTC, FCAE, FCA, FSM) and overseas awards.

## **A. WORKFORCE TRAINING AND DEVELOPMENT UNIT**

### **FUNCTIONAL ACTIVITIES**

#### **(I) STREAM 1: LOCAL TRAINING COURSES**

##### **Training Programs**

Training programs range from 2–5 days. They are practically oriented and dwell on contemporary and recognized concepts and theories, thus providing rich opportunities for learning. The main venues for CTD training programs are Suva, Lautoka, and Labasa. However, training has also been scheduled to be undertaken at various outer stations such as Levuka, Taveuni, Savusavu, Bua, Kadavu, Rakiraki, Sigatoka and Tailevu.

The CTD programs are divided into 3 broad categories as follows:-

##### **(i) Management/Supervisory Development Programs**

Designed for front-line managers of all cadres. The programs dwell on techniques of supervision and systematic organisation as a basis for higher returns. The courses/workshops include the following:-

- Computer Courses
- Project Planning and Management
- Strategic Planning and Management
- Human Resource Management and Development
- Leadership and Governance
- Policy Planning and Management
- Organizational Crisis and Risk Management
- Public Sector Reform
- Occupational Health & Safety (OHS)
- Service Excellence
- Basic Management

##### **(ii) Support Staff Programme**

This is aimed at all officers in the basic levels of occupational classifications to enable them to understand important service requirements. Programs include the following :-

- Induction
- Personal Development for Clerks, Typists & GWE
- Customer Service
- OHS
- Employee Relations

- Communication Techniques
- Leadership and Change
- Disciplinary and Grievance Procedures
- Basic Management

***The details of the Management/Supervisory and Support Staff programs are listed on pages 27 to 35 of this training handbook.***

### **(iii) In- House Training Programs**

These are some of the compulsory courses under the Fiji National Training (FNT) Act and are aimed at officers at middle management level and officers at the lower grades. The programs are aligned/tailor-made to the requirements/needs of the ministry/department.

Programs include:

- Induction
- Occupational Health and Safety (OHS)
- Employee Relations
- Leadership and Change
- Basic Management
- Customer Service
- Communication Techniques and Skills
- Disciplinary Procedures and Grievance Handling
- Management/Administrative Ethics
- Personal Development for CO's/Typist's/Wage Earners staff

***The details of the in-house training programs are listed on pages 38 to 43 of this training handbook.***

### **WISDOM:**

**A MAN ONLY BECOMES WISE WHEN HE BEGINS TO  
CALCULATE THE APPROXIMATE DEPTH OF HIS  
IGNORANCE — Gian-Carlo Menotti**

**TRAINING  
METHODOLOGY:**

CTD has a rich resource base for its training programs. It has 5 training rooms, 2 syndicate rooms, qualified training personnel and modern audio-visual equipment. It also utilises other component resources available within and outside the public service including overseas expertise.

CTD programs are highly interactive and practically oriented. Training sessions are mostly conducted with a good blend of presentation techniques including group discussions, individual/group exercises, simulation, role playing, lectures, team learning, films, case studies, project work and field visits. Handouts and reading materials are usually given for all topics covered to complement learning.

Training materials including notes on various topics could also be made available upon request.

**CTD NOMINATION  
PROCEDURES:**

Scheduled courses for the year are based on pre-determined needs of Ministries/ Departments. Therefore nominations for all courses/workshops should be made and supported by the Training Nomination/Selection and Analysis Form to reach the Commission's Training Division in the preceding year and prior to the preparation of the Training Plan by the CTD. Specimen form is at [Appendix 1](#)

**SCHEDULED CTD  
COURSES/  
WORKSHOPS:**

CTD will conduct all its scheduled courses on the dates specified, but a number of unscheduled courses may be conducted in the Central, Western and Northern Divisions upon request and depending on the training needs and resources available.

**IN-HOUSE TRAINING  
COURSES:**

By the year 2005 10 courses have been decentralized to Ministries and Departments who will have to conduct these courses as their own In-house training programmes.

Ministries and Departments need to submit to the PSC Training Division their Training Plan for In-house training courses. This will be forwarded to the Training and Productivity Authority of Fiji (TPAF) together with the CTD Training Plan for their approval. The CTD training officers will be available for assistance in needs identification; designing, implementation and evaluation of training to ensure standard requirements by the TPAF are complied to by all Ministries and Departments.

**Since CTD will not be able to train the entire Public Service with its scheduled courses, Ministries and Departments are encouraged to conduct more in-house training, especially generic courses.**

CTD, upon receipt of request and depending on the training needs and the availability of resources and time will assist Ministries and Departments in conducting in-house training on:-

- Motivation
- Delegation
- Problem Solving & Decision Making
- Stress Management
- Interviewing Skills
- Grievance Handling
- Organisation & Methods
- Customer Service
- Time Management
- Employee Relations
- Induction
- Conflict Management
- Human Resource Development (HRD)
- Report Writing
- Communications Techniques and Skills
- Occupational Health & Safety (OHS)
- Store Keeping rules & Procedures
- Competency – Based Performance
- Computer Courses
- Registry Procedures
- Records Management
- Management/Administrative Ethics
- Team Building
- Gender Mainstreaming
- Negotiation Skills

The benefit of running these in-house courses is that the content will be more focused and aligned to the needs of the relevant Ministry or Department and more people will get the opportunity for training.

The Ministry of Finance and National Planning through its Training and Systems Development Division will conduct training courses for Government Accounting Procedures and the specifics of the Financial Management Reforms. Likewise with Government Supplies for the Government Stores and Instructions course. Ministries and Departments could liaise with them if training is needed. Nominations for these courses are to be sent directly to the respective Ministries/Department.

## **COURSE EVALUATION:**

### **Pre and Post-Course Trainee Appraisal**

Assessment on the course contents are done before and after the course to determine the pre-course and post-course level of knowledge, skills and attitudes of participants

### **Process/Daily Evaluation**

Training Officers monitor the progress of learning and assimilation during the course through sum-ups, recapitulation and discussion sessions. Trainees evaluate daily sessions on the prescribed form (Specimen is at **Appendix IV**) at the end of each day.

### **End-of-the Course Evaluation**

Trainees evaluate the programme on the prescribed form (specimen is at **Appendix V**) at the end of each course.

### **Transfer Evaluation**

Three months after the training, trainees and their supervisors are required to assess the effectiveness of the training undertaken on actual job performance. Specimen form is at **Appendix VI**.

## **(ii) STREAM 2: TPAF/RESEARCH AND DEVELOPMENT**

The Unit's responsibility is for the:-

- administration of the TPAF Grant and Levy Scheme with the Training and Productivity Authority of Fiji;
- conduct of the Training Need Analysis (TNA) service wide and prepare training plans;
- administration and co-ordination of in-country training programmes sponsored by donor governments/agencies;
- compilation of the monthly, quarterly and annual reports for the Training Division;
- conduct of training audit within Ministries and Departments for all in-service Scholarships and Training approved by the Public Service Commission; and
- conduct of research, information and development of training materials for CTD and PSMC training courses.

## **B. IN-SERVICE TRAINING UNIT**

### **OVERSEAS IN-SERVICE TRAINING:**

Short and long-term training programmes in the form of staff exchanges, official visits, attachments, and undergraduate and technical studies at various overseas training institutions are often available for sponsorship through the PSC Training Division.

### **NOMINATION PROCEDURES:**

Ministries/Departments could submit overseas training proposals to PSC well before the closing date for relevant course(s) using the necessary forms.

Adhoc course offers whenever received by the Commission from recognised overseas institutions will be forwarded to Ministries/ Departments for nominations where appropriate.

### **LOCAL IN-SERVICE TRAINING PROGRAMMES:**

Undergraduate, postgraduate and technical studies at USP and FIT are available for sponsorship through the PSC Training Division. Approval may also be granted for officers to attend non-CTD short courses at other local training institutions.

Service Exams, H1 , H2 U, S and E are also administered by this unit.

## **C. WORKFORCE PLANNING AND SCHOLARSHIP UNIT**

The workforce Planning & Scholarships Unit, is a section within the Training Division and is responsible for the:

- assessment and identification of the **National Workforce** requirements in consultation with relevant agencies in the public and private sectors;
- implementation of government scholarship policies and managing scholarship programs in order to address **National Workforce Needs**; and
- Secretariat of the Government Scholarships Committee.

## **SENIOR EXECUTIVES OF THE FIJI PUBLIC SERVICE**

The Senior Executive Service is comprised of the men and women charged with leading the continuing transformation of the Fiji Public Service and Fiji Government as a whole. These leaders should possess well-honed executive skills and share a broad perspective of government and a public service commitment which is grounded in the Constitution. The Public Service is committed to deliver results, and the Senior Executives drive those results. The most enduring legacy to the future of the Fiji Public Service is the proper development of its Senior Executives. The ability of Senior Executives to achieve results can be met by establishing a strong learning environment that supports both initial and ongoing training and development for both current and future leaders.

In view of this increasing emphasis on leadership, we believe the time is right to recommit and strengthen the Fiji Public Service to developing effective future leaders.

We are issuing the following guidelines to assist our Senior Executives in carrying out their agency's managerial development responsibilities.

In planning for leadership development, agencies ensure the following criteria are met:

- Clear linkage to organizational strategy, goals, and values. Modifications are needed to incorporate emerging trends and new requirements and to ensure continued alignment.
- Clear linkage for Government-wide leadership competencies with Executive Core Qualifications as well as agency-specific core requirements, to ensure the training provided fosters a broad agency and Government-wide perspective.
- Top-level commitment as demonstrated by dedicating adequate resources, by ensuring active involvement of higher-level officials in the development of their managerial subordinates, and by serving as positive role models, mentors, and teachers for leadership.
- Integration with other related human capital management processes, such as succession planning, talent management, and performance management.
- Thorough training needs analysis based on an identification of competency gaps and current mission or business goals and challenges.
- Systematic evaluation of the extent of learning, its application, impact, and where feasible, its return on investment.

Agencies, at a minimum, incorporate the following components into their leadership development approach:

- Development of the objectives, methodology, content, and coverage of each program or significant learning activity in accordance with basic instructional design principles.

Methods for identifying potential leaders with options for management nomination and for self-nomination.

- Initial and periodic assessment of the leadership competencies of each supervisor, manager, and executive, ideally with multiple sources of input. Assessments should also be done for employees identified as potential leaders.
- Leadership development plans tailored to the individual's level of management. Special attention should be paid to any periods of transition into new roles and the continuing development of executives. Similar plans may be developed for potential leaders.
- Training for new supervisors and managers to ensure they have completed development of basic supervisory skills, including communicating expectations, and managing, evaluating, improving and rewarding employees' performance. Ideally, training should be completed within six months of appointment to supervisory duties.
- Periodic agency program evaluations of training plans, including leadership development programs, to determine how that plan or program accomplishes or effectively promotes the agency's specific performance plans and strategic goals.
- A broad range of learning methodologies grounded in experiential/action-oriented learning and relationship-based learning. This can include additional assignments and responsibilities structured for development purposes, coaching and mentoring assistance, action learning projects, simulations, case studies, and other experientially oriented assignments. Further development can be offered through appropriate educational opportunities and self-development or professional development activities.
- Appropriate use of technology in delivery of learning material, system support, tracking, and measurement. In learning delivery, blended learning solutions should be considered.

Agencies take into account the following best practices and special considerations:

- Facilitating learning through active involvement of the leader's boss, coach, mentor, peer group, or management consultant.
- Learning from feedback through such methods as multi-rater assessments, organizational surveys, business simulations, and development-focused assessment centers.
- Learning activities that integrate individual learning with team or organizational learning.
- Structuring development challenges into future assignments. External rotations, launching new initiatives, and managing turnaround organizations are examples of excellent learning opportunities.
- Attention to Government-specific issues of concern, for example, procurement integrity and ethical standards, or to areas of increasing responsibility, such as managing employees with non-traditional career patterns or managing a multi-sector workforce.

Together, these policies and tools provide the foundation for your agency to establish a highly effective leadership cadre for today, tomorrow and the future.

## **SENIOR EXECUTIVES PROGRAMMES FOR 2007**

The Senior Executive Services training program have been designed to meet the needs and challenges that our Senior Executives may face in the fulfillment of corporate outputs and setting better performance standards as we positively steer our country forward.

The programmes would suite professional people searching for the skills and knowledge essential to meet the demands of the changing work practices and ethics that have been evolving within and outside the Public Sector.

In order to ensure that the training programs meet the actual needs of the Senior Executive Services from Ministries/ Departments, as identified from the training need (survey) analysis exercise, it is also imperative that the achievement of the National Strategic Plan objectives that requires commitment and leadership at the highest levels of government to champion the cause of reform and lead its implementation through these programmes, are achieved.

<b>FILE NO.</b>	<b>DATES</b>	<b>COURSES</b>	<b>DESTINATION</b>	<b>CORDINATOR</b>
<b>SES 01/07</b>	25/4-26/4/07	Contract Management	<b>Suva</b>	<b>Jimaima Vilisoni</b>
<b>SES 02/07</b>	30/5-31/5/07	Leadership and Governance	<b>Suva</b>	"
<b>SES 03/07</b>	27/6-28/6/07	Service Excellence in the Fiji Public Service	<b>Suva</b>	"
<b>SES 04/07</b>	25/7-26/7/07	Leadership and Governance	<b>Suva</b>	"
<b>SES 05/07</b>	29/8-30/8/07	Strategic Planning & Management	<b>Suva</b>	"
<b>SES 06/07</b>	26/9-27/9/07	Leadership and Governance	<b>Suva</b>	"
<b>SES 07/07</b>	24/10-25/10/07	Project Planning & Management	<b>Suva</b>	"
<b>SES 08/07</b>	21/11-22/11/07	Leadership and Governance	<b>Suva</b>	"

# **SENIOR EXECUTIVES**

# ***TRAINING PROGRAMMES***

## **CONTRACT MANAGEMENT**

### **Brief:**

The course provides exposure to drawing up of contracts and the problem and opportunities associated with managing contract. The civil service process avails itself in a web of contract management with its stakeholders daily. Through an examination of a contract document, participants are introduced to the critical issues involved in managing contract.

### **Intended Outcomes:**

- Understand the term contract and issue covered therein
- Identify implication on a contract/lease/joint venture
- Draw a contract that helps in a win/win situation

### **Target Group:**

Officers at SS01 grade, equivalent and above.

### **Course Content:**

- Types of Contract
- Drawing Contracts
- Understanding Contracts Undertaking
- Legal Implications
- Managing Contracts

### **Venue:**

Centre for Training & Development  
Nasese.

**Date:** 25/4-26/4/07

**Maximum No. of Participants:** 20-25

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **LEADERSHIP AND GOVERNANCE**

### **Brief:**

This course will provide an opportunity for participants to recognize the importance of good governance and its impact and effect towards leadership. Leadership is one of the very most talked about issue but the very least known and this course will allow participants to re-examine their leadership potential and how that can be enhanced through good governance principals.

### **Intended Outcomes:**

- Interpret the term good governance
- Determine the importance of good governance
- Analyze the current management practice in relation to good governance
- Ways of restoring professional leadership practice
- Managing corruption through transparency

### **Target Group:**

Officers at SS01 grade, equivalent and above.

### **Course Content:**

- Governance
- E Governance
- Election and Governance
- Transparency
- Good Governance Models
- Accountability Frameworks
- Leadership principles

### **Venue:**

Centre for Training & Development  
Nasese.

**Dates:** 30/5-31/5/07  
25/7-26/7/07  
26/9-27/9/07  
21/11-22/11/07

**Maximum No. of Participants:** 20-25

### **Requirements:**

1. All nominations should be accompanied with duly completed Training nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **SERVICE EXCELLENCE IN THE FIJI PUBLIC SERVICE**

### **Brief:**

The course will provide scenarios that will allow participants to thoroughly explore the importance of having quality assurance standards that will set the pace for the excellent delivery of service.

The Service Excellence framework is a self assessment guide design to assist the Fiji Public Service towards enhancing quality and productivity in government agencies. It focuses on improving work culture within the public service and provides formal recognition to government agencies which demonstrate improved/excellent performance in their provision of public goods and services.

### **Intended Outcomes:**

- Practice excellent performance standards
- Identify the systems and processes in an organization and their purpose
- Identify areas that needs improvement
- apply the appropriate service excellence styles to achieve organizational goals
- create awareness on the importance of the service excellence framework.

### **Target Group:**

Officers at SS01 grade, equivalent and above.

### **Course Content:**

- The Service Excellence Framework,
- The Awards Criteria,
- The preparation and writing of Desktop,
- Evaluation of Organizations,
- Reporting of the Organizations Performance against the SEA Framework

### **Venue:**

Centre for Training & Development  
Nasese.

**Date:** 27/6-28/6/07

**Maximum No. of Participants:** 20-25

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to

commencement of course.

## **STRATEGIC PLANNING & MANAGEMENT**

### **Brief:**

The course explores the principles and techniques of strategic planning and management and strategic issues especially in anticipation of changes in the internal and external environment that affects decision making and problem solving in the organization.

### **Intended Outcomes:**

- Understand the principles and techniques involved in strategic planning
- Strengthen and improve skills in strategic planning and management
- Understand the impact of strategic decision making and problem solving in the organization
- Organization corporate plan
- Behavioral with new environmental changes.

### **Target Group:**

Officers at SS01 grade, equivalent and above.

### **Course Content:**

- Concept of Strategic Planning and Management
- Approaches to Strategic Planning
- Preparation of Strategic Plans and Contingency Plans
- Management of Strategic Plans
- Implementing Strategies
- Monitoring and Reviewing Strategic Plans and Evaluating Strategies

### **Venue:**

Centre for Training & Development  
Nasese.

**Date:** 29/8-30/8/07

**Maximum No. of Participants:** 20-25

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **PROJECT PLANNING & MANAGEMENT**

### **Brief:**

The course will provide a practical knowledge and tools on how to adopt a quality project management approach to an identified project. Quality project management skills are essential for achieving required results .

Through an examination of a project document, participants are introduced to the critical issues involved in managing projects.

### **Intended Outcomes:**

- Understand the term project and issue covered therein
- Identify implications on a project
- Manage quality project with expected results.

### **Target Group:**

Officers at SS01 grade, equivalent and above.

### **Course Content:**

- Planning of Project
- Managing the Project cycle
- The project budgeting and resource management
- Project Stages and Evaluation process
- Resource Management
- Project team
- Stakeholder Analysis

### **Venue:**

Centre for Training & Development  
Nasese.

**Date:** 21/11-22/11/07

**Maximum No. of Participants:** 20-25

### **Requirements:**

- 1.All nominations should be accompanied with duly completed Training Nomination/Selection and Analysis form.
- 2.Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **THE CENTRE FOR TRAINING AND DEVELOPMENT(CTD) SCHEDULED PROGRAMMES.**

### **Design of CTD Scheduled Training Programs**

CTD scheduled training programs range from two to five days. Each training program includes recognized and contemporary concepts and theories, while being practically orientated. Programs include a range of different learning techniques, including, but not limited to, group discussions, individual and group exercises, simulations, role playing and case studies. Handout and reading materials are usually given for all topics covered to complement learning and assist with participants transferring their skills and knowledge back into the workplace. The number of participants range from 20-25 people.

CTD scheduled training programmes are offered in Central, Western, Eastern and Northern Divisions. The venue for these programs in Suva is CTD (located at Queen Elizabeth Drive, Nasese), which is a modern training venue, with up-to-date technology and experienced and qualified staff.

### **CTD Scheduled Nomination Procedures**

Scheduled courses for the year are based on pre-determined needs from the Training Needs of Ministries/ Departments. Therefore nominations for all courses/workshops should be made and supported by the Training Nomination/Selection and Analysis Form to reach the Commission's Training Division as soon as the Training Plan is issued. Specimen form - ***Appendix I.***

Nominations without completed Training and Nomination/Selection and Analysis form **will not** be accepted.

### **Quality Assurance of CTD Training Programs**

CTD takes a systematic three-step approach to ensure the programs are delivered at a high standard and are effective at developing skills and transferring knowledge to trainees.

#### **1. Pre and Post-Course Trainee Appraisal**

Training needs are properly identified through determining the pre-course and post-course level of knowledge, skills and attitudes of participants.

#### **2. Daily and End-of Course Evaluation**

Training Officers monitor the progress of learning during the course through sum-ups, reflection and group discussion sessions. Trainees are provided with the opportunity to evaluate the programs daily and also at the end of the course.

#### **3. Transfer Evaluation**

Three months after the training, trainees and their supervisors are required to assess the effectiveness of the training undertaken on the actual job performance. This form can be downloaded on the PSC website. Evaluation forms – ***Appendix VI***

## **SUMMARY OF CTD SCHEDULED PROGRAMMES**

<b>FEBRUARY</b>	<b>DATES</b>	<b>COURSES</b>	<b>DESTINATION</b>	<b>TRAINER</b>	<b>CTD</b>	<b>IN-H</b>	<b>COM</b>
	<b>CTD COURSES</b>						
<b>CTD 01/07</b>	6/2 - 7/2/07	Customer Service	Levuka	S. Raiko			
<b>CTD 02/07</b>	8/2 - 9/2/07	Basic Management	Levuka	S.Raiko			
<b>CTD 03/07</b>	6/2 - 7/2/07	Customer Service	Vunisea	M Tueli			
<b>CTD 04/07</b>	8/2 - 9/2/07	Basic Management	Vunisea	K Ratusaitadra			
<b>CTD 05/07</b>	14/2 -17/2/07	Induction	Suva	S.Korovusere			
<b>CTD 06/07</b>	20/2 - 22/2/07	Strategic Plan & Mgt.	Suva	S. Korovusere			
<b>CTD 07/07</b>	21/2 - 22/2/07	Policy Plan. & Mgt	Suva	M Tueli	7		
	<b>IN-HOUSE</b>						
						Nil	
	<b>COMPUTER</b>						
<b>COMP 01/07</b>	12/2-23/2/07	Certificate in Computer	Suva	L.Voravora			1
<b>MARCH</b>	<b>DATES</b>	<b>COURSES</b>	<b>DESTINATION</b>	<b>TRAINER</b>	<b>CTD</b>	<b>IN-H</b>	<b>COM</b>
	<b>CTD COURSES</b>						
<b>CTD 08/07</b>	5/3 - 7/3/07	Strategic Plan & Mgt.	Labasa	S. Korovusere			
<b>CTD 09/07</b>	7/3 - 9/3/07	Service Excellence	Labasa	M Tueli			
<b>CTD 10/07</b>	7/3 - 9/3/07	HR Plan, Mgt and Dev.	Suva	S Raiko			
<b>CTD 11/07</b>	14/3-15/3/07	Employee Relations	Lautoka	K Ratusaitadra			
<b>CTD 12/07</b>	27/3 - 28/3/07	Leadership in Gov.	Suva	K Ratusaitadra	5		
	<b>IN-HOUSE</b>						
<b>IH 01/07</b>	20/3 - 22/3/07	Induction	Suva	S Raiko		1	
	<b>COMPUTER</b>						
							Nil
<b>APRIL</b>	<b>DATES</b>	<b>COURSES</b>	<b>DESTINATION</b>	<b>TRAINER</b>	<b>CTD</b>	<b>IN-H</b>	<b>COM</b>
	<b>CTD COURSES</b>						
<b>CTD 13/07</b>	16/4 - 17/4/07	Service Excellence	West	M Tueli			
<b>CTD 14/07</b>	16/4 - 17/4/07	Public Sector Reform	West	K Ratusaitadra			
<b>CTD 15/07</b>	18/4 - 20/4/07	HR Plan, Mgt & Dev.	West	S Raiko			
<b>CTD 16/07</b>	18/4 - 20/4/07	Induction	West	S Korovusere			
<b>CTD 17/07</b>	18/4 - 19/4/07	Defensive Driving	West	M Tueli			
<b>CTD 18/07</b>	26/4 - 27/4/07	Public Sector Reform	Suva	K Ratusaitadra			
<b>CTD 19/07</b>					6		
	<b>IN-HOUSE</b>						
<b>IH 02/07</b>	3/4 4/4/07	Disc & Griev. Proc	Suva	S Raiko		1	
	<b>COMPUTER</b>						
<b>COMP 02/07</b>	16/4-27/4/07	Certificate in Computer	Suva	L.Voravora			1

## SUMMARY OF CTD SCHEDULED PROGRAMMES

MAY	DATES	COURSES	DESTINATION	TRAINER	CTD	IN-H	COM
	<b>CTD COURSES</b>						
CTD 20/07	7/5 - 8/5/07	Public Sector Reform	Labasa	K Ratusaitadra			
CTD 21/07	9/5 – 10/5/07	Policy Planning	Labasa	M Tueli			
CTD 22/07	22/5 - 23/5/07	Employee Relations	Taveuni	S Raiko			
CTD 23/07	24/5 - 25/5/07	Per. Dev {CO/Typists/GWE}	Taveuni	S Korovusere			
CTD 24/07	29/5 - 30/5/07	Per. Dev {CO/Typists/GWE}	Nabouwalu	K Ratusaitadra			
CTD 25/07	31/5 – 1/6/07	HR Plan, Mgt and Dev.	Labasa	M Tueli	6		
	<b>IN-HOUSE</b>						
IH 03/07	1/5 - 2/5/07	Basic Management	Suva	S Korovusere			
IH 04/07	10/5 - 11/5/07	Basic Management	Suva	S Raiko			
IH 05/07	22/5 - 24/5/07	Induction	Suva	K Ratusaitadra			
IH 06/07	30/5 - 31/5/07	Mgt/Admin Ethics	Suva	S Korovusere		4	
	<b>COMPUTER</b>						
							Nil
JUNE	DATES	COURSES	DESTINATION	TRAINER	CTD	IN-H	COM
	<b>CTD COURSES</b>						
CTD 26/07	5/6 - 6/6/07	Defensive Driving	Labasa	S Raiko			
CTD 27/07	14/6-15/6/07	Employee Relations	Labasa	S.Korovusere			
CTD 28/07	26/6 - 27/6/07	Per. Dev {CO/Typists/GWE}	Rakiraki	K Ratusaitadra			
CTD 29/07	28/6 - 29/6/07	OHS	Rakiraki	S Raiko			
	<b>IN-HOUSE</b>						
IH 07/07	5/6 - 6/6/07	Per. Dev {CO/Typists/GWE}	Suva	K Ratusaitadra			
IH 08/07	12/6 13/6/07	Employee Relations	Suva	S Raiko			
IH 09/07	19/6 - 20/6/07	Customer Service	Suva	M Tueli			
IH 10/07	20/6 - 21/6/07	Communication	Suva	M Tueli			
IH 11/07	28/6 - 29/6/07	OHS	Suva	S Korovusere		5	
	<b>COMPUTER</b>						
COMP 03/07	4/6-15/6/07	Certificate in Computer	Suva	L.Voravora			1
JULY	DATES	COURSES	DESTINATION	TRAINER	CTD	IN-H	COM
	<b>CTD COURSES</b>						
CTD 30/07	12/07 - 13/7/07	OHS	Savusavu	S Korovusere			
CTD 31/07	17/7 - 18/7/07	Basic Management	Sigatoka	K Ratusaitadra			
CTD 32/07	19/7 - 20/7/07	Customer Service	Sigatoka	M Tueli			
CTD 33/07	24/7 - 25/7/07	Org. Crisis & Risk Mgt	Suva	S Raiko	4		
	<b>IN-HOUSE</b>						
IH 12/07	10/7 - 11/7/07	Leadership & Change	Suva	S Raiko			
IH 13/07	19/7 - 20/7/07	Per. Dev {CO/Typists/GWE}	Suva	S Korovusere			
IH 14/07	24/7 - 25/7/07	Customer Service	Suva	K Ratusaitadra		3	
	<b>COMPUTER</b>						
							Nil

## SUMMARY OF CTD SCHEDULED PROGRAMMES

<b>AUGUST</b>	<b>DATES</b>	<b>COURSES</b>	<b>DESTINATION</b>	<b>TRAINER</b>	<b>CTD</b>	<b>IN-H</b>	<b>COM</b>
	<b>CTD COURSES</b>						
<b>CTD 34/07</b>	6/8 - 7/8/07	Org. Crisis & Risk Mgt	Labasa	S Raiko			
<b>CTD 35/07</b>	6/8 - 8/8/07	Proj. Plan & Mgt	Labasa	M Tueli			
<b>CTD 36/07</b>	8/8 – 10/8/07	Induction	Labasa	S Korovusere			
<b>CTD 37/07</b>	9/8 – 10/8/07	Leadership in Gov.	Labasa	K Ratusaitadra			
<b>CTD 38/07</b>	20/8 - 21/8/07	Defensive Driving	Suva	S Korovusere	5		
	<b>IN-HOUSE</b>						
<b>IH 15/07</b>	20/8 - 21/8/07	Communication	Suva	K Ratusaitadra			
<b>IH 16/07</b>	20/8 - 21/8/07	Disc & Griev. Proc	Suva	M.Tueli			
<b>IH 17/07</b>	20/8 - 21/8/07	Employee Relations	Suva	S.Raiko			
<b>IH 18/07</b>	22/8 - 23/8/07	Leadership & Change	Suva	S Korovusere		4	
	<b>COMPUTER</b>						
<b>COMP 04/07</b>	13/8 - 24/8/07	Certificate in Computer	Suva				1
<b>SEPTEMBER</b>	<b>DATES</b>	<b>COURSES</b>	<b>DESTINATION</b>	<b>TRAINER</b>	<b>CTD</b>	<b>IN-H</b>	<b>COM</b>
	<b>CTD COURSES</b>						
<b>CTD 39/07</b>	5/9 - 7/9/07	Proj. Plan & Mgt	Suva	M Tueli			
<b>CTD 40/07</b>	10/9/ - 11/9/07	Org. Crisis & Risk Mgt	Lautoka	Raiko			
<b>CTD 41/07</b>	12/9 - 14/9/07	Strategic Plan & Mgt.	Lautoka	Korovusere			
<b>CTD 42/07</b>	24/9 - 25/9/07	Leadership in Gov.	Lautoka	K Ratusaitadra			
<b>CTD 43/07</b>	26/9 - 28/9/07	Proj. Plan & Mgt	Lautoka	M Tueli	5		
	<b>IN-HOUSE</b>						
<b>IH 19/07</b>	5/9 - 6/9/07	Mgt/Admin Ethic	Suva	K Ratusaitadra		1	
	<b>COMPUTER</b>						
							Nil
<b>OCTOBER</b>	<b>DATES</b>	<b>COURSES</b>	<b>DESTINATION</b>	<b>TRAINER</b>	<b>CTD</b>	<b>IN-H</b>	<b>COM</b>
	<b>CTD COURSES</b>						
<b>CTD 44/07</b>	3/10 - 4/10/07	Policy Planning & Mgt	Lautoka	M.Tueli	1		
	<b>IN-HOUSE</b>						
<b>IH 20/20</b>	18/10 - 19/10/07	OHS	Suva	M Tueli		1	
	<b>COMPUTER</b>						
<b>COMP 05/07</b>	15/10-26/10/07	Certificate in Computer	Suva	L.Voravora			1
<b>NOVEMBER</b>	<b>DATES</b>	<b>COURSES</b>	<b>DESTINATION</b>	<b>TRAINER</b>	<b>CTD</b>	<b>IN-H</b>	<b>COM</b>
	<b>CTD COURSES</b>				Nil		
	<b>IN-HOUSE</b>					Nil	
	<b>COMPUTER</b>						Nil
	<b>TOTAL</b>				<b>44</b>	<b>20</b>	<b>5</b>

# **MANAGEMENT DEVELOPMENT**

## ***TRAINING PROGRAMMES***

## **PROJECT PLANNING AND MANAGEMENT**

### **Introduction:**

Effective Management Skills play a central role in contributing to the successful outcome of both public and privately financed project. There is an ongoing need to develop skills in the identification, appraisal, implementation, and evaluation of projects. These skills will be developed through discussion, group work and notes.

**Objectives:** At the end of the course, participants should be able to design, formulate, plan, implement, control and evaluate a work project.

**Target Group:** Officers in all categories who are involved in planning and implementing projects.

**No. of Participants:** 20 - 25

**Content:** The Project Management Cycle, Planning Processes and Techniques, Scheduling Techniques, Managing the Work Process, Resource Management, Managing the Information Load, Reporting and Briefing on Project Status and Project Evaluation.

**Methodologies:** Information Sessions, Discussions, Simulation activities and Group Exercises,

### **Venue /Dates:**

Northern Div. 06/08 – 08/08/07 (3 days)  
Suva 05/09 – 07/09/07 (3 days)  
Western Div. 26/09 – 28/09/07 (3 days)

### **Course Fee:**

Suva \$80.00 per participant  
Western/Northern \$120.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **HUMAN RESOURCE PLANNING, MANAGEMENT AND DEVELOPMENT**

### **Introduction:**

Human resources are the most difficult to manage because they can independently react positively or negatively to situations together with the ability to interact with the other resources. The HRM process involves a range of activities that include planning, staffing, appraisal and compensation, training and development and employee relations. This programme is aimed at equipping new supervisors with all the necessary skills of management which will provide a solid foundation for their career as middle managers.

**Objectives:** At the end of the course, participants should be able to define HRM/HRD processes and relevant organizational contexts and identify the roles and functions of a Manager. Supervisors to understand, improve and reward Human Behaviour/Performance in the workplace.

**Target Group:** Officers at SS04 grade or equivalent and up to SS02 grade and equivalent..

**No. of Participants:** 20 - 25

**Content:** The Organisation context of HRP, HRM, & HRD. HRPM & D in the Public Service, Strategic HRM, Job Designing, Recruitment and Selection Process. Performance Management, Appraisal, Training and Development, Redundancy and Retrenchment.

**Methodologies:** Information sessions, Demonstrations, Discussions, Group Exercises and Case Studies.

### **Venue/Dates:**

Suva 07/03 – 09/03/07 (3 days)  
Western Div 18/04 – 20/04/07 (3 days)  
Northern Div. 31/06 – 01/07/07 (3 days)

### **Course Fee:**

Suva \$80.00 per participant  
Western/Northern \$120.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **POLICY PLANNING AND MANAGEMENT**

### **Introduction:**

The workshop focuses on how to plan and formulate policies in line with the national policy objectives, critically analyse national policies and to assess the impact and implications of policies they administer ensuring proper management within the organization.

**Objectives:** At the end of the course participants should be able to understand the principles of policy planning and management, develop and improve the ability to plan and formulate policies, critically analyse national policies and understand the proper management of policies.

**Target Group:** Officers at SS02 and SS03 grade or equivalent .

**No. of Participants:** 20 - 25

**Content:** Policy Planning and Management concepts, Policy analysis, Policy formulation, Policy evaluation, Monitoring of policy, Strategies for policy management.

**Methodologies:** Information Sessions, Group Exercises, Case Studies and Discussions.

### **Venue /Dates:**

Suva 21/02 – 22/02/07 (2 days)  
Northern Div 09/05 – 10/05/07 (2 days)  
Western Div 03/10 – 04/10/07 (2 days)

### **Course Fee:**

Suva \$ 55.00 per participant  
Western/Northern \$105.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **STRATEGIC PLANNING AND MANAGEMENT**

### **Introduction:**

The workshop focuses on how to plan strategically and also on the importance of proper strategic plans. It also focuses on aligning strategic plans with National Policy Statements and Ministerial Plan. Its main focus is in the area of establishing proper goals and carrying them out in the established objective.

**Objectives:** At the end of the course, participants should be strategic in carrying out management activities in their workplaces

**Target Group:** Supervisors and Managers at SS02 and SS03 grades or equivalent.

**No. of Participants:** 20 - 25

**Content.** Organizational concept of Strategic Management; Corporate Strategic Planning; Identifying and Developing Missions, Visions and Strategies ; Strategic Management; Implementing Strategies; Evaluating Strategies ; Monitoring Controlling and Reviewing; Situation Analysis; Setting Objectives.

**Methodologies:** Information Sessions, Case Study, Discussions and Group Exercises,

### **Venue /Dates:**

Suva 20/02 – 22/02/07 (3 days)  
Northern Div. 05/03 – 07/03/07 (3 days)  
Western Div. 12/09 – 14/09/07 (3 days)

### **Course Fee:**

Suva \$ 55.00 per participant  
Western/Northern \$105.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **ORGANIZATIONAL CRISIS AND RISK MANAGEMENT**

### **Introduction:**

In developing countries such as Fiji, we face heavy human and economic losses from recurring natural and man-made disasters, whose frequency and intensity have increased dramatically in recent years. The principles and processes taught in this course are designed to be effective in the reduction of the impact of these events in both the short and long term. The purpose of this course is to improve participant's knowledge and skills in crisis and risk management.

**Objectives:** At the end of the course participants should be able to : Develop crisis and risk management strategies into their Organization. Discuss the key issues and problems in crisis and risk management Identify the roles of self and various other organizations in crisis and risk management Facilitate within a development framework, valuable contributions in the overall reduction of crisis and risks both internally and externally.

**Target Group:** Supervisors at SS02 and SS03 grade or equivalent.

**No. of Participants:** 20 - 25

**Content:** Crisis and Risk Management Concepts; Crisis and Risk Assessment; Prevention and Mitigation; Preparedness/response and contingency planning; Loss Exposure.

**Methodologies:** Information Sessions, Exercises, Discussions and Case Studies.

### **Venue/Dates:**

Suva	24/07 - 25/07/07 (2 days)
Northern Div	06/08 - 07/08/07 (2 days)
Western Div	10/09 - 11/09/07 (2 days)

### **Course Fee:**

Suva	\$80.00 per participant
Northern/Western	\$120.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **LEADERSHIP AND GOVERNANCE**

### **Introduction:**

This course is designed to facilitate the understanding of key governance and public sector concepts and legal issues that would enable managers to contribute to policy making processes, to undertake better planning and to make organizational decisions and solve problems.

**Objectives:** At the end of the course participants should be able to examine relevant concepts of Leadership and Governance, understand theoretical discourse and civil society concerns, scrutinize ongoing leadership in governance process and evaluate institutional and systematic frameworks from a comparative perspective.

**Target Group:** Officers at SS02 and SS03 grade or equivalent.

**No. of Participants:** 20 - 25

**Content:** State; Governance and the Civil Society; Leadership in the Public Sector; Benchmarking; Planning and Budgeting in Governance; Leadership Ethics in Governance; Public Sector Reform; Human Resources Management; Information Technology (IT) and System Development; Ethics

**Methodologies:** Information Sessions, Case Studies, Discussions and Group Exercises.

### **Venue/Dates:**

Suva	27/03 – 28/03/07 (2 days)
Northern Div	09/08 – 10/08/07 (2 days)
Western Div	24/09 – 25/09/07 (2 days)

### **Course Fee:**

Suva	\$55.00 per participant
Northern/Western	\$105.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

### **Application Closing Date:**

Two weeks prior to commencement of course.

## **PERSONAL DEVELOPMENT FOR TYPISTS/CO's/ GWE**

### **Introduction:**

The development of all officers in the organization is vital to enable the collective achievement of organizational objectives. This class of officers plays an important role in the necessary operation of govt. agencies in terms of support services and other logistics. Developing their knowledge, skills and attitude would enhance the delivery of their individual objectives towards the achievement of overall organizational goals.

**Objectives:** At the end of the course participants will be able to understand the machinery, rules and regulations governing their employment and apply them in their day-to-day activities. Participants will be provided with the opportunity to determine areas for personal growth so they can be more effective in their duties and in meeting their personal and professional goals.

**Target Group:** SS05 and GWE Staff

**No. of Participants:** 20 - 25

**Content:** The constitution and Machinery of Government, Terms and Conditions of Employment, General Orders, Financial Instruction, Supplies and Services Instructions, Terms and Conditions of Employment for GWE, Public Service Act 1999, Official Communication, Public Service Code of Conduct and Values, Occupational Health and Safety, Effective Supervision/Leadership, Performance Appraisal, Team Work, Career Development, Time Management, Stress Management, Industrial Relations.

**Methodologies:** Information Sessions, Individual/Group Exercises, Discussions and Case Studies.

### **Venue/Dates:**

Taveuni	26/05 - 25/05/07 (2 days)
Nabouwalu	29/05 - 30/05/07 (2 days)
Rakiraki	26/06 - 27/07/07 (2 days)

### **Cost Fee:**

Suva	\$55.00 per participant
Western/Northern	\$105.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **BASIC MANAGEMENT**

### **Introduction:**

Management is getting things done through people. It includes managing all the resources available in order to efficiently and effectively achieve the organizational goals. The Public Sector Reforms currently being undertaken have introduced a lot of new management practices and as such one has to be updated with these new practices.

**Objectives:** At the end of the course, participants should understand the basic techniques and skills needed to supervise people effectively.

**Target Group:** Officers at SS03 grade or equivalent and below.

**No. of participants:** 20 - 25

**Content:** The Role of the Supervisor, Organizational Context of Management, Leadership, Motivation, Performance Management/Appraisal, Health and Safety, Communication, Time Management, Stress Management, Team Work.

**Methodologies:** Information Sessions, Discussions and Group Exercises.

### **Venue/Dates:**

Levuka	08/02 - 09/02/07 (2 days)
Vunisea	08/02 - 09/02/07 (2 days)
Sigatoka	17/07 - 18/07/07 (2 days)

### **Cost Fee:**

Suva	\$55.00 per participant
Northern/Western	\$105.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **CUSTOMER SERVICE**

### **Introduction:**

It is important for the Government to create and sustain trust from the public. The image of the Public Service is perceived by the public on how effectively and efficiently we perform our official duties and how we communicate. As public Officers, a public relations is an integral part of our duties and responsibilities.

### **Objectives:**

At the end of the course, participants should understand the mechanics of good customer service and develop right attitudes and skills in public relations at the counter through writing, via telephone and in any other situation.

**Target Group:** Officers at SS04 grade or equivalent and below.

**No. of participants:** 20 – 25

**Content:** Customer vs Client, Organisational context of Customer/Client Service, Customer Service principles, Customer and their needs, Service Excellence Award, Attitudes to Customer Service, Communication Techniques, Telephone Techniques, Dealing with Customers Attitude, PSC Values and Code of Conduct.

**Methodologies:** Information Sessions, Case Studies and Exercises, Audio Visual, Role Plays, Group Discussions, Experience Sharing.

### **Venue/Dates:**

Levuka	06/02 - 07/02/07 (2 days)
Vunisea	06/02 - 07/02/07 (2 days)
Sigatoka	19/07 - 20/07/07 (2 days)

### **Cost Fee:**

Suva	\$55.00 per participant
Northern/Western	\$105.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

### **Application Closing Date:**

Two weeks prior to commencement of course,

## **DEFENSIVE DRIVING**

### **Introduction:**

Driving official vehicles is an important component in the service deliveries of organizations and to facilitate this we need competent drivers. Drivers are fixed with several roles including the role of the organizations ambassador, messenger and importantly as security officers for staff whilst traveling on duty. Therefore it is important that Drivers are well versed with the rules involving the safe use of roads, show respect to road users and be alert to avoid probable accidents.

### **Objectives:**

At the end of the course participants should become more aware of their obligation as a road user for the safety of themselves and other road users, be more efficient in reducing the risk of involvement in road accidents, and inculcate safe driving behavior when using roads.

**Target Group:** Designated drivers and those authorized to drive official vehicles.

**No. of Participants:** 20 - 25

**Content:** Organizational contexts of Defensive Driving, Application of defensive driving, Safe Driving Attitude, LTA Defensive Driving Instruction.

**Methodologies:** Information Sessions, Case Studies Group Discussions and Role Plays.

### **Venue/Dates:**

Western Div	18/04 - 19/04/07 (2 days)
Northern Div	05/06 - 06/06/07 (2 days)
Suva	20/08 - 21/08/07 (2 days)

### **Cost Fee:**

Suva	\$40.00 per participant
Northern/Western	\$80.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

### **Application Closing Date:**

Two weeks prior to commencement of course,

## **EMPLOYEE RELATIONS**

### **Introduction:**

Traditionally employee relations were viewed as the antagonistic existence between employers, employees and the state in the labour process. Management emphasises the efficient use of resources for maximum returns, while employees look for continuity of employment, security of earnings and satisfaction in their work. The Government acts as the referee. Within these roles and functions, some conflicts of interest are bound to arise. Contemporary definitions of ER connote the whole gamut of employee relationships in the work process.

**Objectives:** At the end of the course participants should be able to understand the Employee Relations Systems, industrial policies and practices in Fiji, and how to resolve industrial conflicts. Current employee relations issues involve wages, terms and conditions of employment.

**Target Group:** Officers at SS03 grade or equivalent and below.

**No. of Participants:** 20 - 25

**Content:** Theories of Employee Relations, Employee Relations in the Fiji Public Service, Employment Relations Act, Grievance Procedures in the Service, Industrial conflicts in Organizations, Collective Bargaining, Terms and Conditions of Service, OHS, Delegation of Powers, Negotiations Skills.

**Methodologies:** Information Sessions, Group Exercises and Discussions.

### **Venue/Dates:**

**Lautoka** 14/03 – 15/03/07 (2 days)  
**Taveuni** 22/05 – 23/05/07 (2 days)  
**Sigatoka** 14/06 – 15/06/07 (2 days)

### **Cost Fee:**

**Suva** \$55.00 per participant  
**Northern/Western** \$105.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.  
of course

## **SERVICE EXCELLENCE**

### **Introduction:**

The Service Excellence framework is a self assessment guide design to assist the Fiji Public Service towards enhancing quality and productivity in government agencies. It focuses on improving work culture within the public service and provides formal recognition to government agencies which demonstrate improved/excellent performance in their provision of public goods and service.

**Objectives:** At the end of the course participants should be able to understand, apply and report on the appropriate service excellence principles and criteria of their organizations in order to maximize the enhancement and achievement of organizational goals.

**Target Group:** Supervisors at SS04 grade or equivalent and up to SS02 grade and equivalent.

**No. of Participants:** 20 - 25

### **Content:**

The Service Excellence Framework, The Awards Criteria; Preparation and writing of Desktop, Evaluation of Organizations, Reporting of Organization's Performance against the SEA Framework.

### **Suggested Readings :**

**Methodologies:** Information sessions, Discussions and Exercises.

### **Venue/Dates:**

**Labasa** 07/03 – 09/03/07 (3 days)  
**Lautoka** 16/04 – 18/04/07 (3 days)

### **Cost Fee:**

**Suva** \$55.00 per participant  
**Northern/Western** \$105.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **OCCUPATIONAL HEALTH & SAFETY (OHS)**

### **Introduction:**

As rapid industrialisation is taking place in Fiji, new legislation, technology and machinery are constantly being introduced. It is therefore necessary to improve existing working conditions to maximise employees' health and safety. Every ministry/ department needs to be familiar with the provisions of the new Act.

**Objectives:** At the end of the course participants should be able to understand the concept of OHS; understand the OHS legislation; identify work related problems caused by negligence; and take precautionary measures or reduce risks in negligence.

**Target Group:** Supervisors at SS02 grade or equivalent and below.

**No. of Participants:** 20 - 25

**Content:** Health & Safety at Work Act, Safety and Health in the workplace, Safe Work Procedures, Causes of accidents, Prevention of accidents, Risk Identification and Management, Workmen's compensation; HIV/AIDS.

**Methodologies:** Information Sessions, Case Studies and Exercises, Visual Aid/Video Sessions.

### **Venue/Dates**

**Nabouwalu** 12/04 – 13/04/07 (2 days)  
**Rakiraki** 28/06– 29/06/07 (2 days)  
**Savusavu** 12/07 – 13/07/07 (2 days)

### **Cost Fee:**

Suva \$95.00 per participant  
Northern/Western \$150.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **INDUCTION**

### **Introduction:**

Induction is a process by which a new employee is integrated into an organization to become an active, cooperative and productive member. The progress and performance of officers depend to a large extent on how they were inducted/oriented into the organisation. Induction is always the first step in the management development process.

**Objectives:** At the end of the course, participants should understand the machinery of government; the rules, procedures and regulations of the Service; their rights, obligations and responsibilities as Public Officers and the terms and conditions governing their employment.

**Target Group:** Officers who are newly recruited, promoted or transferred at all grades.

**No. of participants :** 20 - 25

**Content:** The Constitution and Machinery of Government, Public Sector Reform, Public Service Act,1999, General Orders, Financial Instructions, Supplies and Services Instructions, Registry procedures, Official Communication Process, Customer Service, Public Service Values, Time Management, Occupational Health and Safety, Quality Performance, Gender Sensitivity, Recruitment and Selection.

**Methodologies:** Information Sessions, Case Studies and Exercises, Video sessions.

### **Venue/Dates**

Suva 14/02 – 16/02/07 (3 days)  
Lautoka 18/04 - 20/04/07 (3 days)  
Labasa 08/08 – 10/08/07 (3 days)

### **Cost Fee:**

Suva \$55.00 per participant  
Northern/Western \$105.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **PUBLIC SECTOR REFORM**

### **Introduction:**

The public service is currently undertaking wide-ranging change and reform. Public Service managers must be able to review, assess and provide the directors to the achievement of improved service delivery which is not focused purely on customers, but also on the size and cost of operating the public service. This course will assist participants to strengthen integrity, accountability, transparency and productivity in their workplaces. The Public Service Act of 1999 and the Public Service Values and Code of Conduct will be discussed in this course, as the mechanism in which good government initiative and programs can be undertaken.

**Objectives:** At the end of the course, participants will have a good understanding of the current reform process being undertaken in the public service and how to implement the Public Service Act (1999) and uphold the Public Service Values and Code of Conduct which will impact into their work and workplaces.

**Target Group:** SS02 grade or equivalent and below

**No. of Participants:** 20 - 25

**Content:** Restructuring the Public Sector, Setting the National Objectives, Civil Service Reform, Public Enterprise Reform; Financial Management Reform/Financial Management Information System; Change Management.

**Methodologies:** Information Sessions, Case Studies and Exercises.

### **Venue/Dates:**

Lautoka 16/04 – 17/04/07 (2 days)  
Suva 26/04 – 27/04/07 (2 days)  
Labasa 07/05 – 08/05/07 (2 days)

### **Cost Fee:**

Suva \$55.00 per participant  
Northern/Western \$105.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **KNOWLEDGE:**

**SOME PEOPLE DRINK FROM  
THE FOUNTAIN OF  
KNOWLEDGE, OTHERS JUST  
GARGLE**

**- Robert Newton Anthony**

## **EDUCATION:**

**THAT WHICH DISCLOSES TO  
THE WISE AND DISGUISES  
FROM THE FOOLISH THEIR  
LACK OF UNDERSTANDING**

**- Ambrose Bierce**

## **EFFORT:**

**WE HAVE ALWAYS HEAR  
ABOUT THE HAVES AND  
HAVE-NOTS. WHY DON'T  
WE HEAR ABOUT THE  
DOERS AND DO-NOTS?**

**- Thomas Sowell**

## **IN-HOUSE SCHEDULED PROGRAMMES FOR 2007**

### **IN-HOUSE TRAINING COURSES NOMINATION:**

Ministries and Departments are encouraged to conduct more in-house training, especially generic courses to boost capacity building within the Civil Service.

Ministries and departments must submit to the PSC Training Division their Training Plan for in-house training courses for 2007. This will be forwarded to the Training and Productivity Authority of Fiji (TPAF) together with the CTD Training Plan for TPAF's approval.

CTD can assist Ministries and Departments in conducting in-house training for ten development programs, fulfilling the requirements of the Fiji National Training Act. The programs are specially tailored and focused to meet the requirements of the ministries and departments.

CTD, upon receipt of request/invitation and depending on the training needs and available resources, will assist Ministries and Departments in conducting in-house training on:

- Motivation
- Delegation
- Problem Solving & Decision Making
- Stress Management
- Disciplinary Procedures & Grievance Handling
- Customer Service
- Time Management
- Employee Relations
- Induction
- Conflict Management
- Human Resource Development (HRD)
- Report Writing
- Communications Techniques and Skills
- Occupational Health & Safety (OHS)
- Government Procedures and Regulations
- Performance Management
- Registry Procedures
- Records Management
- Management/Administrative Ethics
- Team Building
- Gender Mainstreaming
- Negotiation Skills

## **In-house courses run by other Ministries and Departments**

### **The Ministry of Finance**

The Ministry of Finance and National Planning through its Training and Systems Development Division will conduct training courses for Government Accounting Procedures and Ministries and Departments can liaise with this ministry to organize training.

### **The Government Supplies**

The Government Supplies Department through its training unit conducts training courses for Government Stores and Instructions and Ministries and Departments should liaise with this ministry to organize training. Nominations for these courses are to be sent directly to the Government Supplies Department.

### **Ministry of Foreign Affairs**

The Ministry of Foreign Affairs through its training unit coordinates the Diplomatic Skills course for designated officers within the Civil Service to equip them with the necessary skills on diplomacy and negotiation techniques.

**IN-HOUSE  
SCHEDULED  
COURSES**

***TRAINING  
PROGRAMMES***

## **INDUCTION**

### **Introduction:**

Induction is a process by which a new employee is integrated into an organization to become an active, cooperative and productive member. The progress and performance of officers depend to a large extent on how they were inducted/oriented into the organisation. Induction is always the first step in the management development process.

**Objectives:** At the end of the course, participants should understand the machinery of government; the rules, procedures and regulations of the Service; their rights, obligations and responsibilities as Public Officers and the terms and conditions governing their employment.

**Target Group:** Officers who are newly recruited, promoted or transferred at all grades.

**No. of participants :** 20 - 25

**Content:** The Constitution and Machinery of Government, Public Sector Reform, Public Service Act, 1999, General Orders, Financial Instructions, Supplies and Services Instructions, Registry procedures, Official Communication Process, Customer Service, Public Service Values, Time Management, Occupational Health and Safety, Quality Performance, Gender Sensitivity, Recruitment and Selection.

**Methodologies:** Information Sessions, Case Studies and Exercises.

### **Venue/ Dates:**

Suva 20/03 - 22/03/07 (3 days)

Suva 22/05 – 24/05/07 (3 days)

### **Cost Fee:**

Suva \$70.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **EMPLOYEE RELATIONS**

### **Introduction:**

Traditionally employee relations were viewed as the antagonistic existence between employers, employees and the state in the labour process. Management emphasises the efficient use of resources for maximum returns, while employees look for continuity of employment, security of earnings and satisfaction in their work. The Government acts as the referee. Within these roles and functions, some conflicts of interest are bound to arise. Contemporary definitions of ER connote the whole gamut of employee relationships in the work process.

**Objectives:** At the end of the course participants should be able to understand the Employee Relations Systems, industrial policies and practices in Fiji, and how to resolve industrial conflicts. Current employee relations issues involve wages, terms and conditions of employment.

**Target Group:** SS05 and GWE Staff

**No. of Participants:** 20 - 25

**Content:** Theories of Employee Relations, Employee Relations in the Fiji Public Service, Employment Relations Act, Grievance Procedures in the Service, Industrial conflicts in Organizations; Collective Bargaining; Terms and Conditions of Service; OHS; Delegation of Powers; Negotiations Skills.

**Methodologies:** Information Sessions, Group Exercises and Discussions.

### **Venue/Dates:**

Suva 12/06 – 13/06/07 (2 days)

Suva 20/08 – 21/08/07 (2 days)

### **Cost Fee:**

Suva \$55.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **MANAGEMENT/ADMINISTRATIVE ETHICS**

### **Introduction:**

The concept of Ethics is subjective but important. It generally means formal or informal agreements made between two parties. Unethical practices are breaches of the agreement caused mainly by abuse of power, ignorance and other motives. Public Service Managers face a dilemma in their role as "Public Officers" wherein they are required not only to be servants of the public but also effectively and efficiently managed public resources. Management values include fairness, honesty, Integrity and accountability, while a manager's ethical responsibility include equity, neutrality and loyalty.

**Objectives:** At the end of the course participants should be able to identify and practice ethical values and responsibilities.

**Target Group:** Officers at SS02 grade or equivalent and below.

**No. of Participants:** 20 - 25

**Content:** Definition of Ethics and Values, Values and Code of Conduct in the Fiji Public Service, Developing Ethical Practices .

**Methodologies:** Information Sessions, Group Discussions and Exercises.

### **Venue/Dates:**

Suva 30/05 – 31/05/07 (2 days)

Suva 05/09 – 06/09/07 (2 days)

### **Cost Fee:**

Suva \$55.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

### **Application Closing Date:**

Two weeks prior to commencement of course,

## **PERSONAL DEVELOPMENT FOR TYPISTS/CO's/ GWE**

### **Introduction:**

The development of all officers in the organization is vital to enable the collective achievement of organizational objectives. This class of officers plays an important role in the necessary operation of govt. agencies in terms of support services and other logistics. Developing their knowledge, skills and attitude would enhance the delivery of their individual objectives towards the achievement of overall organizational goals.

**Objectives:** At the end of the course participants will be able to understand the machinery, rules and regulations governing their employment and apply them in their day-to-day activities. Participants will be provided with the opportunity to determine areas for personal growth so they can be more effective in their duties and in meeting their personal and professional goals.

**Target Group:** SS05 and GWE Staff

**No. of Participants:** 20 - 25

**Content:** The constitution and Machinery of Government, Terms and Conditions of Employment, General Orders, Financial Instruction, Supplies and Services Instructions, Terms and Conditions of Employment for GWE, Public Service Act 1999, Official Communication, Public Service Code of Conduct and values, Occupational Health and Safety, Effective Supervision/Leadership, Performance Appraisal, Team Work, Career Development, Time Management, Stress Management, Industrial Relations.

**Methodologies:** Information Sessions, Exercises, Discussions and Case Studies.

### **Venue/Dates:**

Suva 05/06 – 06/06/07 (2 days)

Suva 19/07 – 20/07/07 (2 days)

### **Cost Fee:**

Suva \$55.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

### **Application Closing Date:**

Two weeks prior to commencement of course,

## **BASIC MANAGEMENT**

### **Introduction:**

Management is getting things done through people. It includes managing all the resources available in order to efficiently and effectively achieves the organizational goals. The Public sector reforms currently being undertaken have introduced a lot of new management practices and as such one has to be updated with these new practices.

**Objectives:** At the end of the course, participants should understand the basic techniques and skills needed to supervise people effectively.

**Target Group:** Officers at SS03 grade or equivalent and below.

**No. of participants:** 20 - 25

**Content:** The Role of the Supervisor, Organizational Context of Management Leadership, Motivation, Performance Management/Appraisal, Health and Safety, Communication, Time Management, Stress Management, Team Work.

**Methodologies:** Information Sessions, Discussions and Group Exercises.

### **Venue/Dates:**

**Suva 01/05 – 02/05/07 (2 days)**

**Suva 10/05 – 11/05/07 (2 days)**

### **Cost Fee:**

Suva \$55.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **COMMUNICATION TECHNIQUES AND SKILLS**

### **Introduction:**

Ministries like all other organizations depend on communication for the effective conduct of their day -to-day activities. Oral and written communication is as equally important for this purpose. Effective communication techniques and skills take time and practice to master.

**Objectives:** At the end of the course, participants should be able to conduct an in-depth examination of their communication style, evaluate its effectiveness in daily activities and identifying areas for improvement.

**Target Group:** Officers at SS03 grade or equivalent and below.

**No. of participants:** 20 – 25

**Content:** Communication Process and Techniques , Report Writing, Identifying effective writing skills, Official Correspondence/Communication methods in the Fiji Public Service.

**Methodologies:** Information Sessions, Group activities, Role plays, Case studies and Discussions.

### **Venue/Dates:**

**Suva 20/06 – 21/06/07 (2 days)**

**Suva 20/08 – 21/08/07 (2 days)**

### **Cost Fee:**

Suva \$55.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

### **Application Closing Date:**

Two weeks prior to commencement of course,

## **CUSTOMER SERVICE**

### **Introduction:**

It is important for the Government to create and sustain trust from the public. The image of the Public Service is perceived by the public on how effectively and efficiently we perform our official duties and how we communicate. As public Officers, public relation is an integral part of our duties and responsibilities.

### **Objectives:**

At the end of the course, participants should understand the mechanics of good customer service and develop right attitudes and skills in public relations at the counter through writing, via telephone and in any other situation.

**Target Group:** Officers at SS04 grade or equivalent and below.

**No. of participants:** 20 – 25

**Content:** Customer vs Client, Organisational context of Customer/Client Service, Customer Service principles, Customer and their needs, Service Excellence Award, Attitudes to Customer Service, Communication Techniques, Telephone Techniques, Dealing with Customers Attitude, PSC Values and Code of Conduct.

**Methodologies:** Information Sessions, Case Studies and Exercises, Audio Visual, Role Plays, Group Discussions, Experience Sharing.

### **Venue/Dates:**

Suva 19/06 – 20/06/07 (2 days)

Suva 24/07 – 25/07/07 (2 days)

### **Cost Fee:**

Suva \$55.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

### **Application Closing Date:**

Two weeks prior to commencement of course,

## **DISCIPLINARY AND GRIEVANCE PROCEDURE**

### **Introduction:**

The absence of procedures in an organization will cause chaos, thus procedures are an integral part of an organization.

Following the right procedures will determine the correct and timely actions taken by all parties concern. Therefore, it is important that offices must understand and follow the right disciplinary and grievance procedures within government.

**Objectives:** At the end of the course participants should be able to define the concept of discipline and disciplinary process, apply the public service disciplinary procedures and the Public Service (Personal Grievance) Procedures.

**Target Group:** Officers at SS04 grade or equivalent and below.

**No. of Participants:** 20 - 25

**Content:** Organisational contexts of discipline, organizational behaviour modification processes, Public Service Commission Regulations 1999: Disciplinary Action, Suspension for Duty, Public Service (Personal Grievance) Procedure, JIC Personal Grievance Procedures and Public Service Ethics/ Code of Conduct.

**Methodologies:** Information Sessions, Case Studies Group Discussions and Role Plays.

### **Venue/Dates:**

Suva 03/04 – 04/04/07 (2 days)

Suva 20/08 – 21/08/07 (2 days)

### **Cost Fee:**

Suva \$55.00 per participant

### **Requirements:**

1. All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
2. Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

### **Application Closing Date:**

Two weeks prior to commencement of course,

## **LEADERSHIP AND CHANGE**

### **Introduction:**

Leadership is firstly the ability to motivate self and secondly, to motivate others. Good leadership skills are important for organisational effectiveness and efficiency and thus this course is designed to equip managers with effective leadership behaviours and techniques to help personal and organisational effectiveness.

**Objectives:** At the end of the course participants should be able to understand and use appropriate leadership styles to achieve the results they want from their staff.

**Target Group:** Supervisors at SS04 grade or equivalent and up to SS02 grade and equivalent.

**No. of Participants:** 20 - 25

**Content:** Leadership concept, Leadership Styles, Responsibilities of Leaders, Public Sector Reform; Instructing Subordinates, Change Management; Power and Authority, Delegation/Empowerment.

**Methodologies:** Information sessions, Discussions and Exercises.

### **Venue/Dates:**

**Suva 10/07 – 11/07/07 (2 days)**

**Suva 22/08 – 23/08/07 (2 days)**

### **Cost Fee:**

Suva \$55.00 per participant

### **Requirements:**

- 1.All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
- 2.Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

## **OCCUPATIONAL HEALTH & SAFETY (OHS)**

### **Introduction:**

As rapid industrialisation is taking place in Fiji, new legislation, technology and machinery are constantly being introduced. It is therefore necessary to improve existing working conditions to maximise employees' health and safety. Every ministry/ department needs to be familiar with the provisions of the new Act.

**Objectives:** At the end of the course participants should be able to understand the concept of OHS; understand the OHS legislation; identify work related problems caused by negligence; and take precautionary measures or reduce risks in negligence.

**Target Group:** Supervisors at SS02 grade or equivalent and below.

**No. of Participants:** 20 - 25

**Content:** Health & Safety at Work Act, Safety and Health in the workplace, Safe Work Procedures, Causes of accidents, Prevention of accidents, Risk Identification and Management, Workmen's compensation; HIV/AIDS.

**Methodologies:** Information Sessions, Case Studies and Exercises, Visual Aid/Video Sessions.

### **Venue/ Dates:**

**Suva 28/06 – 29/06/07 (2 days)**

**Suva 18/10 – 19/10/07 (2 days)**

### **Cost Fee:**

Suva \$95.00 per participant

### **Requirements:**

- 1.All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
- 2.Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

**Application Closing Date:** Two weeks prior to commencement of course.

**ALLOCATED AGENCIES  
FOR CTD TRAINING OFFICERS**

CTD DESK OFFICER	DESIGNATION	ALLOCATED AGENCIES	TEAM NO.
Seini Raiko	TO [1]	COGS, Govt. Printing, Multi-Ethnic Affairs, National Reconciliation, Health, Finance/National Planning, Mineral Resources, Audit, Elections, ITC, Public Enterprise, Public Service Commission, Agriculture.	01
Keverieli Ratusaitadra	TO [2]	Home Affairs/Immigration, Fisheries & Forests, Local Govt./Housing/Squatter Settlement & Environment, Fiji Navy/RFMF, Police, PM's Office, Tourism, Cabinet, Fijian Affairs, Lands/FLIS, Regional Development	02
Malakai Tueli	TO [3]	Education, Information, President's Office, Parliament, Youth and Sports, Labour, Productivity and Industrial Relations, Women/Social Welfare	03
Selai Cama-Korovusere	TO [4]	Attorney General, Justice, Commerce, Foreign Affairs, Co-operatives, DPP's Office, Judicial, Ombudsman, Human Rights Commission, Solicitor General, Prisons, Transport & Civil Aviation, Works and Energy, Maritime and Safety Authority, Meteorology.	04

## **IN COUNTRY TRAINING PROGRAMMES**

The CTD will continue to work with overseas donor agencies in the running of in-country training programmes for Year 2006- 2007. The two current donor agencies are:

1. New Zealand Agency For International Development (NZ Aid)
2. Colombo Plan Staff College (CPSC)

### **NZ Aid - IN-COUNTRY COURSES**

#### **Objective:**

The NZ Aid/Fiji Training Project provides opportunities for public sector agencies in Fiji to address skill shortages in their organisations through a program of short courses and training attachments. These short courses are held in Fiji and the training attachments which are located in New Zealand which address skills shortage and human resource development strategies of recipient organisations. NZ Aid financial year is July 01 to June 30 the following year.

Applications for In-Country Training programmes can be made anytime through the PSC in the appropriate forms. Approval is made on the merit of each application and in accordance with the NZ Aid criteria. A copy of the criteria and Application Forms is at **Appendix VII.**

### **Colombo Plan Staff College (CPSC) In-Country Courses**

#### **Objective:**

The Colombo Plan Staff College (CPSC) in-country program aims to provide a more expanded range of appropriate services to member countries in order to meet their specific needs. In-country programs are usually offered upon request of the member country (MC). These long-term programs are based on their priority areas of concern, incorporating the necessary training, research, development and consultancy (TRDC) components to be implemented within a specified period, in harmony with on-going development activities in the country.

The CPSC, which is presently based in Manila, Philippines has twenty (20) member countries including Fiji. Under their programme, CPSC provides funding for one (1) In-Country training course each financial year for each member country. Applications for In-Country Training under CPSC are usually invited in March every year. A copy of the criteria and application forms is at **Appendix VIII.**

**COMPUTER  
SCHEDULED  
COURSES**

***TRAINING  
PROGRAMMES***

## COMPUTER COURSE FOR 2007

Obtaining a Certificate in Computing with the NZPTC and APTECH will up-skill manpower and improve performance in the Public Service.

There will be a new generation of skilled officers who will benefit from this package whereby each participant would have attained an accredited basic computing skill in a training session.

The Centre for Training and Development in its effort in achieving its Vision and Mission, proposed this basic computing programme, that would assist all officers within the Public Service to benefit from, in the fiscal year 2007.

Outlined hereunder are scheduled dates proposed for this study.

FILE REFERENCE	DATES	COURSES	DESTINATION	CORDINATOR
COMP 01/07	12/2-23/2/07	Certificate in Computer	Suva	Lorima Voravora
COMP 02/07	16/4-27/4/07	Certificate in Computer	Suva	“
COMP 03/07	7/6-18/6/07	Certificate in Computer	Suva	“
COMP 04/07	13/8-24/8/07	Certificate in Computer	Suva	“
COMP 05/07	15/10-26/10/07	Certificate in Computer	Suva	“

# **CTD COMPUTER TRAINING PROGRAMME**

## **1.0 TRAINING PROVIDERS AND COURSES:**

Two training providers proposed: NZPTC and APTECH

### **i) NZPTC: Certificate in Computing**

**Duration** : 90 hrs  
**Package** : Keyboarding Skills  
: MS Word  
: MS Excel  
: MS Access  
: MS Dos/Windows  
: MYOB  
: Powerpoint

**Venue** : NZPTC Waimanu Road

### **ii) APTECH: Certificate in Basic Computing**

**Duration** : 80 hrs  
**Package** : Computer Fundamentals-Software & Hardware  
: Basic Windows XP: Function of Operating System  
: Word (Basic)  
: Excel (Basic)  
: Powerpoint (Basic)  
: Internet & Email

**Venue** : APTECH, Mark Street

## **2.0 REQUIREMENTS:**

### **Training Nomination/ Selection and Analysis**

- ii) All nominations should be accompanied with duly completed Training Nomination/ Selection and Analysis form.
- ii) Nominations without completed Training Nomination/Selection and Analysis form will not be accepted.

### **Application Closing Date:**

Two weeks prior to commencement of course,

# APPENDICES

## Public Service Commission (Training Division)

### TRAINING NOMINATION SELECTION & ANALYSIS FORM

Name of Course /Workshop: \_\_\_\_\_

Name of Institution/ Country :\_ \_\_\_\_\_

Duration of the Course/ Workshop:\_\_\_\_\_

#### **SECTION A: Personal Details** (To be completed by the nominee)

1. Name of Nominee:	ITC/FNPF No:			
2. Date of Birth:	No. of Children:			
3. Sex:	Married/Single:			
4. Department:				
5. Section/Station:	Telephone:			
6. Fax No:	E-Mail:			
7. Present Post:	Job Title: <b>Classification/Code</b>			
8. Date of joining Service:	Confirmed: (Yes/No)			
9. Qualification and Dates Obtained:				
10. Service Exams Passed with Dates:				
11. Work Experience (show post, dept & number of years on each):				
12. Details of all past courses attended (Full and correct information should be given for the past 2 years)				
<b>Name of Course</b>	<b>Duration</b>	<b>Dates Attended</b>	<b>Institution</b>	<b>Country</b>
<b>Applicant Signature:</b>			<b>Date:</b>	

**SECTION B: Training Nomination Selection (TNS)**

13. Is the Officer serving bond? (Yes/No) If yes, state when the bond period expires.

14. Give full justification as to why the course is necessary for this nominee. (This should include Annual Confidential Report – ACR rating).

15. List other officers of same grade and state why this nominee has been selected for training and not any other officer.

16. Does the officer's training need match with the training needs mentioned in his/her last ACR? Yes/No.

17. State at which level the training is targeted (Organisational, Occupational or Individual and why?)



24. Any General comments by the supervisor regarding this nominee's selection?

**Supervisor's Signature:**

**Date:**

25. Comments by the HOD regarding this nominee's selection:


**Head of Department's Signature:**

**Date:**

**PUBLIC SERVICE COMMISSION**  
**(TRAINING DIVISION)**

**CTD DAILY COURSE/WORKSHOP ATTENDANCE RECORD**  
**FORM**

Name of Course/Workshop: \_\_\_\_\_ Venue: \_\_\_\_\_

DURATION: \_\_\_\_\_ FROM: \_\_\_\_\_ TO: \_\_\_\_\_

No	Name of Participant (Please Print)	Signature	Designation/ Post	Ministry/ Department	ITC/FN PF No.
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					

**PUBLIC SERVICE COMMISSION**  
**(TRAINING DIVISION)**

**REGISTRATION FORM**

**a. PERSONAL DETAILS:**

(i) Name:

\_\_\_\_\_  
(First Name) (Middle Name) (Surname)

(ii) Sex: Male  Fem

(iii) Date of Birth: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_  
Day Month Year

(iv) Post: \_\_\_\_\_

(v) Grade/Level: \_\_\_\_\_

(vi) Occupational Classification (Tick appropriate box)

Management or Technologist  Skilled Employee

Supervisory or Technician  Clerical & Others

(vii) Organisation: \_\_\_\_\_

(viii) Location of Station: \_\_\_\_\_

(ix) Telephone Contact: \_\_\_\_\_ (ix) Fax No: \_\_\_\_\_

(x) E-Mail Address: \_\_\_\_\_

**B. COURSE DETAILS:**

(i) Name of the Course/Workshop: \_\_\_\_\_  
\_\_\_\_\_

(ii) Duration: From: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ To: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

(iii) Venue: \_\_\_\_\_

.....  
Your Signature

.....  
Date

ITC/TPF/FNPF NO: .....

**PUBLIC SERVICE COMMISSION**  
**(TRAINING DIVISION)**

**DAILY EVALUATION SHEET**

NAME OF COURSE: \_\_\_\_\_ VENUE: \_\_\_\_\_

SESSION TITLE(S): \_\_\_\_\_ DATE: \_\_\_\_\_

NAME OF SPEAKER(S)/ PRESENTERS(S): \_\_\_\_\_

(1) **Content/Relevance to the Programme**  
*Excellent 5 - 4 - 3 - 2 - 1 Poor*

Comments: \_\_\_\_\_

(2) **Preparations made for the Session/knowledge of the Topic and Organisation**  
*Excellent 5 - 4 - 3 - 2 - 1 Poor*

Comments: \_\_\_\_\_

(3) **Presentation Skills**  
*Excellent 5 - 4 - 3 - 2 - 1 Poor*

Comments: \_\_\_\_\_

(4) **Voice (Volume, Emphasis, Pace)**  
*Excellent 5 - 4 - 3 - 2 - 1 Poor*

Comments: \_\_\_\_\_

(5) **Professional Image**  
*Excellent 5 - 4 - 3 - 2 - 1 Poor*

Comments: \_\_\_\_\_

(6) **Body Language**  
*Excellent 5 - 4 - 3 - 2 - 1 Poor*

Comments: \_\_\_\_\_

---

**(7) Knowledge of Participants**  
*Excellent 5 - 4 - 3 - 2 - 1 Poor*

Comments: \_\_\_\_\_

**(8) Use of Visual Aids (OHP, White Board, Black Board, etc)**  
*Excellent 5 - 4 - 3 - 2 - 1 Poor*

Comments: \_\_\_\_\_

**(9) Learning Environment (Questions/Feedback Techniques)**  
*Excellent 5 - 4 - 3 - 2 - 1 Poor*

Comments: \_\_\_\_\_

**(10) Time Management**  
*Excellent 5 - 4 - 3 - 2 - 1 Poor*

Comments: \_\_\_\_\_

**(11) Handouts/Materials**  
*Excellent 5 - 4 - 3 - 2 - 1 Poor*

Comments: \_\_\_\_\_

**(12) What was/were the high points of the session(s)? Why?**

\_\_\_\_\_  
\_\_\_\_\_

**(13) What was/were the low points of the session(s)? Why?**

\_\_\_\_\_  
\_\_\_\_\_

**(1) Any other general comments you would like to share?**

\_\_\_\_\_  
\_\_\_\_\_

Name of Participant: \_\_\_\_\_ Signature: \_\_\_\_\_

**PUBLIC SERVICE COMMISSION**  
**(TRAINING DIVISION)**

**END OF COURSE EVALUATION**

**NAME OF COURSE:** \_\_\_\_\_

**DURATION: FROM** \_\_\_\_\_ **TO** \_\_\_\_\_ **VENUE:**  
\_\_\_\_\_

FOR EACH QUESTION, CIRCLE THE NUMBER THAT EXPRESSES WHAT YOU THINK. REMEMBER THAT THESE RATINGS WILL BE USED TO IMPROVE THIS COURSE FOR THE NEXT GROUP OF OFFICERS, SO PLEASE HELP US IMPROVE THIS COURSE WITH YOUR COMMENTS.

1. How would you rate the overall course as an educational experience?  
Excellent 5 - 4 - 3 - 2 - 1 Poor

Comments: (Did the course meet your expectations)

\_\_\_\_\_  
\_\_\_\_\_

2. To what extent will it help you do a better job for your organisation?  
Large Extent 5 - 4 - 3 - 2 - 1 Little Extent

Comments: (How will it improve your job? If it will not, why?)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. On the whole, how was the course conducted?  
Excellent 5 - 4 - 3 - 2 - 1 Poor

Comments:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. To what extent did the subject content meet your need and interests?  
Large Extent 5 - 4 - 3 - 2 - 1 Little Extent

Comments:

---

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5. On the whole, how would you rate the speakers and training officers (Did they know their material? Were they organised?)  
Excellent 5 - 4 - 3 - 2 - 1 Poor

---

---

---

6. How would you rate the learning environment of the course? Did you feel free to participate, to express your ideas?  
Excellent 5 - 4 - 3 - 2 - 1 Poor

7. Do you think the duration of the course was:

Just right  Too long  Too short  (Tick)

Comments: (If too long what should be deleted; if too short what should be added)

---

---

---

8. What, if any, were the major benefits you received? (Tick as many as you wish)

..... Helped confirm existing ideas

..... Presented new ideas and approaches

..... Presented problems and solutions from other organisations that will be useful to your organisation.

..... Presented an opportunity to look at your job effectively.

..... I received no benefit.

Other benefits:

---

---

---

9. List three ways we could improve this course:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

10. Will you recommend this course to other government officers?

Yes  No  (Tick)

Comments:

---

---

---

11. Any other comments you would like to share with us?

---

---

---

.....

(Sign your name)

.....

(State your Ministry/Department)

Public Service Commission  
P O Box 2211  
Government Buildings  
Suva

**TRANSFER EVALUATION SHEET**

NAME OF COURSE ATTENDED .....

MINISTRY/DEPARTMENT .....

VENUE ..... DATE(S) OF COURSE .....

**Part 1.** (To be completed by the Trainee)

**A. General Relevance of the Course**

1. Do you think the course you attended was relevant to your duties in the Civil Service?  
Yes/No:

\_\_\_\_\_

2. If the course was not relevant, please explain why?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3. If it was relevant, how has the course helped you in developing your knowledge, skills and attitude to work?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**B. Learning Points and Application**

(Do not attempt this if you did not learn anything from the course)

1. What were some of the significant learning points that you managed to apply in your work situation?

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---

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2. What were some of the learning points that you could not apply although you believe would still be of use in future?

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3. Why couldn't you apply them?

---

---

**Part II.**

(Remarks by Head of Department/Senior Officer)

1. Since \_\_\_\_\_ returned from the course, has there been any marked improvement in his/her work?

---

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2. What aspects of his/her improvement in performance could you attribute to his/her training?

---

---

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3. How far do departmental restrictions limit the officer's application of learning?

---

---

---

4. Are there any other comments you wish to make on the matter?

---

---

Date: .....

.....

(Signature of Head of Department/Senior Officer)

## **NZAID IN-COUNTRY TRAINING PROPOSAL GUIDELINES** **- FIJI**

1. Prior to the In-country Training requests being submitted to the New Zealand High Commission in Suva, all proposals (Departmental/NGO/PSC) must contain the following information:
  - Fiji Public Service Commission (PSC) approval to request NZAID funding for the In-Country Training
  - Name of the Course/Workshop
  - Proposed dates
  - Objectives of the course
  - Course outline (Contents)
  - Number of course participants (including job titles and gender breakdown)
  - Full details of training provider (If known)
  - Detailed budget (ie. Fees of training provider, airfares, accommodation costs, local costs, course materials, etc).
  - Local contribution to the course (ie. Local training counterpart, equipment, etc)
2. In order to expedite approval of NZAID funding for the In-country training it is important that all the above information is included in the training proposal(s).
3. It is not the New Zealand High Commission's responsibility to arrange in-country training although assistance can be given to help identify the training providers.
4. A cash grant is paid to the Department/NGO if the training is approved.
5. The grant is paid on the condition that within two weeks of the training taking place a course report and acquittal of funding will be provided to the New Zealand High Commission through the Public Service Commission.

# **NZAID: IN-COUNTRY TRAINING APPLICATION FOR TRAINING WORKSHOP/COURSE**

**1. Name of Ministry/Department**

**2. Title of workshop/course requested**

**3. Background to the request**

You will need to indicate here why your organisation needs the training eg. how does the training relate to the human resource development and corporate plans for your organisation ? Why is there a demand for upgrading of skills in a particular field, have you lost staff who performed a particular task, how will your organisation be able to benefit from the training? Do you have trainers in your organisation, if so, what sort of course do they conduct? Are you bringing in new technology? Any other reason?

**If this space is insufficient please complete your answer on a separate sheet**

**4. Objectives/Outcomes of the training**

List of objectives for the training course, or outcomes you would expect following the training.

**5. Content of the training**

List the topics you would like to see covered in the training.

**6. Duration of the training**

**Note:** Short courses in Fiji are normally from 2 days to 3 weeks.

**7. Venue of the training**

Do you have a training facility? Where do you propose to hold the training?

### **8. Proposed dates for the course**

As persons from your organisation will be absent for the period, you will need to consider your work schedule in responding to the question. Please be careful when nominating dates as it will be difficult to make changes and your course may be replaced with an activity on our reserve list.

Dates:

### **9. Participants attending the course**

Please indicate the number of people you expect to attend from your own organisation. State the average education level. Detail the work designations and job functions of the participants. Please note that gender equity is a factor in the selection of courses for inclusion in the program.

### **10. Break-down of the Budget**

Fees of training provider, airfares, accommodation costs, local costs, course materials, etc.

### **11. Training Methodology**

The preferred methodology is to conduct the training as a workshop where there is group activity/practical exercise/field work. If this is not acceptable, please indicate reasons.

**12. (A) Local resource persons.**

Are there persons within your office or in Fiji, known to you who could deliver some parts of the training? If so, please list the session titles and the names and designations and contact telephone number and/or address of the local resource persons.

**12. (B) Details of coordinator from your office who will assist in making arrangements for the training.**

NAME	TELEPHONE NUMBER	FAX NUMBER

**12. (C) We would also like to ensure that there is a counterpart trainer from your organisation who could work alongside the New Zealand trainer. Please provide details of your nominated counterpart trainer.**

NAME	TELEPHONE NUMBER	FAX NUMBER

**13. Note details of any organisations with the expertise you seek including names and phone numbers of people with whom you have had contact.**

NAME	PHONE NUMBER

**14. Authorization for nomination: This form will need to be authorised by the Permanent Secretary or Head of Department.**



**COLOMBO PLAN STAFF COLLEGE FOR TECHNICIAN  
EDUCATION**

**Building Block C, DECS Complex, Meralco Avenue, Pasig City, Metro Manila Philippines**  
**E-mail: cpssc@skyinet.net Website: http://www.skyinet.net/users/cpsc**

**Form 1.                      Proposal for In-Country Training Programme**

**Country** \_\_\_\_\_

1.	<b>Programme Title:</b> <i>(only one programme per year)</i> _____ _____
2.	<b>Background/Rationale:</b> _____ _____ _____
3.	<b>Objectives:</b> _____ _____ _____
4.	<b>Content (Focus Areas):</b> (a) _____ (b) _____ (c) _____ (d) _____
5.	<b>Participants:</b> <i>(Target Group and Number)</i> _____ _____
6.	<b>Expected Outcomes:</b> _____ _____ _____

7. **Proposed Dates:** *(Please give at least 3 alternatives)*

*1<sup>st</sup> Preference* - From \_\_\_\_\_ to \_\_\_\_\_

*2<sup>nd</sup> Preference* - From \_\_\_\_\_ to \_\_\_\_\_

*3<sup>rd</sup> Preference* - From \_\_\_\_\_ to \_\_\_\_\_

8. **Proposed venue :**

\_\_\_\_\_  
\_\_\_\_\_

9. **Proposed Local Coordinator:**

**Name:** \_\_\_\_\_ **Signature:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Address:** \_\_\_\_\_  
\_\_\_\_\_

**Tel: Office:** \_\_\_\_\_ **Residence:** \_\_\_\_\_

**Fax:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**Note:** In-Country Programme is a partnership programme between CPSC and the host country. CPSC provides the service of one faculty consultant for the course development and implementation including cost of training materials, while the host country provides a local co-ordinator and facilitators, the training venue as well as expenses of participants like accommodation, food, local transportation and incidental expenses.



# COLOMBO PLAN STAFF COLLEGE FOR TECHNICIAN EDUCATION

Building Block C, DECS Complex, Meralco Avenue, Pasig City, Metro Manila  
Philippines

E-mail: [cpsec@skyinet.net](mailto:cpsec@skyinet.net) Website: <http://www.skyinet.net/users/cpsc>

## Form 2.

## PROPOSAL FOR RESEARCH AND IT PROJECTS

Project Type:

Research

IT

Project Title: \_\_\_\_\_

### Project Description:

- a. Project Rationale \_\_\_\_\_
- b. Project Objectives \_\_\_\_\_
- c. Project Components \_\_\_\_\_

### Methods of Implementation:

- a. Executing Agency \_\_\_\_\_
- b. Project Organisation \_\_\_\_\_
- c. Parties Involved \_\_\_\_\_

Project Schedule: \_\_\_\_\_

### Project Budget:

- a. Total Breakdown \_\_\_\_\_
- b. Local counterpart fund, if any: \_\_\_\_\_

**Note:** The above proforma is for research and IT project proposals. CPSC would like to propose partnership with its Member Countries through appropriate organisations and/or interested TET institution on a sub-regional research venture. The funding of the project can be joint or sourced-out for possible funding assistance from potential donors and sponsors.



# COLOMBO PLAN STAFF COLLEGE FOR TECHNICIAN EDUCATION

Building Block C, DECS Complex, Meralco Avenue, Pasig City, Metro Manila  
Philippines

E-mail: [cpsc@skyinet.net](mailto:cpsc@skyinet.net) Website: <http://www.skyinet.net/users/cpsc>

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## **Year 2003 CPSC In-Country Training Programmes – Thrust Areas** (Specific topic may be suggested by the country under the selected general theme area)

- ❖ Accreditation System Development
- ❖ Application of ISO 9001:2000 in TET
- ❖ Application of Statistical Tools and Techniques in Data Analysis
- ❖ Biotechnology
- ❖ Change Management
- ❖ CNC and Robotics
- ❖ Competency-Based Training
- ❖ Computer-Aided Instruction
- ❖ Computer-Assisted Engineering
- ❖ Computerised Examination Systems
- ❖ Cooperative Training
- ❖ Curriculum Development
- ❖ Decentralised Management and Autonomy
- ❖ Developing Entrepreneurial Skills
- ❖ Developing Managerial Skills
- ❖ Developing Skills for Crisis Management
- ❖ Developing Strategies for knowledgeable Workers
- ❖ Die Design
- ❖ Digital Library
- ❖ Entrepreneurship Training
- ❖ Environment Education
- ❖ Food Processing
- ❖ Good Governance and Education Management Information System
- ❖ Information Security
- ❖ Institution-Based Learning Resources
- ❖ Instructional System Planning
- ❖ Inventory Control and Resource Management

- ❖ ISO Training
- ❖ Knowledge Networking for TET
- ❖ Management of Learning
- ❖ Mechatronics
- ❖ MIS for TET Institutions
- ❖ Modern Training Designs
- ❖ Monitoring and Evaluation
- ❖ Multimedia Training and Resource Development
- ❖ Multi Skills Training
- ❖ Networking Technology
- ❖ On-Line Learning
- ❖ Organisation and Development
- ❖ Performance Appraisal
- ❖ Physiotherapy and Magnetic Therapy
- ❖ Project Management
- ❖ Promoting and Sustaining Innovations in TET
- ❖ Software Development
- ❖ Student Assessment and Evaluation
- ❖ Technology for Distance Education
- ❖ TET Adequacy and Accessibility
- ❖ TQM
- ❖ Training Needs Assessment
- ❖ Using ICT for Teaching and Learning Systems
- ❖ Virtual Reality Systems
- ❖ Web-Based Instructional Material Development
- ❖ Women in Development
- ❖ Work Values Education

**COLOMBO PLAN STAFF COLLEGE FOR TECHNICIAN EDUCATION**  
**P.O. Box 7500, DAPO, Domestic Road, 1300 Pasav City, Philippines**  
**Phone: (632) 631-0991 to 95      Fax: (632) 631-0996**

**THE PUBLIC SERVICE VALUES**  
**(Part 2, Section 4 (1) – (14) – Public Service Act, 1999)**

1. The Public Service respects the values, policies, rights and freedoms set out in the Constitution.
2. Employment decisions in the public service are made without patronage, favoritism or political influence, and appointments and promotions are made on the basis of merit after an open, competitive selection process.
3. Men and women equally, and the members of all ethnic groups, have adequate and equal opportunities for training and advancement in the public service.
4. The public service carries out the Government's policies and programs effectively and efficiently and with due economy.
5. The composition of the public service reflects as closely as possible the ethnic composition of the population, taking account, when appropriate, of occupational preferences.
6. The public service provides a working environment that is free from discrimination.
7. The public service is apolitical, performing its functions in a neutral, impartial and professional way.
8. The public service is fully accountable, within the framework of the Constitution and the Public Finance Management Act 1999, to the Government, the Parliament and the people of the Fiji Islands.
9. The public service is responsible to the Government in providing frank, honest, comprehensive, accurate and timely advice and implementing the Government's policies and programs.
10. The public service has the highest ethical standards, particularly for integrity and honesty.
11. The public service delivers services fairly, effectively and courteously.
12. The public service develops and maintains leadership of the highest quality, particularly through the Senior Executive Service.
13. The public service provides a fair, flexible and rewarding workplace.
14. The public service focuses on achieving results and managing performance.

**PUBLIC SERVICE CODE OF CONDUCT**  
**(Part 2, Section 6 (1) – (14) – Public Service Act, 1999)**

1. An employee must behave honestly and with integrity in the course of employment in the public service.
2. An employee must act with care and diligence in the course of employment in the public service.
3. An employee, when acting in the course of employment in the public service, must treat everyone with respect and courtesy, and without coercion or harassment of any kind.
4. An employee, when acting in the course of employment in the public service, must comply with all applicable Acts and subordinate legislation.
5. An employee must comply with all lawful and reasonable directions given by persons in authority in the employee's Ministry, department or parliamentary body.
6. An employee must maintain appropriate confidentiality about dealings that the employee has with any Minister or any member of the staff of a Minister.
7. An employee must disclose, and take reasonable steps to avoid, any conflict of interest (real or apparent) in connection with employment in the public service.
8. An employee must use Government resources and assets in a proper way.
9. A person must not, in the course of or in connection with employment in the public service, provide false or misleading information in response to a request for information that is made for official purposes.
10. An employee must not make improper use of official information or of the employee's duties, status, power or authority in order to gain, or seek to gain, a benefit or advantage for the employee or for anyone else.
11. An employee must not, except in the course of his or her duties as an employee, or with the express authority of the chief executive of his or her Ministry, department or parliamentary body, give or disclose, directly or indirectly, any information about public business or anything of which the employee has official knowledge.
12. An employee must at all times behave in a way that upholds the Public Service Values and the integrity and good reputation of the public service.
13. An employee on duty overseas must at all times behave in a way that upholds the good reputation of the State.
14. An employee must comply with any other conduct requirement prescribed by regulations, specified in directions or required of the employee by his or her chief executive.
15. In this section *employee* includes a wage earner.



**PUBLIC SERVICE COMMISSION  
Centre for Training and Development**

**Training Division**

Phone: 3315688 Fax : 3300502 Address: PSC P.O Box 2211

E-mail : [sradrod@psc.gov.fj](mailto:sradrod@psc.gov.fj)

**GOVERNMENT OF FIJI 2007 TRAINING NEEDS SURVEY**

- 1) Ministry/Department : \_\_\_\_\_
- 2) Established Staff Total : \_\_\_\_\_
- 3) Un-established Staff Total : \_\_\_\_\_
- 4) Ministry/Department's Training Budget: \_\_\_\_\_

**ORGANIZATIONAL NEED**

- 5) List key organizational training needs which the Ministry/Department require to achieve its Strategic and Corporate Plan objectives.

LEVELS	OCCUPATION(S)	TRAINING NEEDED	EXPECTED OUTCOME FROM TRAINING
SENIOR EXECUTIVE SERVICES			
MIDDLE MANAGEMENT			
OPERATION STAFF			

**OCCUPATIONAL NEED**

- 6) List occupational training needs where specific training is needed towards achieving your Corporate and Business Plan outputs.

<b>LEVELS</b>	<b>OCCUPATION(S)</b>	<b>TRAINING NEEDED</b>	<b>EXPECTED OUTCOME FROM TRAINING</b>
<b>SENIOR EXECUTIVE SERVICES</b>			
<b>MIDDLE MANAGEMENT</b>			
<b>OPERATION STAFF</b>			

**INDIVIDUAL NEED**

7) List individual training needs where specific training is needed at individual level to equip officers to achieve their individual work plan.

<b>LEVELS</b>	<b>OCCUPATION(S)</b>	<b>TRAINING NEEDED</b>	<b>EXPECTED OUTCOME FROM TRAINING</b>
<b>SENIOR EXECUTIVE SERVICES</b>			
<b>MIDDLE MANAGEMENT</b>			
<b>OPERATION STAFF</b>			

**UNDERTAKING:**

The above information reflects the correct Training Needs identified during the TNA exercise carried out within the Ministry of: .....

from.....to.....

**Training Officer:**

Name: .....

Signature: .....

Date: .....

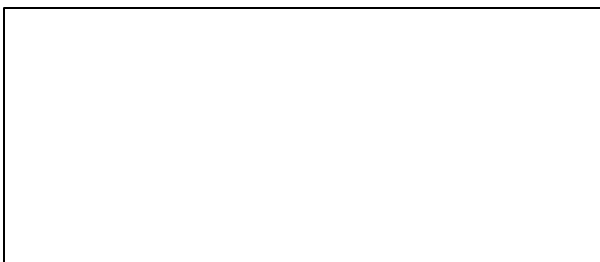
**Chief Executive Officer**

Name: .....

Signature: .....

Date: .....

**OFFICIAL STAMP:**



**""WHAT WE HAVE TO LEARN TO DO, WE DO BY  
LEARNING" - ARISTOTLE**

<b>CENTRE FOR TRAINING &amp; DEVELOPMENT</b> <b>TRAINING PRODUCTIVITY AUTHORITY OF FIJI [TPAF]</b> <b>COURSE REPORTS ASSESSMENT CRITERIA</b>
--

All CTD and In-House Trainings are assessed by TPAF in accordance with the TPAF Act under four [4] broad areas. To strengthen our commitment and delivery of training in accordance with the Act, and to increase our return of Levy in the form of Grant from TPAF, Ministries and Departments are urged to evaluate their organizations conduct of training against all these criteria and which **MUST** be strictly followed.

<b>1. Training Design &amp; Plan</b>	<b>- 33 POINTS</b>
<b>2. Training Implementation</b>	<b>- 38 POINTS</b>
<b>3. Specific Areas of Training</b>	<b>- 17 POINTS</b>
<b>4. Evaluation</b>	<b><u>- 12 POINTS</u></b>
<b>TOTAL</b>	<b>-100 POINTS</b>

### **I] TRAINING DESIGN & PLAN**

- {A}-Training Needs Analysis (20 points)
- Training Policy
  - Organizational Training Needs Analysis
  - Occupational Training Needs Analysis
  - Individual Training Needs Analysis

- {B}- Approved Training Plan - (13 points)
- CTD Courses
  - Decentralized Courses

### **II] TRAINING IMPLEMENTATION**

- {C}- Training Staff - (6 points)
- Staff Category (A, B, C & D)
  - Position
    - Registration No.
    - % Time spent on Training
    - Categories of Staff Trained.

- {D}- Training Facilities – (5 points)
- CTD facilities
  - Departmental Facilities
  - External Facilities

- {E} – Execution of Training Plan - (27 points)
- Total Trainee Hrs for all Staff
  - Total Trainee Days for all staff
  - Total No. of Staff
  - Average Trainee Hrs for all staff
  - Average Trainee Days for all staff

### **III] SPECIFIC AREAS OF TRAINING**

- {F} – **Induction Training**- (3 points)
- No. of times program conducted
  - Dates conducted
  - No. of Trainees trained.
- {G} – **OHS Training** (4 points)
- No. of times program conducted
  - Dates conducted
  - No. of Trainees trained.
- {H} – **Industrial Relations Training** (4 points)
- No. of times program conducted
  - Dates conducted
  - No. of Trainees trained.

*F, G and H must be included in the Min/Depart. Training Plan submitted to CTD by 31<sup>st</sup> January 2007.*

- {I} – **Management & Supervisory Dev. Training** (6 points)
- PSC Training program
  - Departmental In-House Training Program
  - On the Job Training

### **IV] EVALUATION**

- {J} – Evaluation of Training (12 points)
- Reaction Evaluation
  - Learning Evaluation
  - Behavioral Evaluation
  - Results Evaluation
  - How were Evaluation Results Analyzed & Used?