



**FIJI NATIONAL  
UNIVERSITY**

# **National Training & Productivity Centre**

## INDUSTRY & COMMUNITY DISCUSSION FORUM REPORT 2019



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## Foreword by

### Greetings from NTPC !

I am pleased to present the National Training and Productivity Centres' 2019 Industry Community Discussion Forum (ICDF) Report. This report provides an insight into NTPC's engagement with our industry stakeholders and our community partners. That is why this year we have added 'Community' to the report title because we felt that the title needed to capture our extensive community trainings throughout Fiji, which has surpassed the 27,000 mark.

One of the primary objectives of the ICDF is to understand the prevalence of NTPC skills training programmes in Fiji's various industries. The discussion forums took place in major towns throughout Fiji. We also included in this report some feedback from our major conferences such as the National OHS Conference, the National Trainers Conference and the Business Excellence Conference.

Reviews of the in-service training provided by NTPC is typically how we gauge our mutual relationship with industries and to ensure that NTPC is kept well informed and current with the latest training programs, assessment methods and technology. The 2018 IDF concluded that it was paramount for NTPC as part of the national workforce development agenda to reach out to more industries in Fiji.

During the month-long exercise, nearly 100 organisations were visited around Fiji. A majority of the participants of surveys, interviews and discussions agreed

that NTPC skills training programmes improved their performance in the workplace.

The ICDF provides good opportunity for NTPC to gather direct feedback from our stakeholders and industry partners. Through this process our staff are able to understand our current situation as a training provider and the expectations from our industry partners. But there's a saying that 'actions speak louder than words', so it's crucial for NTPC to take strategic steps and actions to address the issues raised by our industry partners.

As the decade comes to an end, there is more global emphasis towards making the workplace ready for the future such as Industry 4.0. Fiji's workforce needs to be capable and competent to handle fast changing environments and ever-changing work contexts and technology. It is quite normal for Fiji's industries to face challenges in providing relevant training for their employees. As such the NTPC along with other training providers will need to be creative and innovative about training delivery, which may include embracing more distance and flexible learning modes.



**DR ISIMELI TAGICAKIVERATA**

**DIRECTOR**  
**National Training & Productivity Centre**

## 1.0 EXECUTIVE SUMMARY

The NATIONAL TRAINING & PRODUCTIVITY CENTRE, of the Fiji National University, is the leading organisation in providing skills training to the industries in Fiji. Offering more than 2000 courses each year, NTPC aspires to deliver the right skills with right motivation, to continuously build a healthy and productive workforce that is competitive globally.

As Fiji's National Productivity Organisation, the NTPC is mandated promote productivity and business excellence.

The NTPC was initially established as Fiji National Training Council in 1973, with a tripartite arrangement amongst Government, employers and employees. In 2002, FNTC underwent a name change to the Training and Productivity Authority of Fiji for greater focus on in creasing national productivity. Following its merger with the Fiji National University in 2010, the functions of TPAF continued as it was renamed to what it's currently known as The NTPC - The National Training and Productivity Centre.

The core functions of NTPC are:

- Ensure that the in-service needs of industries are met at all times;
- Managing a quality apprenticeship system in Fiji;
- Promote productivity and business excellence programmes in the industry and act as the National Productivity Organisation for Fiji on behalf of the Government;
- Responsible for training grants within the budgetary provisions and financial policies of the University and;
- Carry out trade tests as are necessary for fulfilling the objective of training for national development, and
- Carry out such other responsibilities relating to industry training needs as are delegated to the National Centre by the Senate or the Vice-Chancellor.

The National Training & Productivity Centre underwent a restructure to better align itself to deliver training needs efficiently. Hence, streamlining training departments and service departments into two divisions, as follows:

**Division of Training** houses the following departments:

- Department of Automotive and Mechanical Training,
- Department of Construction Training,
- Department of Electrical, Electronic and Electrical Engineering,
- Department of Tourism, Hospitality, Fashion and Travel
- Department of Executive Management, and
- Department of Information Technology.

The second is **Division of Productivity & Consultancy**, which consists of:

- Department of National Apprenticeship Training Scheme and the National Trade Testing Scheme,
- Department of National Productivity and Industry Innovation,
- Department of Quality Awards, and
- Department of Non-Formal Education and Community Based Learning.

## 2.0 INTRODUCTION

Human resource development is crucial in any developing country. A well-trained and highly motivated workforce provides the necessary momentum and contribution towards social advancements, career growth and economic success.

The National Training & Productivity Centre, as the national in-service skills training provider, has been contributing its share towards achieving economic vibrancy by training Fiji's workforce in all levels - from junior trades levels to supervisory and executive leadership and in highly sophisticated technological areas. Such has assisted employers achieve increased productivity and implementing better business practices.

Despite various industry engagement throughout the year via NTPC conferences, workshops and industry visits, NTPC strategizes an annual event that would assist in meeting industry expectations in terms of providing in-service skills training needs. And such is called the Industry Discussion Forum.

The Industry & Community Discussion Forum, an annual event on the National Training & Productivity Centre's calendar, is conducted through vigorous engagement of industries, employers and employees Fiji wide, in terms of, receiving valuable feedback on NTPC events and activities, deliverables, and services of NTPC.

The ICDF acts as the platform to discuss and share information on training programmes and consultancy services it offers, and more importantly, how well is NTPC meeting industries' expectations in fulfilling its core functions towards upskilling the working workforce of Fiji.

NTPC, as the national in-service training provider, conducts ICDF annually so that it is able strengthen and maintain ties with industry leaders, employers and the Fijian workforce, comprising of Method A and Method B employers.

### 3.0 OBJECTIVES

The objective of the annual Industry & Community Discussion Forum are:

- To initiate industry engagement on programme review and development;
- Determine the effectiveness of in-service training needs provided by NTPC;
- Gather feedback on urgent skills gap in knowledge, skills, and competencies of workers, and 5-year projection of skills shortage;
- To improve NTPC's training deliverables to bridge current and future industry skills gap;
- Encourage Method B companies to engage in skills gap training;
- To provide create visibility of NTPC to multiple levels of the industries and communities in Fiji.



#### 4.0 2019 ICDF CONCEPT

The 2018 NTPC Industry Discussion Forum was strategically designed to engage and receive skills training feedback from all employers in Fiji regardless they be levy payers or not. This was carried out in all major towns and city in the country namely; Nausori, Sigatoka, Nadi, Lautoka, Ba, Tavua, Rakiraki, Korovou, Pacific Harbour and Navua, Labasa, Savusavu, and Levuka.

*The engagement process involved participation from all sectors and levels, as depicted below:*

	TARGET INDUSTRY PARTICIPANTS	ENGAGEMENT METHOD
Level 1	Industry Heads, CEOs, Managers, HR Executives	Open Forum or personal interview
Level 2	Supervisory level, foreman, leading hand	Open forum, survey
Level 3	Skilled workers, labourers, apprentices, attachés, semi-skilled and unskilled workers	Open forum, survey
Level 4	Informal sector, small business owners, market sellers, fishermen, small garages	Personal interview
Level 5	Community visits such as Provincial Meetings, District Meetings, NGOs, Town Councils	Open presentation, and personal interview
Level 6	Religious groups, youth groups, women's groups, sports club	Open presentation
Level 7	Special interest groups such as Schools/groups for the special needs, embassies, Pacific island neighbours, Fijian abroad	Website, social media adverts (after NTPCAB approval)

Since 2018 Industry Discussion Forum covered industries across Fiji, dedicated teams of four members comprising of senior NTPC staff were dedicated to certain areas. Individual team's visit to respective centre were of 2-3 days induration.

The Industry Community Discussion Forum Survey 2019 was designed to gain a better insight on the visibility of NTPC amongst the Fijian industries, and to acquire knowledge whether NTPC is meeting industry's skills training needs. The survey form was distributed to staff at various levels of the organisations visited, from the senior management level to middle level supervisors to low level workers.

## 5.0 ACTIONS TAKEN FROM 2018 INDUSTRY DISCUSSION

The 2018 Industry Discussion Forum, which was participated by 230 organisations from around Fiji, had identified a list of 10 major areas which NTPC needed to improve on to bridge existing skills gaps and improve productivity. Since the launch of the 2018 IDF Report earlier this year, NTPC has undertaken the following measures to achieve its goals.

### 1. Review of Short courses

NTPC conducts annual review of all its programmes to update content and maintain practical relevance to industry skills needs. Feedbacks received through the Industry Discussion Forum 2018 and the Industry Training Advisory Committee have been incorporated in the short courses offered by NTPC.

Three new Certificate of Attainment are currently being developed by the Department of Information Technology and will be submitted for approval by the end of August, 2019.

About 12 new public trainings have been identified by the Department of Hospitality, Tourism, Fashion & Travel following the 2018 IDF, and works are in progress to have these trainings offered to the industry.

### 2. Review of Trade Test & Apprenticeship Training Scheme

The Department of Apprenticeship & National Trade Testing has had notable achievements following the 2018 IDF. These are as follows:

- The Apprenticeship wage rate under the scheme underwent a review and is currently awaiting cabinet approval.
- The Apprenticeship training scheme was for a duration for 3-4 years. However, feedback from employers during 2018 IDF strengthened the motive to revert it to previous training practice of 4-5 years. This increased training period of apprentices provides ample time to build competency in that particular area of trade.
- Inclusion of new trade under the Apprenticeship Scheme - Baking & Pastry.
- Companies that had enquired about apprenticeship scheme last year successfully recruited apprentices, and these companies include Asco Motors and Niranjans Autoport.
- The Trade Testing Department will offer refresher training course for Panel Beating and Spray Painting, and will be conducted in association with NTPC's Department of Automotive Industry.
- Employers showed interest for trade testing to be conducted in-house, and the Department is working with respective companies towards delivering this request.
- Numerous queries about trade testing were made during the 2018 IDF and the Department of Apprenticeship Training and Trade Testing visited these companies and completed trade testing certification of their employees' skills. Some of these organizations include: Shangri La, Port Denarau, Elia Engineering, Reddy Group, Roto Mould, Western Builders, Dayal's Quarries, Rooster Poultry, Fiji Sugar Corporation, Wyndham, Vision Motors, Viti Food, South Sea Cruises, and Raffles Gateway Fiji.



### 3. Packaged courses (inter-disciplinary courses)

NTPC's training departments worked in collaboration to offer inter-disciplinary courses and has successfully designed Certificate of Attainment in Project Management. Meanwhile, five short courses are ready for presentation at SPRC, these include 3 new COA in Fashion and Design, 1 COA in MDP and 1 COA in RDM. Also new customised training packages have been designed and delivered to the industries (main beneficiaries include Ministry of Youth and Sports, SSC, Planation, Navini and Castaway Island Resorts).

### 4. Introduction of new TAFE awards (Australian Qualifications)

NTPC is now offering TAFE award programmes in Diploma of Project Management and Certificate IV in Retail Operations.

Three new TAFE courses in Information Technology that are currently being worked include: Certificate IV in IT Networking, Advanced Diploma in Computer Systems Technology, and Advanced Diploma in Business Analysis. Meanwhile, paper work is in progress for more TAFE courses to be included in the list of programs offered by TAFE for year 2020, and these are Certificate 2 & 3 in Hospitality, HK, Pastry, Front Office and Beauty Therapy.

### 5. Pathway training into higher qualifications

Pathway from TAFE to Colleges – TAFE Advanced Diploma of Leadership and Management leads to Bachelor's Degree in Management and EMBA.

OHS short courses to Certificate IV in WHS has been mapped out.

NTPC's Department of Information Technology is working with CEST in mapping IT courses to Degree programs. Unfortunately, at the moment COA does not qualify for any cross credit to any higher qualification offered by College of Business, Hospitality and Tourism Studies, which starts from Cert III.

## 6. Competency Based Training for Industry

All NTPC short courses are competency based trainings. Regular competency checks are conducted during and at the end of trainings. Free of cost post-training evaluation and analysis is also offered to industries on demand.

## 7. Review of Training fees

NTPC has reviewed the course fee for CompTIA courses where the course fee has been reduced from \$1800.00 to \$1000.00. Other courses offered by the Department of Information Technology has a reasonable fee and is less compared to other training providers.

Meanwhile, the Department of Hospitality, Tourism and Fashion has already offered some concessional trainings to the Ministry of Youths and Sports to make it feasible for the unemployed youth to attend. Also some more public trainings have been introduced at a reduced fee. Trainings are being conducted at as low as \$70 per person per day.

## 8. New training assistance for Method B & Informal sector

NTPC has conducted trainings in Levuka for Method B Employers, namely Effective Sales and Cash Handling short course. Fee for IT short courses is offered at a reasonable rate and where necessary fee is reduced to cater for the need of Method B employers.

## 9. Introduction of Distance-Flexible mode of training

NTPC's Department of National Productivity and Industry Innovation offers TAFE ADLM through blended mode - moodle and face to face class. The department is also currently working towards offering 7 short courses 100% online from 2020, and 14 short courses as both day class and evening class.

The Department of Information Technology has a set of 15 mobile training laptops which are used to deliver training in remote areas. Some trainings have been offered in regional countries such as Nauru.

Meanwhile, the Department of Hospitality, Tourism and Fashion offers programs that are practical in nature and require hands on experience to meet the industry skills requirements, thus, maintain face to face training delivery.

## 10. Improvement of NTPC training facilities

NTPC has renovated most of its lecture rooms and workshops to provide a better learning experience. This includes the Nasese Office and Lecture Rooms. IT Computer Labs are equipped with latest PCs, and are currently setting up a new Pearson Vue Test Centre which will provide high stakes online exams.

NTPC's Sigatoka training kitchen and restaurant equipment have been moved to Nadi to merge it with the existing training facilities. Long pending repairs have also completed at the Nadi training kitchen making it one of the finest state of the art training facility in Fiji. Proposal for World Class Training Kitchen at Namaka Centre is still under discussion and funding has been sought.

## 6.0

## NTPC National Events January - August 2019

**National Conference on Information Technology (8 March)****About the Event**

National Conference on IT was organised by NTPC in collaboration with the Asian Productivity Organisation (APO) and Vodafone. The conference was conducted on 08 March at the Pearl, in Pacific Harbour. This event brought together key stakeholders from various IT backgrounds for capacity building, exchange of ideas and using the platform to be in par with the developments taking place globally in relation to ICT.

**Major achievements**

- A total of 150 delegates participated
- First ever NTPC App was launched.

**Industry Feedback**

- The attendees of the conference showed their appreciation and was majorly happy to be part of the first ever NCIT.

**Fiji Business Excellence Conference (5 April)****About the Event**

The Fiji Business Excellence Conference was on 05 April at the Holiday Inn, Suva. Is an Annual event brought together leaders from key organisations, business excellence practitioners and Quality Management experts to share their knowledge, best practices and experienced in various aspects of Quality and Productivity which has allowed businesses to achieve sustained growth, competitiveness and relevance against a rapidly changing business environment.

**Major achievements**

- A total of 140 delegates participated
- High profile speakers who are experts in this field became the highlights of the event. Their motivational speeches gave the delegates more knowledge and understanding of the topics.

**Industry Feedback**

- The attendees of the conference showed their

appreciation and was majorly happy to be part of the event.

**National Conference on OHS (26 April)****About the Event**

National Conference on OHS was organised by NTPC in collaboration with the International Labour Organisation (ILO) and the Ministry of Employment, Productivity and Industrial Relations. The conference, which was conducted on 26 April, was followed by the National Safety Awards for excellence in OHS.

**Major achievements**

- High response to this Conference with 300 respondents but only 190 were confirmed due to lack of space
- First ever OHS Award Programme attracted a lot of interest

**Industry Feedback**

- Participants were greatly impressed with the speakers' presentations, topics discussed, timing and program and the safety awards segment.

**Productivity Awareness Program (3 June)****About the Event**

Productivity Awareness Program (PAC), themed "Sustainable Productivity", was held on 3rd June, at the Holiday Inn, Suva. PAC aimed to create awareness among the Senior Management, CEOs and relevant stakeholders on the 6 major programs under the PAC, which are; Fiji Business Excellence Awards, Team Excellence Symposium, Evaluators Training, Business Excellence Conference, National Convention on Quality and ISO Conference.

**Major achievements**

- PAC was able to create productivity awareness to 33 participants from 16 organisations on their commitment in advancing productivity movement to raise Fiji's competitiveness at the National level as well as the global front.
- 5 new Organisations will be certified on the 5s Certification.

### Industry Feedback

- NTPC will work more closely with the Ministry for Employment, Productivity and Industrial Relations, Youth and Sports to advance Productivity movements in Fiji

### National Trainers Conference (21-22 June)

#### About the Event

The 5th National Trainers Conference was held on 21-22 June at the Sheraton Fiji. The popular Conference targeted Human Resource Personnel, Training Experts and Managers from all Industries.

#### Major achievements

- A total of 150 delegates participated
- Topics like how to empower high performing employees, building talent to transform performance and reinventing organizations with training and development was discussed during the two-day conference

### Industry Feedback

- The overall popularity of the Conference remained.
- The program should not repeat speakers that have been coming in from the past.

### Bilateral Cooperation between NPOs (BCBN) of Korea and Sri Lanka (29 July-02 August)

#### About the Event

The Fijian Delegation headed by D-NTPC attended the Bilateral Cooperation program between Korea and Sri Lanka which was held from 29-30 July in Korea and 01-02 August in Sri Lanka. The objective was to observe and learn best practices of Organisations that used productivity initiatives, technological improvements and government/NPO policy directives and strategies to promote productivity and innovation that positively impacted their economy.

#### Major achievements

- NTPC was able to learn from 7 organisations various methods and ways to use research methods, consultation, productivity and technology and incorporate them in the teaching and learning areas.

### Industry Feedback

- NTPC will work with various stakeholders to incorporate and impart knowledge gained.

### Division of Community Based Non Formal Education & Training (CBNFET) - Sustainable Livelihood Project (August 2018-August 2019)

#### About the Event

The Sustainable Livelihood Project is Government funded under the Fiji National University. The role of the SLP is to conduct technical and vocational trainings at rural, maritime and informal locations in all the 14 Provinces of Fiji, including Rotuma. The primary objective of the project is to train and empower rural communities and villages with basic practical skills and knowledge that are relevant and necessary to their immediate and future needs. In doing so, it hopes to impart and address the productive use of local natural resources as a means to alleviate rural poverty situations as well as introduce business ideas to encourage entrepreneurship.

#### Major achievements

- A total of 156 programs were offered to 5,259 Participants
- Employability of graduates increased and self-employment opportunities through the newly acquired skills increased
- Has helped the participants to start and improve their own business through garment construction, cookery and patisserie, floriculture and screen printing
- Improvement in community construction and plumbing work for example building church, houses community hall, water tanks etc.
- Has motivated youth in villages to pursue further education/trainings at FNU or any other institute.

### Industry Feedback

- SLP trainings have empowered rural dwellers with knowledge and skills, which have enabled them to improve their own lives and contributed to improving their communities and villages. There is increased demand for SLP trainings as gauged by the numerous requests coming in from all over Fiji.

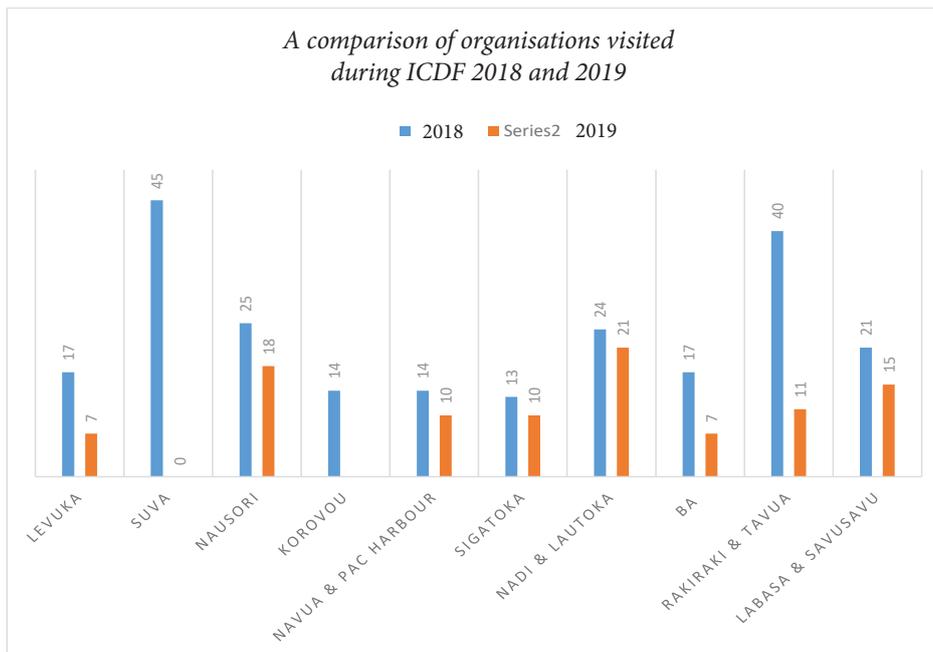
7.0 2019 ICDF OVERVIEW

During the month-long exercise, nearly 100 organisations were visited around Fiji. This, however, accounted to 40 percent of the organisations visited last year.

*The number of companies visited this year is indicated in the table below, compared against that of last year.*

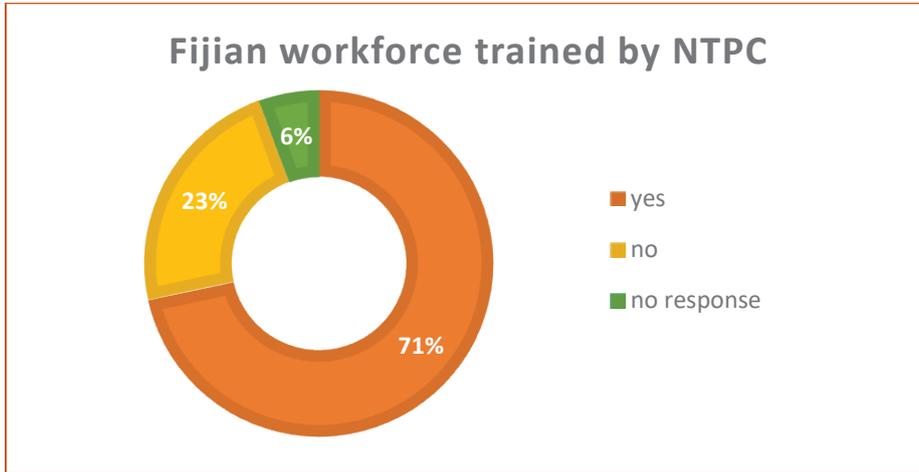
NUMBER OF ORGANISATIONS VISITED IN FIJI	
Location	2019
Levuka	7
Suva	0
Nausori	18
Korovou	
Navua & Pac Harbour	10
Sigatoka	10
Nadi & Lautoka	21
Ba	7
Rakiraki & Tavua	11
Labasa & Savusavu	15
<b>TOTAL</b>	<b>99</b>

The average number of organisations that participated in the IDF 2018 stood at 32 per each location. This average declined to 10 organisations per location this year.



Meanwhile, NTPC has noted positive developments from the Fijian workforce. These have are indicated by the percentage trained by NTPC in bridging skills gaps, whether industry expectations are met by NTPC, the training deliverables that expect industry improvements and marketability of skills after undergoing skills trainings with NTPC.

Figure 7.1

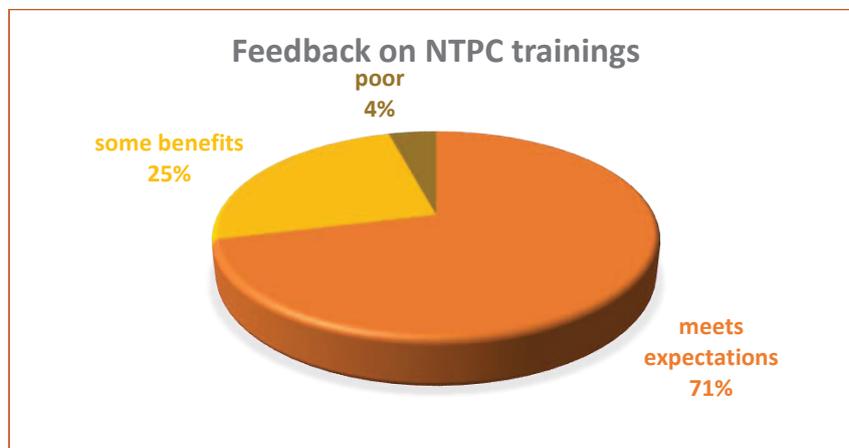


The percentage of Fijian workforce trained by NTPC, as depicted in Figure above, is 71 per cent, and 23 per cent of persons that participated in the survey have not undertaken skills training programme with NTPC.

This is a 30 per cent increase to last year, whereby 2018 survey indicated only 40 per cent of the Fijian workforce had undertaken skills training at NTPC.

This increased percentage can be attributed to actioning some concerns highlighted by employers during the 2018 Industry Discussion Forum, improving NTPC deliverables and greater marketability of NTPC skills training programmes.

Figure 7.2

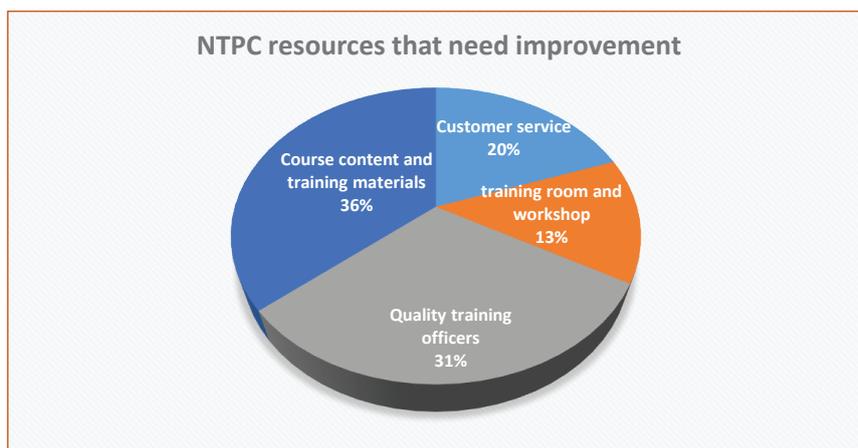


During the survey, there was also an attempt to gather feedback the extent of industry expectations met by NTPC in providing skills training programmes to bridge existing skills gaps. Majority of the participants felt NTPC skills training programmes successfully equipped them with skills which they found themselves to be lacking in to complete their job tasks successfully. Four per cent rated NTPC training programmes to be unsatisfactory and failing to meet their expectations in bridging their skills gaps.

This is also an area where NTPC has noted progress in. Last year’s survey indicated that 80 per cent of the surveyed workforce were satisfied with NTPC’s training programmes while 20 per cent were dissatisfied.

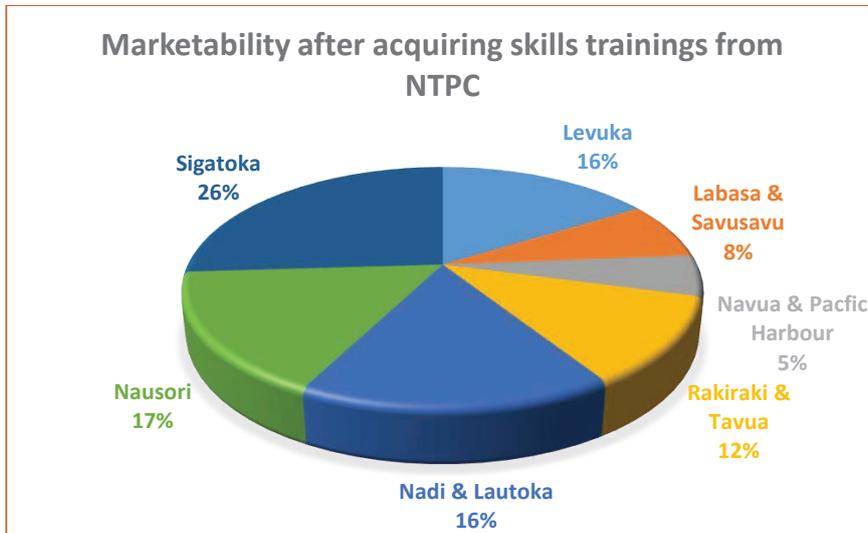
A factor that can be attributed towards this progress includes periodic reviews of short courses internally, which are presented to the Industry Training Advisory Committee. Thus, training programmes are modified and delivered.

Figure 7.3



It is one of NTPC’s core objectives to improve its training deliverables to bridge current and future industry skills gap. NTPC identified four areas which can be improved to successfully facilitate its role. Course content and training material were ranked most significant at 36 per cent. This indicates that the workforce would like to receive updated, industry relevant course content that meets industry’s current and near-future skills needs. Followed by the need to have quality training officers, at 31 per cent. Customer service and improvement in training rooms and workshop areas were rated at 20 per cent and 13 per cent respectively.

Figure 7.4



While attempting to discover the marketability of personnel after acquiring skills training with NTPC, it was found the workforce felt they were able to gain promotion at the workplace, secure other better jobs, and progress in their respective careers, but at a less percentile. Bigger workforce such as that in Nadi and Lautoka perceived their marketability at 16 per cent and Nausori at 17 per cent. Meanwhile, Sigatoka workforce rated marketability at 26 per cent and Labasa and Savusavu rated at 8 per cent. For smaller workforce such as Levuka, Navua and Pacific Harbour, and Rakiraki and Tavua, the percentage of marketability of skilled personnel was at 16 per cent, 5 per cent, and 12 per cent respectively.

At this point, it is important that we consider the workforce location, and the type of industries operating in the area, which could hinder career progression and offer limited job opportunities.



## 8.0 SKILLS INSIGHT

This section provides a summary of five skills prioritised highly across ICDF and the trends which indicate the demand for these skills. While there is ongoing demand for traditional trades' skills, it is evident from the analysis that there is an increasing industry demand for cross-sector skills such as adaptability, analytical, digital, and collaboration skills.

Feedback in terms of skills demanded by the Fijian workforce during ICDF 2019 were categorized and ranked according to the four mentioned skills sets.

### Ranked First : Industry and occupation skills



Industry and occupation skills refer to specific skills that various ICDF's have identified as being a priority for their industry. These skills vary from industry to industry and they are unpacked further on the report.

#### Skills identified by ICDF

1. Cross-industry skills and trade
  - Mechanical Engineering
  - Welding (general)
  - Operation of CNC
  - Electronics
  - Civil Engineering
  - Architectural Drawing
  - Mechanical and Construction
  
2. Industry or occupation-specific skills (including technical, product and market related knowledge)
  - Welding (Normal and license Hi-Pressure) including Boiler making refresher
  - Hospitality includes Food & Beverage and Housekeeping
  - Glass and Aluminum (construction of doors & windows, framing, installation)
  - Maintenance & Diagnostic
  - Solar applications
  - High Voltage Training
  - Thermal applications
  - Ammonia handling
  - Seamer and canning
  - Meat Processing
  
3. Understanding and use of equipment or technology

## Ranked Second: Analytical skills



The continual development and introduction of technologies in the workplace creates need to process 'big data' derived from online activity, sensors, the 'internet of things', and new analytical tools. Fiji now has to continually prepare new generations of workers in almost all industries, and across most roles, with the ability to analyse raw data or to interpret data analysis and apply findings. It may also involve skills such as data management, information literacy, problem-solving, critical thinking and creative thinking.

Skills identified by ICDF

1. Creativity
2. General analytical skills
  - Financial Literacy
  - Small Business Management
3. Observation and monitoring
  - Management of SOPs
  - Workplace Ethics /Punctuality and attendance
  - Food Fraud and Food Defence- new requirement for ISO 22000
  - Leadership skills for Supervisors
4. Problem solving and Critical thinking
  - Occupational Health and Safety
  - Customer Service
  - Writing SOP's

## Ranked Third: Adaptability skills



Due to the ongoing progression of Industry 4.0, workers must enhance their ability to adapt to new technologies and acquire new skills. To keep up with this change, individuals are expected to take more responsibility for their own skills development.

Skills identified by ICDF

1. Active learning and engagement with training
  - Business and IT Training
  - MYOB
2. Adaptability, agility and flexibility in changing conditions

3. Innovative thinking.
  - Project Management
  - Soft Skills – Communication
  - Productivity & Industry Innovation
4. Embracing new ways of working
  - Smart Thinking techniques
5. Entrepreneurial skills

## Ranked Fourth: Digital skills



Rapid technological expansion affects all industries requiring a workforce with the skills to drive and adapt to new technologies.

Skills identified by ICDF

1. ICT skills (including Coding/programming skills)
  - Java and Python programming
  - Open Source – Customized Linux training
  - IT Vendor trainings – Fortinet, VM Ware, Software defined networks, Open source exchange
  - Linux and Server 2016 trainings
  - Security and Firewall Management
  - Rigger training
  - Digital literacy
2. Using industry specific software or technologies



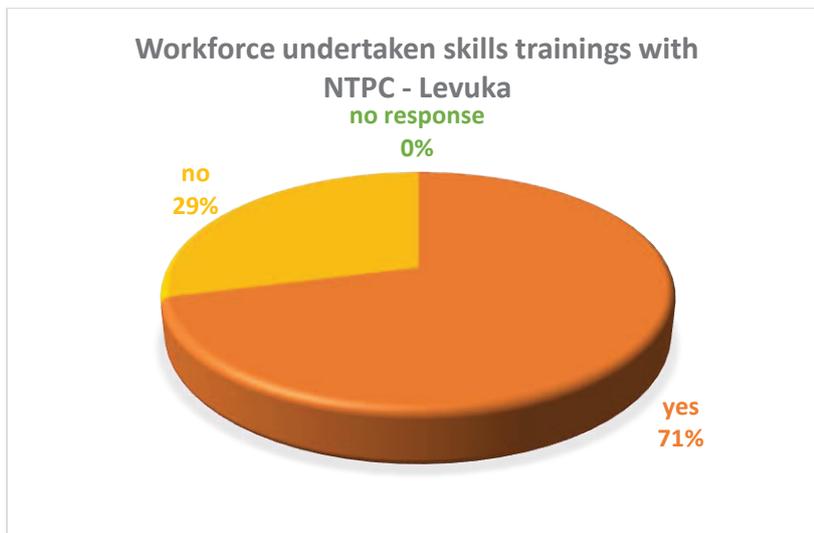
## 9.0 FEEDBACK PER LOCATION

LEVUKA  
LABASA & SAVUSAVU  
NAVUA & PACIFIC HARBOUR  
RAKIRAKI & TAVUA  
NADI & LAUTOKA  
BA  
SIGATOKA  
NAUSORI

**LEVUKA**

Training needs identified for the workforce in Levuka:

Solar (13%)	Workplace Ethics /Punctuality and attendance (10%)	SLP (10%)
Rock Lining (7%)	Hair dressing (7%)	Landscaping (3%)
Thermal (3%)	5S (3%)	OHS (3%)
Ammonia Training (3%)	Productivity (3%)	Financial Literacy (3%)
Boiler Refresher (3%)	Painting & Decorating (3%)	Small business management (3%)
Maintenance & Diagnostic (3%)	Baking & Pastry (3%)	Tin Fish Manufacturing (3%)
Seamer and canning (3%)	OHS Accident & Investigation (3%)	Customer service and approach (3%)



**Employer concerns:**

- Request for training to be after normal working hours
- Request for distance education on Accounting and management programmes.
- In-house training in Levuka to be done in the evening.
- Employed an external trainer for rock lining to train council workers and certified them after project completion.
- Recruiting 2 Lomaiviti youths to be part of PAFCO apprenticeship recruitment system
- Request for on-line short courses
- Request for SLP training to be conducted near to Levuka Town.

**NTPC Action Items:**

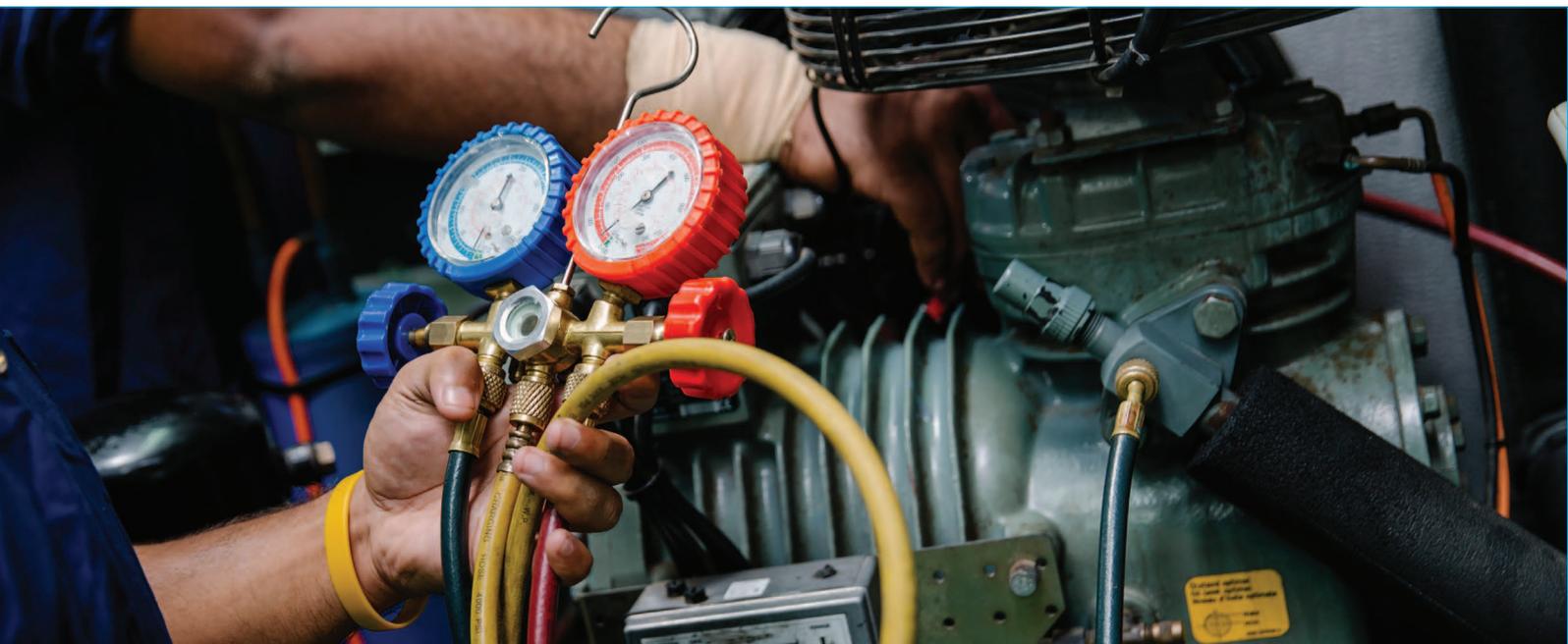
- It was noted that few of the last year program ICDF request was not done, and they have wished if those that are listed for this year be conducted on evening mode. These are done not to interrupt the day operation.
- SLP program to be conducted near to Levuka Town which can be easily access by nearby villages and neighboring island
- More programmes to villagers to enable them to turn the current village day to day farming, fishing, road side selling, etc. to sustainable financial active.

**Companies that participated in ICDF 2019:**

*Lomaiviti Provincial Council  
Morris Hedstrom  
Murphys Restaurant*

*Vallabh & Sons  
Nasinu Village Levuka*

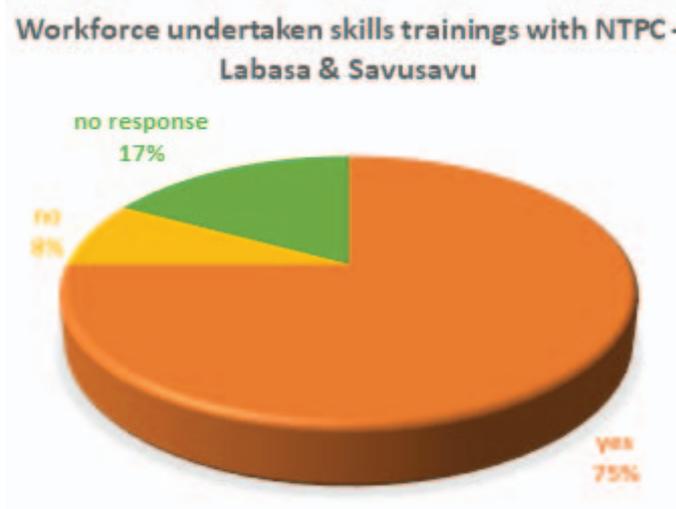
*PAFCO Levuka  
Levuka Town Council*



**LABASA & SAVUSAVU**

Training needs identified for the workforce in Labasa and Savusavu:

OHS (21%)	Welding (Normal and license Hi-Pressure) (21%)
Management (11%)	Mechanical Engineering (11%)
Glass and Aluminium (7%)	Civil Engineering (7%)
Electronics (7%)	Architectural Drawing (4%)
Trade Test (4%)	Boiler (4%)
Quality Control (4%)	



**Employer concerns:**

- Request for training to be after normal working hours
- Training to be provided within Labasa and in-house preferable
- Skill workers migrating to Viti-Levu and given better rate where request is for government to intervene with some policies and attractive deals in Vanua Levu
- Hiring specialized workers cost a lot
- Request to bring back apprenticeship recruitment system
- Request for on-line short courses
- FSC Labasa requesting for Hire Pressure Welding training
- Larger organisations and Industries offers better salary where smaller ones slowly closes.

**NTPC Action items:**

- Very importantly last year’s recommendations to be considered as some has not been achieved. Presence of database and providing trainings for the outer islands at a very affordable rate.
- There should be trainings provided in Labasa and Savusavu in house and for the general public but after working hours.
- More short courses to be overseas accredited for wider recognition through NTPC.

**Companies that participated in ICDF 2019:**

*Pinto Industries*

*Azaad Construction Co. Ltd*

*Babasiga Sheetmetal Co. Ltd*

*Fiji Sugar Corporation Ltd.*

*Niranjans Limited*

*Mechanical Services Ltd*

*Macuata Provincial Council*

*Cakaudrove Provincial Council*

*Industrial Sheet metal & Plumbing*

*Zaid Engineering*

*Valebasoga Tropik Board*

*Lincoln refrigeration Limited*

*Vanua Engineering Ltd*

*Labasa Savusavu Glass & Aluminium Works*

*Bua Provincial Council*



NAVUA & PACIFIC HARBOUR

Training needs identified for the workforce in Navua and Pacific Harbour:

OHS (57%)	Executive Management (50%)
TOTs (50%)	IT (28%)
Trade Test (21%)	House Keeping (21%)
Cookery (21%)	SLP short courses (21%)
Hospitality (21%)	HR courses (14%)
Welding (14%)	Food & Beverage (14%)
Customer Service Care (14%)	



**Employer and workforce Concerns:**

- Request for training to be after normal working hours
- Training to be provided within Labasa and in-house preferable
- Skill workers migrating to Viti-Levu and given better rate where request is for government to intervene with some policies and attractive deals in Vanua Levu
- Hiring specialized workers cost a lot
- Request to bring back apprenticeship recruitment system
- Request for on-line short courses
- FSC Labasa requesting for Hire Pressure Welding training
- Larger organisations and Industries offers better salary where smaller ones slowly closes.

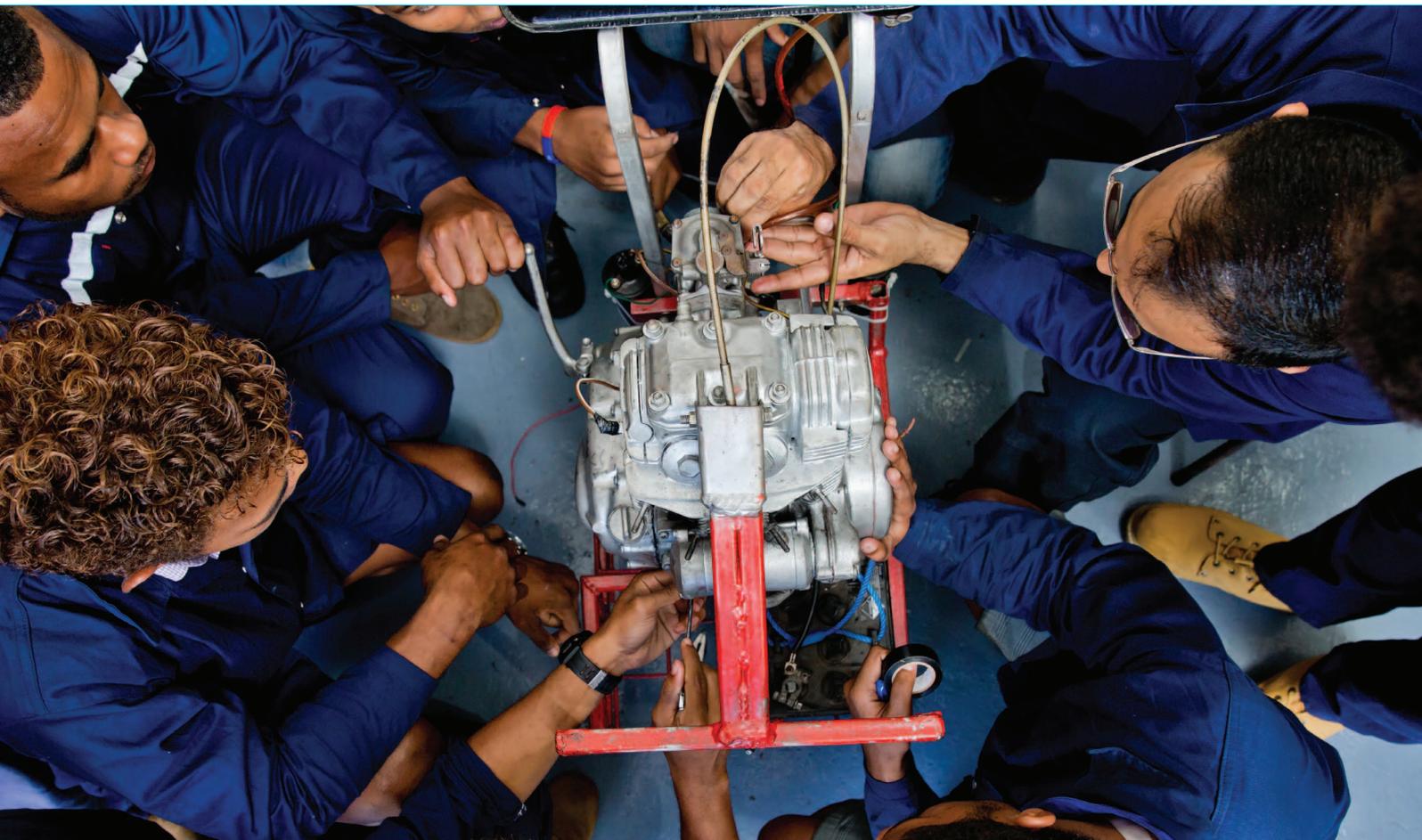
**NTPC Action items:**

- Very importantly last year's recommendations to be considered as some has not been achieved. Creating of database and providing trainings for the outer islands at a very affordable rate.
- There should be trainings provided in Labasa and Savusavu in house and for the general public but after working hours.
- More short courses to be overseas accredited for wider recognition through NTPC.

**Companies that participated in ICDF 2019:**

*The Pearl South Pacific  
Provincial Council  
Max Val U  
Rivers Fiji  
MSAF*

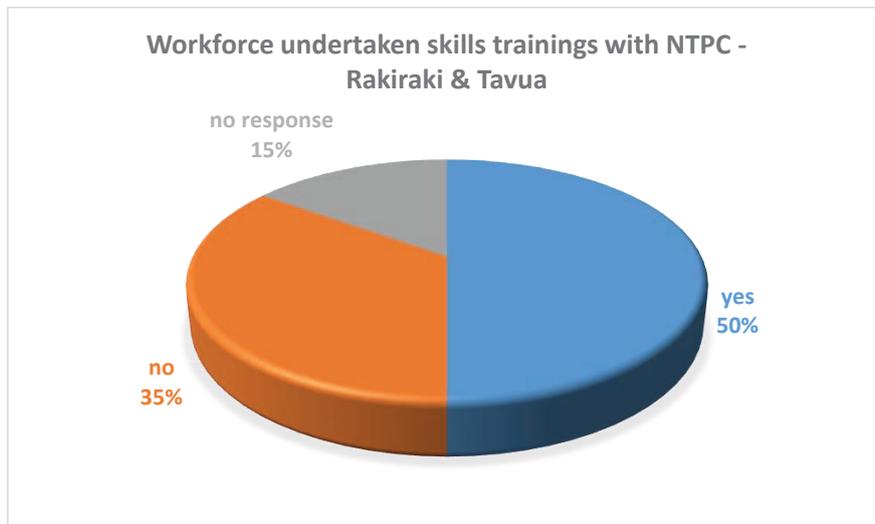
*Bens Trading  
Uprising  
Blue Water Craft  
Paradise Interiors Ltd  
Navua Fire Authority*



**RAKIRAKI & TAVUA**

Training needs identified for the workforce in Rakiraki and Tavua:

OHS (69%)	SOP's (35%)
HR Courses (35%)	Welding (35%)
Trade Test (31%)	Executive Management (31%)
Customer Care (27%)	House Keeping (23%)
Hospitality (23%)	Project Management (16%)
Heavy Vehicle Automotive (16%)	Public Speaking (12%)
MYOB (12%)	Communication Skills (12%)
Machinist (8%)	SLP short courses (8%)
Meat Processing (4%)	Joinery (4%)
High Voltage Training (3%)	



**Employer and workforce feedback:**

- Training programmes to be offered after working hours.
- Hiring specialized workers cost a lot
- Keen on training more candidates through the apprenticeship training scheme
- Short courses to be made available online for flexible learning
- Smaller businesses gradually close down.

**NTPC Action items:**

- Follow up with organisations for in-house training programmes.
- More short courses to be overseas accredited for wider recognition.

**Companies that participated in ICDF 2019:**

*Rakiraki Town Council  
Volivoli Beach Resort  
Elliot Pacific Ltd  
Vinod Patel Rakiraki  
Bargain Box  
Rakiraki Fire Authority*

*Yaqara Pastoral Co.  
Payal Jewellers  
Tavua Town Council  
Vatukoula Gold Mine  
Ra Provincial Council*



NADI & LAUTOKA

Training needs identified for the workforce in Nadi and Lautoka:

IT Knowledge and technical skills (20%)	Supervisory Trainings (8%)
Customer Service (7%)	Leadership & motivation (7%)
Managing resources effectively (6%)	Cake decorations 3 (6%)
Events and Destination Management (3%)	Cocktail mixing (3%)
Communication (3%)	OHS (3%)
Change management (3%)	Sales & Marketing (3%)
Fashion Design and Pattern Making (2%)	TOTs (2%)
Environmental Management (2%)	Aluminium Joinery
Project Management	Civil engineering
Strategic Change Management	HR
People Management	Trade Test
MYOB Training	Basic Computer Trainings
Consultancy	Glass Cutting and installation
QMS – internal auditing	Apprentice in engineering field
Business Excellence	Aluminium Fabrication & installation
Mechanical Training	



**Employer and workforce feedback:**

- Suggestions for FNU to partner with LTA to provide trainings in DDC and professional driving.
- Trainings to be reviewed to meet industry needs and relevance.
- Trainings are always postponed or re-scheduled by NTPC due to low participant numbers.
- Grant Assessment Team did not turn up for Assessment as scheduled, all preparations were done but the Team did not show up until last minute notification. This caused disappointment as work schedules were set up in such a way to not affect the Assessment period.

- Greater demand for technical trainings- electrical safety, plant maintenance etc.
- Most Trainings are scheduled for Suva and hardly any trainings are confirmed for Nadi & Lautoka
- NTPC queried on its fee charges. Despite industry providing venue, printing of manuals, etc, NTPC still charges more fees (public costs) and even different departments with the same courses charge varying fees.
- Training on Lean 6 Sigma was requested from NTPC, but no response till date, thus Training was outsourced from NZ
- Post Training Survey / Evaluations to be carried.
- Machine Operation Trainings to be reviewed and offered to the standard. Apprenticeship inductions to also include machine safety awareness.
- NTPC should not recommend students or people who were chucked out from other industries for Apprenticeship. Attitude and Behaviour of Apprenticeship students has hindered the industry from taking them in.
- Mentoring & Counselling sessions lacking from Apprenticeship. Reason being, a student took recording of the session without consent. NTPC Apprenticeship was notified to take this into action but to no response till date.
- Apprenticeship Inspection reports are not send in a timely manner.
- Advertisements not having confirmed dates and trainings being rescheduled. This disrupts the training plan.
- Companies are interested in entering the FBEA, and require proper guidance/mentoring.

**NTPC Action items:**

- Provide more details on Apprenticeship Training Scheme
- NTPC to consider designing a Restaurant Management Graduate Trainings programme
- NTPC is committed towards fulfilling industry training demands and will continue to meet industry expectations in terms providing in-house trainings.
- NTPC to suggest FNU to offer Medical Detailing Trainings as this Training is not offered in Fiji.
- Plan Chef Trade test for Plantation Island along with some engineering trades. As well as to create awareness on Apprenticeship and Trade Test schemes.
- Offer more tailor made programmes to suit respective organizational skills needs.

**Companies that participated in ICDF 2019:**

<i>Sugar Packaging Plant</i>	<i>Danam Fiji Limited</i>	<i>Pacific Destination</i>
<i>Nadi Sports Club</i>	<i>The Rhum Ba</i>	<i>AFL</i>
<i>Lautoka City Council</i>	<i>Makans Drugs</i>	<i>Lautoka Hotel</i>
<i>Post Fiji</i>	<i>National Fire Authority</i>	<i>UB Freight</i>
<i>Glass &amp; Mirror</i>	<i>Longrun</i>	<i>ATS</i>
<i>Jacks Group of Companies</i>	<i>Raffle Hotels</i>	<i>Douglas Pharmaceuticals</i>
<i>CAFF</i>	<i>Troubador Garments</i>	<i>South Sea Cruises</i>

**BA**

Training needs identified for the workforce in Ba:

Landscaping and beautification trainings	Risk Management
Measuring response after trainings	Apprenticeship training for sheet metal
Writing SOP's	St. Johns and NFA
Succession Planning	First Aid and Fire Fighting
OHS	Leadership skills for Supervisors
PLC and instrumentation programming	Trainings on new technology
Food Fraud and Food Defence- new requirement for ISO 22000	Water Testing for Food
Managing People for Optimal Performance	Handling Difficult People
IT Trainings	Child Care
F & B evening classes	ADLM
HACCP	



**Employer and workforce feedback:**

- Require updated information on NTPC trainings
- Interested in Apprenticeship training- light automotive, construction, heavy mobile
- Queries on apprenticeship scheme
- Require Trade Test for existing staff who have many years of experience
- Need good chefs with knowledge of local/ international cuisine
- Difficulties faced in recruitment of staff
- Need to encourage school students to take up cookery trade
- Students need to be exposed to the industry requirements before taking up the courses. Some of them complete the program but opt to get employment in other areas.

**NTPC Action items:**

- Engage with experienced tradespersons to motivate students into taking trade careers.
- Provide assistance to Challenge Group, which will be investing into re-modelling of their workshops.
- Separate visits to be organized to check workshop and issue permits.

**Companies that participated in ICDF 2019:**

*Ba Town Council  
New World Supermarket  
Pullman  
Malamala Group*

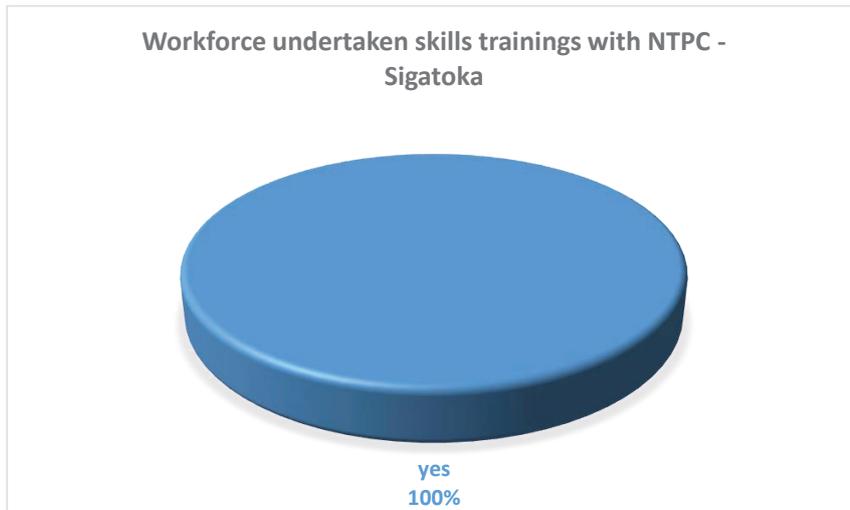
*RC Manubhai  
SC Foods Fiji Ltd  
Challenge Group of Companies*



**SIGATOKA**

Training needs identified for the workforce in Rakiraki and Tavua:

Housekeeping	Customer Service 5
Smart thinking techniques	Management/Administration Management
IT Skills 6	Leadership/supervisory 2
Finance	
OHS 2	



**Employer and workforce Concerns:**

- More training to be offered in Sigatoka
- Evening and flexible classes
- High cost of training

**NTPC Action items:**

For areas that need immediate attention, the respective training departments have been notified to contact the respective employers.

**Companies that participated in ICDF 2019:**

*Sigatoka Nursing Station  
Nadroga Navosa Provincial Council  
LTA  
Nasigatoka Village  
Geckos Resort*

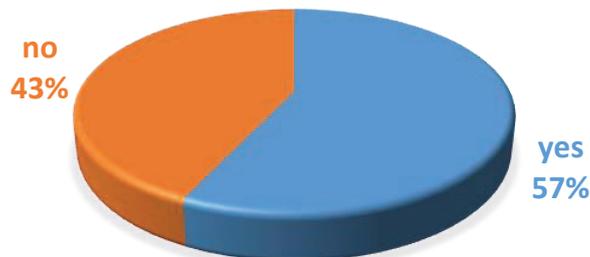
*Hideaway Resort and Spa  
Fijian Resort  
Sigatoka Town Council  
Outrigger Beach Resort  
Nadroga Navosa Technical College*

**NAUSORI**

Training needs identified for the workforce in Nausori:

Productivity & Industry Innovation (30%) Financial	Executive Management (25%)
Literacy	Soft Skills (Communication)
OHS Training	Customer Service
Project Management	Human Resources
Record/Filing Trainings	Sales & Marketing
Disaster Management	Training of Trainers
Automotive Mechanical (13%)	Construction (9%)
Mechanical Engineering	Construction for Hardware
Operation of CNC Training on Fuel Pump & Injection	Auto CAD
Community Based Non-Formal Education (9%)	IT (4%)
Tourism, Hosp, Fashion & Travel (2%)	EEEIED (2%)

**Workforce undertaken skills trainings with NTPC - Nausori**



**Employer and workforce feedback:**

- Loss of grants scheme returns
- Untimely delivery of certificates.

**NTPC Action items:**

NTPC is committed towards providing industry relevant skills training programmes and service delivery. It will continue to improve its services to create a positive learning environment.

**Companies that participated in ICDF 2019:**

*Verata Wailevu Village*

*Country Cool*

*Pacific Manufacturers Limited*

*Eco Lumber Pacific Limited*

*Delta Timber Supplies*

*Nausori Town Council*

*Fiji Cooperative Dairy Co. Ltd*

*Fricos Hire (Fiji) Limited*

*A's Cake*

*Ram Sami & Sons*

*Rups Big Bear*

*Rewa Genuine Motor Spares*

*Waste Clear (Fiji)*

*Five Squares*

*Asaleo Care*

*National Fire Authority*

*Courts Fiji Limited*

*Kamla Motors*

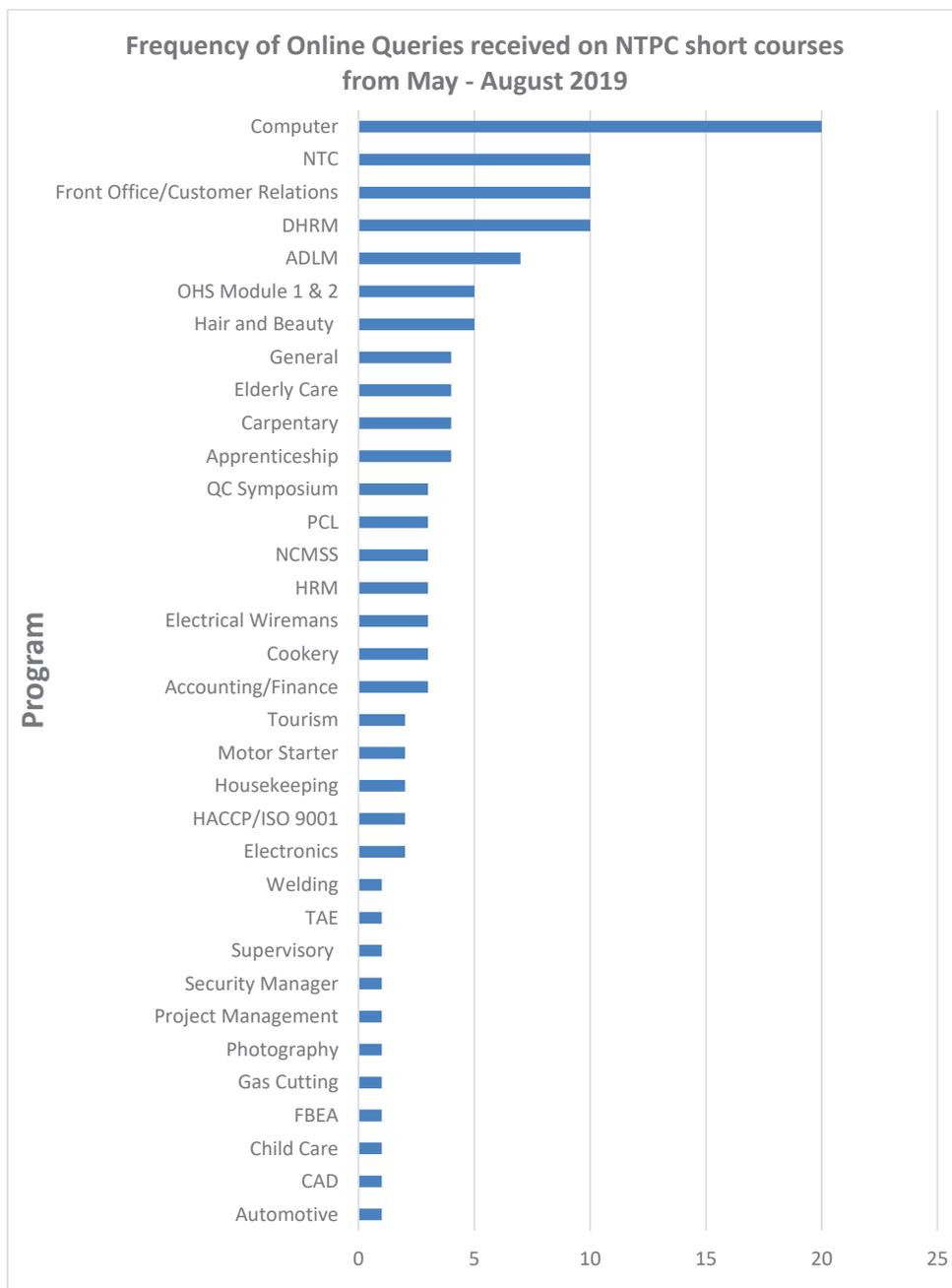


**ONLINE QUERIES**

Interests in NTPC short courses is also received via online social networking platform.

A total of 150 flyers, news flash, videos and event notifications were posted on the NTPC Facebook page from January 2019 till July 2019. A total of 126 queries came through the Facebook page and Messenger.

The graph below depicts the programs that have been queried for through the NTPC Facebook page, with Computer programs being most requested.



## 10.0 FEEDBACK PER INDUSTRIES

TRANSPORT  
COMPUTER  
AGRICULTURE  
CONSTRUCTION  
EDUCATION  
ELECTRICAL  
FOOD  
HEALTH CARE  
HOSPITALITY  
MANUFACTURING  
ELECTRONICS  
PRODUCTIVITY



### Transport Industry

Levuka	-	Maintenance & Diagnostic
Labasa and Savusavu	-	Mechanical Engineering
Navua and Pac Harbour	-	Welding
Rakiraki and Tavua	-	Heavy Vehicle Automotive, Welding, Machinist
Nadi and Lautoka	-	Mechanical Training, Aluminium fabrication and Installation

### Computer Industry (IT)

Navua and Pac Harbour	-	IT
Nadi and Lautoka	-	IT - In-house Training, Technical Support MYOB Training
IT Knowledge	-	Needs to know simple trouble shooting skills, Helpdesk, CCNA Modules, Customized Word and Excel Java and Python programming
Open Source	-	Customized Linux training
IT Vendor trainings	-	Fortinet, VM Ware, Software defined networks, Open source exchange, Linux and Server 2016 trainings, Security and Firewall Management, Rigger training
Ba	-	IT Training
Sigatoka	-	IT Training

### AGRICULTURE INDUSTRY

Rakiraki and Tavua	-	Meat Processing
--------------------	---	-----------------

### CONSTRUCTION INDUSTRY

Levuka	-	Rock Lining, Landscaping, Painting and Decorating,
Labasa and Savusavu	-	Glass and Aluminium, Trade Test, Architectural Drawing, Welding (Normal and license Hi-Pressure), Boiler, Civil Engineering
Navua and Pac Harbour	-	Welding
Rakiraki and Tavua	-	Welding, Machinist, Joinery
Nadi and Lautoka	-	Civil engineering
Aluminium Joinery	-	construction of doors & windows, framing, installation. Glass Cutting and installation training
Ba	-	Landscaping and beautification trainings

### EDUCATION INDUSTRY

Labasa and Savusavu	-	Management, OHS
Navua and Pac Harbour	-	SPL short courses ,Trade Test, OHS,HR Courses
Rakiraki and Tavua	-	OHS, HR Courses, Trade Test, MYOB, SOPs, SLP short courses

Nadi and Lautoka - Sales & Marketing, Time management and absenteeism, First Aid, Fashion Design and Pattern Making, Report Writing, Events and Destination Management Handling, Dangerous Goods, Machine Safety, Sigma, Professional Development, Counselling Tools

Ba - Writing SOP's, OHS, Trainings on new technology  
 Sigatoka - OHS, Finance, Electrical Industry  
 Levuka - Solar  
 Labasa and Savusavu - Electronics

### FOOD INDUSTRY

Levuka - Tin Fish Manufacturing, Baking & Pastry

### HEALTH CARE INDUSTRY

Levuka - OHS, OHS Accident and Investigation

### HOSPITALITY INDUSTRY

Levuka - Hair dressing  
 Navua and Pac Harbour - Cookery, Hospitality, Housekeeping, Food and Beverage  
 Rakiraki and Tavua - Hospitality, Housekeeping  
 Nadi and Lautoka - Cake decoration moulding techniques, Advance cake decoration techniques, Cocktail mixing training, Chef Trade Test  
 Sigatoka - House keeping

### MANUFACTURING INDUSTRY

Levuka - Thermal, Ammonia Training, Boiler Refresher  
 Maintenance & Diagnostic, Seamer and canning, Electronics Industry  
 Rakiraki and Tavua - High Voltage Training

### PRODUCTIVITY INDUSTRY

Levuka - Customer service and approach, Workplace Ethics, Punctuality and attendance, 5S, Productivity, Financial Literacy, Start small business.  
 Navua and Pac Harbour - Customer Service Care, Executive Management  
 Rakiraki and Tavua - Executive Management, Project Management, Customer Care, Public Speaking, Communication Skills  
 Nadi and Lautoka - Stocktaking, Merchandising, Middle managers training/ supervisors/ Team Leaders, OHS, Productivity tools and benefits, People culture & Attitude (change management), Consultancy, QMS – internal auditing, Project Management ISO 22001 lead auditor

## Executive Management

- |                  |   |   |
|------------------|---|---|
| Nadi and Lautoka | - | Customer Service, Handling & Dealing with customers, understanding customer needs, Refresher course on customer delight, Executive training, Management training, training on soft skills and identified as per program Employee retention Communication consistency and delivery, Managing resources effectively increased production, Work Ethics, Work place hazards, Stress Management, Environmental Management leadership & motivation, TOTs, Supervisory Trainings, HR, Knowledge and Talent Management, Toastmasters and Public speaking skills, People Management, Personal Care Training, Strategic Change Management |
| Ba               | - | Measuring response after trainings, PLC and instrumentation programming Food Fraud and Food Defence - new requirement for ISO 22000, Managing People for Optimal Performance, Risk Management, Handling Difficult People Leadership skills for Supervisors  |
| Sigatoka         | - | Customer Service, Management/Administration Management, Leadership/supervisory, Smart thinking techniques   |

## 11.0 ACTION PLAN FOR NTPC

In light of rapidly changing labour market, and the call to boost national productivity, the National Training & Productivity Centre remains committed towards fulfilling its national objectives. Having successfully completed the Industry & Community Discussion Forum for 2019, the following activities have been planned to effectively meet industry skills training demands.

- Due to high numbers of public training programmes and in-house planned for each year, NTPC remains committed towards delivering tailor-made programmes to suit organizational skills needs.
- All requests for in-house and community skills trainings will be positively considered and will be effectively delivered upon securing the numbers and availability of resources. This will also include securing prime venues for SLP trainings for accessibility of neighboring villages and communities.
- There has been a significant demand for NTPC short courses to be offered in the evening to allow workforce to attend to these trainings after office hours. NTPC takes this request positively and will engage with employers while it considers planning for greater evening sessions.
- NTPC will strengthen its engagements with industry stakeholders in terms of getting course schedule and notifications on classes in a timely manner.
- NTPC will continue with the annual review of its short courses to maintain relevance to industry skills needs.
- While NTPC offers internationally accredited TAFE programmes, it will continue its efforts to offer more short courses that are internationally recognized.
- Undertake greater initiatives to strengthen relationship and engagement with the industries of Fiji.

## 12.0 CONCLUSION

Industry & Community Discussion Forum is as one of the tactical methods NTPC uses to get the correct, current needs from the organisations in developing skills training programmes that suit the fast-paced industry and community needs. Through ICDF we are able to gather the new and emerging trends in skills needs, technologies, and industrial practices embracing our core business activities.

The ICDF is also a platform to build new and strengthen relationship between NTPC/FNU and our industry stakeholders. This has been evident as according to industry survey, NTPC has trained about 70 per cent of Fiji's workforce, with 95 per cent satisfied with NTPC training deliverables.

In summarising the skills sets demanded by the Fijian workforce, Industry and occupational skills ranked the highest, followed by the need for analytical skills, adaptability and then by digital skills. This trend is important to note as it signifies how our industries operate and the direction they are headed towards. It also provides NTPC the needed insights to upgrade and develop training programmes that will cater to future industry needs. Fiji being a developing country needs more and more of skilled people in specialized jobs and yet at times there are none to fill the void. It has been a major concern of most of the industries and needs urgent attention for the nation to move forward.

Meanwhile, the 2019 ICDF also highlighted concerns which NTPC is aware of and will continue its efforts in addressing these. NTPC is committed towards bridging the existing and future skills gaps, improving the skills sets of the Fijian workforce, and raising national productivity.

Nonetheless, NTPC's efforts would be in vain without the support and collaboration of industry stakeholders. NTPC is grateful for its industry partners in working together in achieving the national common goal of boosting productivity levels and improving the lives of Fijians.

## 13.0 RECOMMENDATIONS

This report recommends the following for greater effectiveness of the next Industry & Community Discussion Forum:

- Conduct annual survey on effectiveness of NTPC short courses and to foresight emerging skills trends and gaps
- Engage an independent company to conduct survey on effectiveness of NTPC short courses
- The Discussion platform method has been the same for 2018 and 2019, hence, a new method to be designed to allow greater engagement of stakeholders and the workforce.



