



Office of the Public Service Commission  
Bureau de la Commission de la Fonction Publique



# Public Service Leadership Program

PSLP Cohort 1: Sep-Nov 2024

Ministry of Justice and Community Services

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# Acknowledgement

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The Public Service Leadership Program is an initiative of the Office of the Public Service Commission, through the Vanuatu Institute of Public Administration and Management, with assistance from the Australian Government through the Balance of Power program.

The Public Service Leadership Program is fully supported in partnership with



# Foreword



It is with great pleasure that I officially congratulate the 20 distinguished men and women who have successfully completed the first Public Service Leadership Program, a transformative journey that has spanned the past few months. We recognize your commitment to personal and professional growth, your pursuit of excellence, and your determination to emerge as leaders not only within the Justice and Community Services Sector, but across the broader Vanuatu Public Service, which comprises over 3,000 public servants. This program marks a significant milestone as the first cohort of its kind, fostering a leadership environment that is inclusive and representative of both men and women, reinforcing our dedication to promoting gender equality and cultivating a diverse and capable leadership pool within our public service.

As we look to the future, it is my strong hope that this leadership development program will continue to grow and be rolled out across the entire Vanuatu Public Service. The next steps are clear: we must continue to identify and nurture emerging leaders from all sectors of government. We must ensure that our public servants have the skills, the tools, and the support to lead our country into a new era—one that is inclusive, progressive, and sustainable.

The goal of this program is to break down barriers, empower women and men alike, and create a future where leadership in the public service reflects the values of respect, collaboration, and mutual understanding. I am proud of all of you who have participated in this first cohort of the program, and I have no doubt that you will go on to inspire others and make a significant impact in your respective roles.

I take this opportunity to express my deepest gratitude to all those who have contributed to the success of this program, including the facilitators, the VIPAM team, Balance of Power and all our partners. Without your collective effort and shared vision, we would not be here today. Once again, congratulations to each one of you.

*Honourable John Amos,  
Minister of Justice & Community Services*

# Introduction



It is an immense privilege to congratulate you all as Chairman of the Public Service Commission and celebrate this momentous occasion—the graduation of the 1st cohort of the Public Service Leadership Program. Today marks not just the end of a program, but the beginning of a new chapter for each of you as you continue to aspire as leaders who will guide our public service into the future.

Let me first offer my heartfelt congratulations to all 20 of you, as you graduate with a Certificate in Professional Development in Public Service Workplace Leadership by the University of the South Pacific.

The PSC Mission Statement is to provide outstanding human resource management and development of the public service workforce. Leadership in public service is a calling that requires more than just technical skills and expertise.

It demands courage in the face of uncertainty, compassion for the diverse communities we serve, and an unshakable commitment to upholding the values of integrity, transparency, and accountability. Over the course of this program, you have been equipped with the knowledge, skills and tools not only lead with vision but to inspire others, to drive meaningful change, and to make decisions that prioritize the common good. Let me acknowledge the support of the Australian Government through the Balance of Power, and acknowledge the partners for the organizational capacity as well. To the facilitators, mentors, and everyone involved in making this program a success: your dedication, passion, and commitment have shaped the leaders we celebrate here.

To the graduates, I have every confidence that each of you will rise to the challenges ahead and leave an indelible mark on the public sector. You are now the leaders of tomorrow who will shape policy, inspire change, and elevate public service to new heights. Your leadership will define the future of public service and contribute to building stronger, more resilient public service. Congratulations again to all of you.

*Mr. Martin Mahe*  
*Chairman of the Public Service Commission*

# Support Team

## Technical Working Group



The Technical Working Group (TWG) of the Public Service Leadership Program plays a vital role in the program design and development, implementation and coordination and evaluation and feedback. The TWG ensures that the program is effective, relevant, and responsive to the evolving needs of public service leadership in Vanuatu.



The membership of the Technical Working Group:

- Pala Luen, VIPAM Manager (Chair)
- Claudia Naviti, Principal HRO, Ministry of Justice & Community Services (Co-chair)

Members:

- Wilson Toa- Vanuatu Country Manager, Balance of Power
- Jocelyn Loughman- Program Facilitator, Vanuatu Australia Policing & Justice Program
- Sherol George- Inclusion Manager, Vanuatu Skills Partnership
- Ellis Silas, Deputy Director, Vanuatu Skills Partnership
- Seman Saraken- Governance Officer, Department of Women's Affairs
- Roslyn David- Programme Specialist, UNFPA (United Nations Population Fund)
- Honore Kaenbo, Senior Curriculum Officer, Vanuatu Institute of Public Administration & Management





# Support Team

## Training Facilitators



**01. WILMA SINUMILA**

Wilmarai Sinumila became an executive at 25 years of age and developed her leadership skills over 15 years in the banking industry working in Vanuatu,

Kiribati, Australia and Fiji. This provided a strong foundation for best business practices and professional development, which empowered Wilma to start a consultancy business doing work for the UN and other institutions. She is a degree graduate from Auckland University and holds a Masters degree from Deakin University, Australia.



**02. CAMERON BOWLES**

Australian Adapsys Partner, Cameron Bowles has over 30 years experience in international development and leadership. He has worked in Australia, Europe, Africa, the Middle East, Asia and the Pacific. He is a qualified executive coach, a Board member of the Australian Adaptive Leadership Institute (AALI) and is passionate about working with others to further learn how leadership can mobilise positive change.



**03. WILSON TOA**

Wilson Toa has been serving as the Country Manager for Vanuatu at Balance of Power (BOP) for the past five years.

BOP aims to assist Pacific countries in achieving inclusive leadership objectives. Wilson is a recognised Adaptive Leadership facilitator, with over seven years of experience in delivering professional training and development programs for cohorts.

# PSLP Components

## Team-Bonding Retreat



## Leadership Workshops



# PSLP Components

## Adaptive Leadership Tool



## Coaching Sessions



# Agnes Tari

**Manager, Litigation**

**Office of the Attorney General**

**Ambae Island**



## **Current employment roles and responsibilities?**

It has been 3 years since I held this role. I supervise 2 staff and manage all the litigation files in the Office of the Attorney General. I provide monthly, quarterly and annual reports/statistics on all government cases. I am also responsible for recordkeeping, I create new files for new cases and I manage the OAG visual files system.

## **What do you like about your job?**

The environment of my work space is a very good one and makes it enjoyable to work and grow in. I have a very good boss who inspires me, who always corrects me when I make mistakes and this makes me grow in my role. Of course, this then comes with the benefits that are provided under the AOG staff manual.

## **What does leadership mean to you and how do you see leadership after attending the PSLP?**

After attending the PSLP, I came to realise that leadership is not a position, but it is an activity that involves everyone in the team. I also learned that as a leader, I have to know and have the skills to direct my team in the right way and handle difficult challenges when a situation arises.

## **What stood out the most for you during the PSLP?**

What really stood out for me is the difference between technical challenges and adaptive challenges, that they are different and we should handle them differently, instead of trying to solve an adaptive challenge with a technical issue.

I have learned a lot from this PSLP training that I hope to take back to my working environment.

## **How do you see this training impacting the public service and Vanuatu as a whole?**

I see the PSLP having an influence on PSC by promoting a balance in power structures and encouraging women in leadership roles. I hope that this training will create space for more women leaders to also have a voice in decision-making within the public service.

I would encourage every leaders within the public services to be a part of this training to upskill, to build capacity, to unlearn and relearn and to rise up in their leadership career.

## **How do you balance your career, personal life, and hobbies?**

I always ensure that my personal life does not conflict with my professional career. I invest myself a lot into my work, but I also make time for my family.

I enjoy time out with my friends and even take time for my hobbies. Those are moments that I use to destress and relax.

**Favourite quote: "With God, all things are possible." (Mark 10:27)**

# Angela David

**Administration Supervisor**

**Ministry of Justice & Community Services**

**Tongoa Island**



## **Current employment roles and responsibilities?**

My current job in the Ministry of Justice and Community Services is to oversee the whole Administration of the Ministry, supervise clerical staff and participate in the coordination of administrative and clerical work in an office, and perform a variety of administrative and secretarial duties as required.

## **What do you like about your job?**

With the vast experience gained in this role as the Administration Officer, team work and a good working relationship with my team is what I love about this job. Tasks are carried out effectively and I am building a good network with the justice sector.

## **What has been the most significant barrier in your field/employment?**

One of the most significant barrier in this field is being able to cope with understand each other as a team. A significant barrier in this field of employment is being able to speak out my mind and manage issues in the work place, but attending the PSLP training has boosted me to speak out and address issues in a professional manner.

## **What does leadership mean to you and how do you see leadership after attending the PSLP?**

Firstly, prior to attending the PSLP training, I see leadership as a person who gives

directions, advise people, and does nothing else but sit and dictate the team. Attending the PSLP training had enhanced my views on a leader. I realised that the personalities of a good and effective leader is someone who works well with the team, is able to delegate tasks, has good communication with the team, and is able to address issues in a professional manner, recognising and appreciating my team, and helping them to discover their own potentials.

## **What stood out the most for you during the PSLP?**

What stood the most during the PSLP was the fear I had that retains me from shining out wherever I am. I would say the overall training was fantastic, every details shared by the facilitators and the handbooks are a plus to me.

## **What lessons from the PSLP will you take back to your job/career?**

All I can say is, I will take and utilise everything I learned from this first cohort, which has really boosted me in my job and my career.

## **Any family/children that you want to mention?**

My children are the biggest motivators on my journey and their encouragement gives me the strength to always push through challenges.

**Quote: "Success is liking yourself, liking what you do and liking how you do it." – Maya Angelou.**

# Claudia Naviti

**Principal Human Resource Management Officer**

**Ministry of Justice & Community Services**

**Makira Island**



## **What do you like about your job?**

What I enjoy most about my role is the opportunity to contribute to the development and effectiveness of the Ministry's human resources, which directly impacts the quality of services provided to the public. I take pride in being able to advise on HR strategies that help shape a more efficient and productive workforce.

## **Are you part of any professional associations?**

Yes, I am a member of the Vanuatu Public Service Human Resource Network. As of the end of 2023, I serve as Vice-Chair of the network. In this capacity, one of our key achievements this year was organizing and conducting eight capacity-building training sessions for network members, in collaboration with the OPSC and the SPC.

## **What stood out the most for you during the PSLP?**

What stood out the most during the PSLP was learning how important emotional intelligence is for being a good leader. I realized that being aware of my own feelings and understanding others' emotions helps me work better with people and solve problems more effectively. This was especially helpful in my role, where

being empathetic and staying calm under pressure helps create a better work environment.

## **How do you see this training impacting the public service and Vanuatu as a whole?**

If this training were tailored not just for emerging leaders but also for high-level leaders, I believe it would have a significant positive impact on both the public service and Vanuatu as a whole. By strengthening leadership skills at all levels, it would help create a more efficient, collaborative, and transparent government for the people of Vanuatu. High-level leaders who are better equipped with emotional intelligence, strategic thinking, and ethical leadership would set a stronger example for others, encouraging a culture of accountability and innovation. This would ultimately lead to improved public services and a stronger, more united nation.

## **How do you balance your career, personal life, and hobbies?**

Balancing my career, personal life, and hobbies can be challenging, but I try to prioritize and manage my time effectively. As a mother of two and in one of the most sophisticated roles in human resources, it's important for me to stay organized and set clear boundaries between work and home life. I make sure to dedicate quality time to my children and family, as they are my priority.

**Favourite quote: "Good things come to those who wait." (Lamentations 3:25)**

# Crimson Bani

**Governance and Compliance Officer**

**Malvatumauri National Council of Chiefs**

**Malo Island**



**Give us a brief on your educational background.**

I gained a Bachelor Degree in Arts, Majoring in Land Use Planning and Law at the University of South Pacific (USP). I am currently engaged in a Bachelor of Law program at the University of South Pacific.

**What do you like about your job?**

I enjoy my job a lot, especially when working with chiefs and getting to help them in their roles and responsibilities in the communities. I want to ensure that their cultural roles are performed well. However, there are times when their cultural roles collide with formal governance, and that is where they need assistance the most.

**What has been the most significant barrier in your field/employment?**

A most significant barrier in my field of employment is the common conflict between traditional culture, formal governance and other foreign cultures.

**What charities or organizations do you get involved with and why?**

Because of my roles and responsibilities, I am involved with the International Office Of Migration on issues to do with migrations that involves culture under the 'Wokbaot Wetem Kalja' program. I am also involved a lot with the Youth Fellowship in my church.

**What does leadership mean to you and how do you see leadership after attending the PSLP?**

Leadership is a very important component of a human being. I came to realise the difference between Authority and Leadership, because a lot of times, I would often refer to leadership only as people with authority.

**What stood out the most for you during the PSLP?**

Mentoring and coaching really stood out for me throughout the PSLP. I realise that I need a lot of areas in mentoring. I should also be providing mentoring to others, especially the junior staff who are learning from us.

**How do you see this training impacting the public service and Vanuatu as a whole?**

This training will produce personal leadership in the Public Service and will impact service delivery through public servants.

**Who is the most inspirational person in your life?**

My father was the most inspirational person in my life. He stood for justice in my community as a Chief and a church leader until his last breath. He motivated and influenced me a lot to currently pursue my career pathway.

**Favourite quote: "But seek first the kingdom of God and His righteousness, and all these things shall be added to you." (Matthew 6:33)**

# Cynthia Malachi

**Principal Finance Officer**

**Ministry of Justice & Community Services**

**Nguna Island**



## **Current employment roles and responsibilities?**

Provide an efficient and effective financial management service to the Ministry and Sector Agency. This includes preparation, compilation and presentation of financial budget documents, providing financial analytical advices and reports to support timely and accurate decision making of the Ministry executive team, and deliver capacity building to the Ministry staff on practical finance process requirements.

## **What do you like about your job?**

1. I love creating budgets that gives picture of what you are expecting financially. The outcome that comes from the budget planning gives me an overwhelming satisfaction.
2. Through my experience, I have produced internal process that allows myself to meet the requirements under the financial legislation, so that there is little room for errors in the process.

## **Are you part of any professional associations?**

MJCS Sector Finance Network – I am coordinating this network that aims to upskill knowledge for officers who have financial responsibilities in their own agencies.

Government Finance Managers Network – for finance managers that come together when

there is a government decision that involves finances that all stakeholders need to be informed about.

## **How does leadership mean to you and how do you see leadership after attending the PSLP?**

Before the PSLP training, leadership to me was somebody superior, with higher authority.

After the PSLP sessions, I now see leadership as knowing yourself and others before leading. It is an activity that requires risks in order to be successful in what you want to achieve.

## **What stood out the most for you during the PSLP?**

Adaptive leadership – a lot of disequilibrium is needed in order to stay focused on what we want to achieve.

## **How do you see this training impacting the public service and Vanuatu as a whole?**

If this training is tailored for every government institution in Vanuatu, it will impact the overall service delivery of the government. Having an outstanding team performance with all the right tools of being a true leader will definitely put a high performance in every public servant.

## **How do you balance your career, personal life, and hobbies?**

Firstly, don't mix your personal life with work. Secondly, prioritise your family and keep work within its respected time. Thirdly, it is wise to set plans for family outings and hobbies.

**Favourite quote: "Never live up to others' expectations, take one day at a time." – Sadhguru**



# Edson Willie

**Manager, Vanuatu National Heritage Registry**

**Vanuatu National Cultural Centre**

**Emae Island**



## **Current employment roles and responsibilities?**

I manage the Vanuatu National Heritage Registry Section of the Vanuatu Cultural Centre. We monitor and survey cultural sites throughout Vanuatu for their preservation and protection with the help of the Vanuatu Cultural Centre Fieldworkers. We also carry out archaeological researches throughout the country, and promote and advocate for ICH in Vanuatu through workshops with the communities.

## **What do you like about your job?**

I like that I get to travel and interact with people with quite different culture and way of living. Although Vanuatu is quite small in population, it is one of the most culturally diverse countries in the world and my job allows me to experience some of these unique cultures and also to visit these places.

## **Are you part of any professional associations?**

Yes. I am a part of a few government committees, NGOs and associations that promote traditional culture.

## **What would you describe as your greatest accomplishment?**

My greatest accomplishment would be, being able to have an open mind. This has allowed me to learn and experience more because everyone and everything that happens is a "reaction to an action."

## **What does leadership mean to you and how do you see leadership after attending the PSLP?**

Leadership to me has always been to lead. Being able to have a team that understands and function effectively with little supervision. PSLP has given me the motivation to try and achieve this team.

## **What stood out the most for you during the PSLP?**

The thing that stood out for me the most was personal and professional growth. One must aspire to grow and thus ensure that the team members also grow in order to have a mature team.

## **What lessons from the PSLP will you take back to your job/career?**

The big lesson for me personally would be self-reflection. I think self-reflection would be the main take back as this connects with all the rest of the lessons.

## **How do you see this training impacting the public service and Vanuatu as a whole?**

I think this is a very good training and I suggest running this training more and to other Ministries/Departments as it would definitely shed light on some areas that need improvement in the public service.

**Favourite quote: "Such is life, life is such." – Norman Wisdom.**

# Florence W. Samuel



**Solicitor General**

**Office of the Attorney General**

**Santo Island**

## **Current employment roles and responsibilities?**

My role as Solicitor General means I lead and manage a team of 9 lawyers and 4 support staff in the Solicitor General's Unit or Litigation Unit in the Office of the Attorney General.

My team of lawyers represent the Government of the Republic of Vanuatu in all legal matters on behalf of the Attorney General, which includes defending the Government in Court, and advising them on any legal issues concerning litigation matters. I review counsels' work each day and give feedback on documents produced and ensure what goes out of the officer is of high-quality standard.

I identify areas of weaknesses and I provide in house sessions to upskill lawyers and/or find opportunities such as trainings for lawyers to attend, so they develop new skills, improve their work performance, and/or build their confidence.

## **Are you part of any professional associations?**

I am the Secretary of the Law Council (LC) and the Law Council Disciplinary Committee (DC). The LC has the general responsibility for the control and supervision of legal practitioners. The DC hear and determine complaints against legal practitioners for professional misconduct.

## **What lessons from the PSLP will you take back to your job/career?**

I must listen to other team members' perspectives, observe the situation, assess it and intervene to assist in solving an issue.

## **How do you see this training impacting the public service and Vanuatu as a whole?**

The PSLP training helps trainees change their mindset from the way they look at issues as leaders. Each of us is a leader in our work place and we can all make a change in the Public Service in terms of our performance as well as in managerial roles to manage and leading a team by applying the knowledge gained from the PSLP.

## **How do you balance your career, personal life, and hobbies?**

It is important that my family know and understand the nature of my work. In that way, they understand that I need time to relax, sometimes with them, other times with friends or families to do activities that takes my mind away from work. For example, a movie night with kids at home, or a get together with friends or family, or a pizza night out with my hubby. A lot of times I work late, so I then dedicate myself to do the dishes. Encouraging shared home responsibilities is another aspect. That way everyone at home have time to relax, as well as to assist with house chores after work and school.

**Favourite quote: "Do your job full heartedly and diligently and you shall reap a harvest of blessings of more wisdom." (Galatians 6:9-10)**

# Glen Talae

**Office Manager**

**Public Solicitor's Officer**

**Pentecost Island**



## **Current employment roles and responsibilities?**

My role is to provide corporate, strategic, and financial management services to the office of Public Solicitor. This includes human resource and asset management, management and monitoring of staff and office performance, and the preparation of corporate reports and budget submissions to the government.

## **What do you like about your job?**

We always work as a team and share knowledge, but we also delegate tasks to motivate junior staff for higher positions.

## **What would you describe as your greatest accomplishment?**

Being part of the office decentralization planning for other provinces is motivating to see the achievements carried out.

## **What does leadership mean to you and how do you see leadership after attending the PSLP?**

I now realise that leadership is not a position but an activity. Taking the example of dancing on the floor and being on the balcony, it reflects the characters of what a true leader should be to ensure fair decision making. The balcony position will help you see things from many angles.

## **What stood out the most for you during the PSLP?**

Goal setting and personal development. It is

always about setting long term and short term goals. I also want to see myself grow professionally and develop into a better leader in my field.

## **What lessons from the PSLP will you take back to your job/career?**

Building trust as a leader, I may need to help and work more on nurturing the relationship with my team.

## **How do you see this training impacting the public service and Vanuatu as a whole?**

I believe it will provide a big impact to my personal behaviour and it could also affect my department after this training. It will help to shape how I conduct myself as a leader within my working space and also how I can help to mentor those around me.

## **Who is the most inspirational person in your life?**

My mentor is my very own wife, Kathrine Talae. She is always reminding me about my health, to look after myself and she is always taking good care of me and my family.

## **How do you balance your career, personal life, and hobbies?**

Be professional and prioritize levels of commitments by scheduling and dedicating time to the different circles in my life.

**Favourite quote: "OII: always Observe, Interpret and Intervene."**



# Gracelyn Tasso

**Principal Legal Researcher**

**Vanuatu Law Reform Commission**

**Tonga Island**

**Give us a brief on your educational background.**

I have a Degree in law and a Postgraduate Diploma in Legal Drafting. I am currently pursuing my Masters in Law as well.

**Current employment roles and responsibilities?**

I supervise 2 staff in terms of researching legal issues, carrying out public and stakeholder consultations, and writing up evidence-based reports that recommend reforms to our laws in Vanuatu.

I report to the Secretary of the VLRC and must work in cooperation with the other principal officers in the VLRC.

**What has been the most significant barrier in your field/employment?**

The hardest thing for me is taking risks to have difficult conversations in work spaces.

**What charities or organizations do you get involved with and why?**

I am part of an executive team for a men's rugby club that was formed within the community I currently reside in. The aim of this rugby club is to actively involve the men and boys from our street in an activity that keeps them busy with sports, stay healthy and keeps them out of peer pressure problems.

**What does leadership mean to you and how do you see leadership after attending the PSLP?**

To me, leadership has always been exercising authority, which means I have always worked best under expressed authority.

After this workshop, I will now exercise authority and leadership (both formal and informal) in all that I do in the workplace and also at home. It's just experimenting and knowing how to tackle issues, using the resources I have to get solutions to problems.

**What stood out the most for you during the PSLP?**

It's not easy to say exactly, as there was a lot. But it hits home when I realise that I can be a leader anywhere I am. It helps to know that change happens when I'm uncomfortable, (which is usually my stumbling block), and to tackle why I'm uncomfortable, I need to know my purpose, what I want and work on adaptive actions and decisions. I appreciated all the activities and discussions that followed, as they were such an eye-opener for me.

**What lessons from the PSLP will you take back to your job/career?**

The first lesson is to set clear expectations for me and others. The second is to embrace those hard conversations, because I won't die! Thirdly, every minute is precious, so set goals, plan how to reach them and achieve them!

**Favourite quote: "The journey of a thousand miles begins with one step." - Lao Tzu**

# Heather Maraki

**Communications and Liaison Officer**

**Department of Women's Affairs**

**Tongoa/Makira Island**



## **Current employment roles and responsibilities?**

I have held this role for the past 2 years, and it encompasses a range of responsibilities focused on fostering effective communication and collaboration, both within the department and with our external stakeholders.

## **What do you like about your job?**

I like my job because this role provides opportunities to connect with influential figures in the field of women's rights, expanding my professional network.

## **What does leadership mean to you and how do you see leadership after attending the PSLP?**

For me, leadership is the ability to motivate and guide a team towards achieving a goal. It is also the ability to create an environment where there is trust and respect between everyone. It involves leading by example and demonstrating good values.

After attending the PSLP, my understanding of leadership has changed in several ways. It has helped me to see that a good leader is not someone who only directs a team or organisation, but also creates an environment where individuals feel empowered and valued. Effective leaders are adaptable, teachable and are willing to make tough decisions for the greater good, ensuring they engage with diverse perspectives and promote teamwork.

## **What stood out the most for you during the PSLP?**

Adaptive Leadership and Team Building: Developing High Performance Teams.

Adaptive Leadership focuses on how leaders can adjust their strategies and approaches in response to the changing environments and complex challenges. This concept emphasizes the importance of collaboration, resilience and awareness of the social aspects at play within a team or organization.

Developing high performance teams is about fostering an environment where team members can thrive and work together effectively. This involves understanding team dynamics, promoting effective communication, building trust and ensuring each team member is empowered to achieve common goals.

Both topics are interrelated, as effective adaptive leadership can support the creation and maintenance of high-performance teams.

## **How do you balance your career, personal life, and hobbies?**

It all comes down to knowing when is the right time for what. It's important to set boundaries between work and personal time. Then communicate these boundaries to your colleagues, friends, and family.

**Favourite quote: "The true test of Leadership is how well you function in a crisis." – Brian Tracy**

# Jean Marie Baololos



**Investigator**

**Office of the Ombudsman**

**Santo Island**

**Give us a brief on your educational background.**

I recently graduated with a bachelor degree on Social, Economic Administration in French (Licence AES) at the Vanuatu National University in 2022.

**Any family/children that you want to mention?**

I would like to salute my beloved parents for the unwavering hard work they put on my educational pathway. Despite the rough seasons we might have gone through, they never gave up on me. Hats off to all the hardworking parents out there.

**Current employment roles and responsibilities?**

I investigate complaints related to wrong practices that occur in all Government Ministries and Departments.

**What do you like about your job?**

The fact that we are advocating for fairness and justice to always prevail in the public sector (service delivery) and that government agencies should be accountable for their actions.

**What has been the most significant barrier in your field/employment?**

My significant barrier in this field is the fear to lead in different spaces.

**What does leadership mean to you and how do you see leadership after attending the PSLP?**

For me leadership is authority, but after I attended the PSLP, I learned that people can have authority, but still cannot lead. To be a good leader one must lose some of their values (self-interest) in order to answer their people's needs.

**What stood out the most for you during the PSLP?**

The part of the training program that attracted me was the adaptive leadership session. I realise that most of our society's dilemmas need adaptive solutions, but we tend to ignore the adaptive solution and apply fake remedies to our problems instead.

**What lessons from the PSLP will you take back to your job/career?**

How to engage in difficult conversations in work place (talk to a superior or staff about a sensitive topic that we are currently avoiding). Sometimes in our work place we are afraid to place ourselves in such situation.

**How do you see this training impacting the public service and Vanuatu as a whole?**

I believe that there will be important changes in the different agencies that we came from. Those with leadership roles will surely perform high standard of leadership and ensure that their institutions are proud of their inputs.

**Favourite quote: "Do unto others as you would have them do unto you." (Luke 6:31)**

# Joel Shemi

**Chief Registrar of the Supreme Court**

**Judiciary of Vanuatu**

**Ambrym Island**



## **Current employment roles and responsibilities?**

One of my main tasks is to assist the Chief Justice in the administrative affairs of Supreme Court and Court of Appeal.

I also provide support in assisting the Chief Magistrates so that there is always a smooth administrative management of the magistrate court.

I am also responsible for the efficient operation of Supreme Court Registry.

## **How long have you been in this sector?**

I spent the first 6 years working as the Clerk of Island Court. Then I was promoted to the Senior Administrator of Island Court and held this position for the next 12 years.

From there, I was given the Chief Registrar role, and have been that for the past 6 years.

## **What do you like about your job?**

What I like most about my job is helping people find justice in their life.

## **What would you describe as your greatest accomplishment?**

My greatest achievement is to be promoted to the most responsible officer in the Supreme Court.

## **What does leadership mean to you and how do you see leadership after attending the PSLP?**

Leadership is an activity that can be best observed from a balcony view, which means

stepping back, going higher and taking a good look at what is happening around you. Then you can make decisions on how to solve certain issues.

## **What stood out the most for you during the PSLP?**

What stood out the most for me is being able to ask the difficult and risky questions, because only then can we be able to generate answers to adaptive challenges.

## **What lessons from the PSLP will you take back to your job/career?**

Leadership is a role and an activity, not just a position. You can always lead formally and even informally, depending on the spaces and the environment you are in.

## **How do you see this training impacting the public service and Vanuatu as a whole?**

I think that it will be able to change mindsets on leadership consistently in Vanuatu, if the PSLP training continues to be rolled out to the whole public service.

## **How do you balance your career, personal life, and hobbies?**

Sometimes it can be difficult to balance all of these, but is it important that you find time for each element while you are still alive, because not everything lasts forever.

**Favourite quote: "Be gentle on yourself and watch how fast you start to climb."**

# Leila Laliet

**Chief Archivist**

**National Archives of Vanuatu**

**Erakor Village, Efate**



## **What do you like about your job?**

The opportunity to preserve and share Vanuatu's rich cultural heritage. I find great fulfilment in implementing digitization initiatives that make historical records more accessible, ensuring that our nation's history is protected for future generations. Leading a dedicated team and collaborating with both local and international partners to enhance archival practices is incredibly rewarding.

## **How do you see the PSLP training impacting the public service and Vanuatu as a whole?**

I believe it will have a significant impact on both the public service and Vanuatu as a whole by enhancing leadership skills and it has equipped me with strategies to promote more effective governance, better decision-making, and a more cohesive and responsive public service. The focus on strategic thinking and collaboration will help improve how public services are delivered, ensuring that they are more aligned with the needs of the communities we serve. For Vanuatu, this training will contribute to building a more forward-thinking public service, where leaders can inspire innovation and implement sustainable policies that benefit the nation in the long term.

## **What does leadership mean to you and how do you see leadership after attending the PSLP?**

To me, leadership means guiding and inspiring a team to achieve shared goals while fostering an environment of growth, collaboration, and trust. After attending PSLP, my perspective on leadership has deepened. It emphasized the importance of strategic thinking, effective communication, and empathy in leadership. It also reinforced the value of creating a supportive network among peers and stakeholders. I now see leadership as a dynamic process that involves continuous learning and resilience, especially when leading in a sector that must adapt to technological advancements and emerging challenges. The PSLP has equipped me with new strategies to approach problem-solving and inspired me to mentor others in developing their own leadership skills.

## **Who is the most inspirational person in your life?**

My father who is the paramount chief of our village, Erakor. His leadership has deeply influenced me. His strong leadership style, resilience, and unwavering dedication to our people has taught me the importance of perseverance, humility, and the responsibility of leadership. These are values that I now carry with me in my work.

**"Success is not final, failure is not fatal: It is the courage to continue that counts." - Winston Churchill**



# Lilgai Laliet

**Provincial Community Liaison Officer – Shefa**

**Department of Women’s Affairs**

**Efate/Tongoa Island**



## **Current employment roles and responsibilities?**

As a Provincial Community Liaison Officer (Shefa) for the Department of Women’s Affairs, my roles typically involve a range of responsibilities to promote gender equality, women’s empowerment, and community engagement within the Shefa Province.

## **What do you like about your job?**

I enjoy several aspects of my job that align with both my values and my professional skills such as empowering communities, connecting with people, and being able to listen to people’s stories and concerns, particularly the voices of women. The opportunity to advocate for women’s rights, whether tackling gender-based violence, pushing for equal opportunities, or advancing girls’ education can be incredibly fulfilling.

## **What does leadership mean to you and how do you see leadership after attending the PSLP?**

Before attending the PSLP, leadership meant guiding and supporting my community, particularly as a Provincial Community Liaison Officer for DWA. After the PSLP, I would see and understand leadership as empowering others, especially women and girls in Shefa Province, through guiding and uplifting them, advocating for their rights, and helping them overcome barriers to gender equality.

## **What lessons from the PSLP will you take back to your job/career?**

PSLP has provided me with a wealth of insights and practical tools that I can apply in my role. That is Leadership as Influence, Not Authority. I may have already led by example, but PSLP has helped me to realize that empowering others, especially women and girls and communities that I work with is the essence of my leadership. I can focus more on fostering collaboration and trust rather than solely making decisions and issuing directives.

## **How do you see this training impacting the public service and Vanuatu as a whole?**

Leaders or public servants in various departments will be better equipped to make decisions that are aligned with the public’s best interest, create more transparent processes, and manage resources more efficiently. The PSLP will foster the development of a public sector workforce that is more results-oriented, collaborative, and inclusive, contributing to better outcomes for all citizens. Leadership in public service will improve, and the government of Vanuatu can better address national challenges like gender inequality, economic development, education, and healthcare, which are all key areas for Vanuatu’s growth.

**Favourite quote: “The only way to do great work is to love what you do.” – Steve Jobs.**

# Melvin Boesel

**Organizational Performance Coordinator**

**Ministry of Justice and Community Services**

**Maewo Island**



**What does leadership mean to you and how do you see leadership after attending the PSLP?**

Leadership, to me, is about guiding others towards shared goals through integrity, resilience, and empathy. After attending the Public Service Leaders Program (PSLP), my understanding of leadership deepened. I now view leadership as not only a position of authority but as a service to uplift and empower teams and communities. The PSLP emphasized that true leadership adapts to challenges, remains transparent, and builds an inclusive environment where everyone's contributions are valued.

**What lessons from the PSLP will you take back to your job/career?**

One key lesson I'll carry forward is the PSLP's emphasis on emotional intelligence and self-awareness. These qualities are vital in handling complex workplace dynamics and fostering trust within a team, underscoring the need to balance strong guidance with active listening and openness to different perspectives. I learned practical strategies for conflict resolution, time management, and strategic planning, all of which will enhance my capacity to navigate challenges and inspire effective collaboration.

**How do you see this training impacting the public service and Vanuatu as a whole?**

This training has the potential to transform Vanuatu's public service by creating leaders who are equipped with skills to lead with integrity, adaptability, and community focus. By fostering a new generation of leaders who value accountability and inclusivity, the PSLP supports a more transparent and efficient public sector, benefiting all citizens of Vanuatu. I am confident that the ripple effects of this program will contribute to stronger governance and sustainable development across the country.

**Any family/children that you want to mention?**

Beyond my professional life, family is at the heart of my identity. I am a dedicated parent to 4 children, whose curiosity and growth inspire me every day. Balancing family and career have taught me the importance of patience, adaptability, and resilience. My partner and I strive to create a nurturing environment for our children, emphasizing the values of education, kindness, and respect.

These combined experiences shape my approach to work and life. I am applying my knowledge and skills to make a positive impact in my community, aiming to build a future where my children—and the next generation—can thrive in a supportive and inclusive society.

**Favourite quote: "The only way to do great work is to love what you do." – Steve Jobs.**

# Precilla Wells

**Acting Senior Probation Officer**

**Department of Correctional Services**

**Santo Island**



## **Give us a brief on your educational background.**

I have graduated with a Bachelor of Arts, double majoring in Social Work and Management & Public Administration at USP.

## **Current employment roles and responsibilities?**

Current role is Acting Senior Probation Officer South and I have been in this role for over a year period. My responsibilities include supervising 7 Probation officers in the Vila office and including Tafea and Malampa Officers. My core role is to ensure that the core functions of the Probation Services are executed accordingly as per the Correctional Services Act, the Probation Manual and the OPSC Act & manual without jeopardizing the reputation of the Organisation.

## **How do you balance your career, personal life, and hobbies?**

Time management is paramount and being able to understand the essential of my well-being as supreme also. I try my best to be on work on time and finish on time and be home for my children. On weekly basis, I ensure that I engage in exercises like Zumba or walks to release the work stress and keep me fit.

## **How does leadership mean to you and how do you see leadership after attending the PSLP?**

Leadership to me means taking responsibility and being accountable for my actions. In addition, it involves being proactive and innovative in dealing with issues.

Sometimes it needs courage and less hesitant in taking risk in something that you consciously know that it is right.

After attending the PSLP, I realise that everyone or anyone can be a leader in all aspects of their doing and leadership is about instilling positive changes in our works or communities.

We need great leadership traits our teams to challenge the rising corrupt practices or inequalities in our teams or communities.

## **What stood out the most for you during the PSLP?**

The aspect that stood out the most was Adaptive leadership section because I feel that it has really broaden my knowledge and skills to deal with work place challenges.

## **What lessons from the PSLP will you take back to your job/career?**

Being adaptive to the work place challenges and reframing the issue to develop alternative action plans to deal with work places challenges.

**Favourite quote: "Injustice anywhere is a threat to justice everywhere." – Martin Luther King Jr.**

# Sam Kaiapam

**Manager**

**Department of Correctional Services**

**Tanna Island**



## **Give us a brief on your educational background.**

I graduated with a Bachelor Degree in Social Work and Psychology, Post-graduate Degree in Social Policy & Administration and Masters Degree in Social Policy from the University of the South Pacific (USP).

## **Current employment roles and responsibilities?**

I prepare and manage the overall budget and oversee the administration of the Department including Correctional Centres in Port Vila, Santo & Tanna.

## **What do you like about your job?**

I like working with people and seeing their progress in terms of personal growth, particularly the detainees who are our clients.

## **How do you balance your career, personal life, and hobbies?**

Manage time well – spend quality time with family after work because you spend most of your time at work. Then you need to make time for relaxation activities, such as gardening, going to the beach or watching a soccer match. Everyone has same amount of time, but you need to balance everything in order to avoid stress, fatigue and illness.

## **What does leadership mean to you and how do you see leadership after attending the PSLP?**

Leadership in simple terms is the ability to guide and influence a group to achieve goals and objective. The PSLP has broadened my perception of leadership in terms of being able to be part of the team, rather than just giving instructions and directions. It is imperative that we realize that failure is part of the process of leadership, and always learn to empower others to realize their potentials.

## **What stood out the most for you during the PSLP?**

Being able to differentiate the different challenges in leadership and identifying approaches to utilize in overcoming the situation at hand.

## **What lessons from the PSLP will you take back to your job/career?**

Difficult conversation is good for the improvement of individuals and the organization, so do not take it negatively.

## **How do you see this training impacting the public service and Vanuatu as a whole?**

If this training is conducted with all the government Ministries, there will be a change in public service system. Each individual needs to see how this training will be effective in their level of work.

**Favourite quote: “You own your stories. Tell them if you want, but don't forget that it's not the telling that matters. You have to do that all on your own – Tanakani mol.”**

# Tristan Karae

**Assistant Public Prosecutor**

**Office Of the Public Prosecutor**

**Ambae Island**



## **Current employment roles and responsibilities?**

I initiate criminal proceedings in the Magistrate Court/Supreme Court and Court of Appeal. I also draft charges, legal opinions, appeals and legal documents, and advocate and litigate in all levels of Courts. I work with stakeholders and investigation bodies. I supervise all prosecutors with in the Units. I have oversight over and provide legal trainings. I am a member of the OPP Board of Managers Forum, the OPP disciplinary Board, and the Senior Legal Managers Forum.

## **What do you like about your job?**

It's a prestigious position and a specialised field, one which comes with great responsibilities. I practice criminal law and prosecute because I believe in the protection of the rights of persons involved in criminal proceedings, I respect human dignity and fundamental rights. It is my biggest contribution to keep Vanuatu safe for years to come.

## **What does leadership mean to you and how do you see leadership after attending the PSLP?**

I realise it's not a position, rather is a tool that is very useful when you are in a role where you can exercise decision making. Having that sense of what Leadership is, has made me more focused on things that I didn't consider before, like the balcony perspective. I see things a lot more different now and clearer.

## **What stood out the most for you during the PSLP?**

There was a lot of things that were very helpful and were an eye opener for me. The one that stood out most was the Adaptive Leadership taught by Cameron. It was difficult to understand what the concept was, but after having gone through several exercises, it finally made sense.

## **What lessons from the PSLP will you take back to your job/career?**

There's a lot to take back and there's a lot to put into practise. I believe if I put them to work, my colleagues can learn from me and OPP can be a great environment to work and grow in.

## **How do you see this training impacting the public service and Vanuatu as a whole?**

Honestly, I believe the program/training is very useful. I also believe that if we were to make it more impactful, the training should be made to those who are in the same category/rank or position. This gives the participants something or someone they can relate to and discussions might be more meaningful, I suppose.

## **Who is the most inspirational person in your life?**

My parents and my partner – These are very hardworking people; I admire their spirit and focus.

**“I am not a product of my circumstance. I am a product of my decisions.” – Stephen Covey**

# Wendy Raptigh



**National Judicial Development & Training Officer**

**Supreme Court/ Judiciary**

**Ambrym Island**

## **Current employment roles and responsibilities?**

I have been with the judiciary all this time, since I started in 1999, when I appointed as an island court clerk.

In 2016, I was appointed as the National Judicial Development & Training Officer.

## **What do you like about your job?**

I like to see myself contributing in any small way to improvements/ changes in people's lives, either as individuals or within the working environment, whether enhancements to achieve a purpose individually or as the bigger picture, which is the organization's mission and vision.

## **What has been the most significant barrier in your field/employment?**

I do not feel confident enough to stand before judicial officers and tell them if I think something they did is not right, so I address it through a general workshop for all, assuming that individual will get the message. Sometimes, it works, and most times, it does not – BUT that is the best I can do.

## **What are your next career steps?**

Get more involved within the courts in bridging the 'access to justice' gap for very remote and vulnerable groups by gradually moving from a

court-centered' approach to a 'people-centered' approach.

## **What does leadership mean to you and how do you see leadership after attending the PSLP?**

I am overwhelmed by understanding and seeing leadership from a very different perspective, and that in itself is an adaptive challenge for me as an individual.

I never knew that anyone can be a leader in whatever place you are in, and this makes me feel that I have a bigger purpose. I also came to realise that where I am part of a problem, I must be a part for the solution.

## **What stood out the most for you during the PSLP?**

The importance of taking the balcony view, identifying issues, coming down to the dance floor, getting involved in providing solutions, and then getting back to the balcony —this cycle must go on.

## **How do you see this training impacting the public service and Vanuatu as a whole?**

PS needs to stop thinking that technical approaches are the solution to all issues in workplaces, because what I have learned now is that when there is no solution to technical problems or challenges, then this is an indication that the issue at hand is an adaptive challenge and needs an adaptive solution.

**Favourite quote: "Working through conflict can uncover creative and innovative ideas that you may not have heard about otherwise."**





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# Public Service Leadership Program