



Agenda Item 15: Panel Discussion - Building Organisational Capacity, Expertise and Knowledge: Sustaining Operations for the Future

Recommendations

Members are invited to discuss the challenges of managing and sustaining operations against an evolving migration landscape and identify areas of activities that can be considered to support members sustain and maintain organisational capacity, expertise, knowledge and operational expectations.

Facilitator: Secretariat

Panellist: Mr Agafili Shem Leo (CEO MPMC)
Ms Amelia (Director)
Mr Chris Akosawa (Acting Director)
Ms Chere (Director)
Australia (TBC)

Objectives

The objective of this session is to:

- (a) understand organisational challenges specific to immigration agencies impacting operations and delivery of services specific to the Pacific;
- (b) discuss approaches to managing workforce demands in an evolving and demanding operational environment;
- (c) identify best practices in staff recruitment plans, approaches to retaining staff and strengthening staff capacity.

Overview

Immigration agencies face various operational challenges including:

- (a) Limited resources: Many Pacific agencies have limited resources in terms of personnel, equipment and funding which can hinder the organisation's ability to effectively combat crime.
- (b) Staff Loss: Many Pacific Island agencies are experiencing loss of staff moving for better opportunities both domestically and internationally. Losing highly experienced and qualified staff that have developed their capacity within the organisation hinders the productivity of agencies.

- (c) Capacity Building: Developing and maintaining the necessary skills, expertise and infrastructure to address modern-day operational challenges such as cybercrime and organised crime.
- (d) Corruption: corruption within organisations can undermine efforts to maintain law and order, as well as erode public trust and confidence.
- (e) Cultural sensitivity: Understanding and navigating diverse cultural landscapes and traditional practices while enforcing laws and maintaining order within indigenous communities.
- (f) Climate Change: The Pacific region is particularly vulnerable to the impacts of climate change, which can exacerbate existing social and economic issues and increase the risk of natural disasters, requiring law enforcement agencies like immigration to play a role in disaster response and management.

Addressing these challenges often require collaboration within the organisational leadership and like-minded government officials, law enforcement agencies nationally and across the region, as well as with international partners and organisations.

Consequently, building organisational capacity, expertise and knowledge involves a great deal of investment in developing staff skills, resources and systems necessary to sustain operations into the future. This entails fostering a culture of continuous learning, investing in employee development, implementing robust knowledge management practices, and staying adaptable to evolving industry trends and challenges. By prioritizing these elements, organisations can enhance their resilience, innovation capabilities and long-term operational stability and success.

This panel discussion provides an opportunity for members to share experiences and lessons on managing organisational challenges against a competitive and challenging operational environment.