

Corporate Services

Staffing

In 2016/17 financial year, the Reserve Bank continued to focus on promoting its strategic priority to position the Reserve Bank as the employer of choice. This is through implementing competitive attraction and retention strategies in a culture of high performance. The Reserve Bank's human resource policies, staff benefits, training and development, job description and the organizational structure were reviewed to facilitate the emerging changes in the organization.

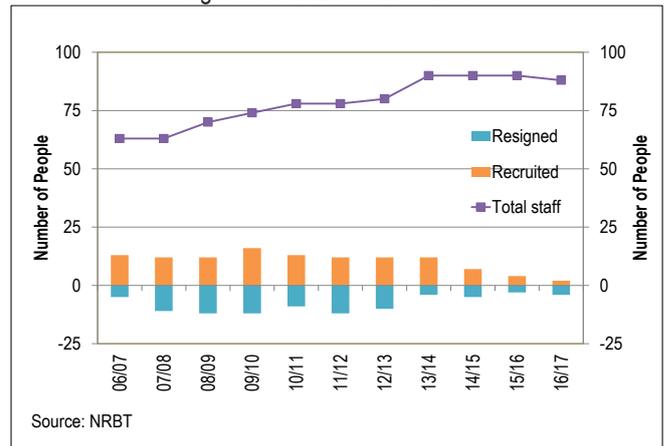
Investing on building the Reserve Bank's capacity, 2 professional staffs were recruited to the Economics and Security Units. Similar to the previous year and as part of the retention strategies and promoting a culture of high performance, the Bank continued to implement the Monthly awards for Employee of the Month, Health awards and Best Uniform awards to encourage continuous improvements on staff performance and conduct.

In the financial year 2016/17, the Reserve Bank achieved a 4.5% average rate of absenteeism, a 2.5% decline from last financial year 2015/16. This year the Reserve Bank focused on retaining its staff and promoting staff health in the workplace. To promote a healthy lifestyle and professional network with the community, the Bank encouraged staff participation in sports tournaments such as Inter-Organizational Netball Competition, Tonga Golf Club tournaments and various Health activities during the year. These initiatives also promoted staff morale, improve staff overall health and the staff work life balance.

To support the Bank long term succession plan and staff career developments, some staff were rotated to other departments to enhance their work experience and overall understanding of the Bank's function. With the support of the Human Resource team, the Executive Management continued to provide staff counseling and

mentoring during the year.

Figure 19: NRBT Staff Statistics



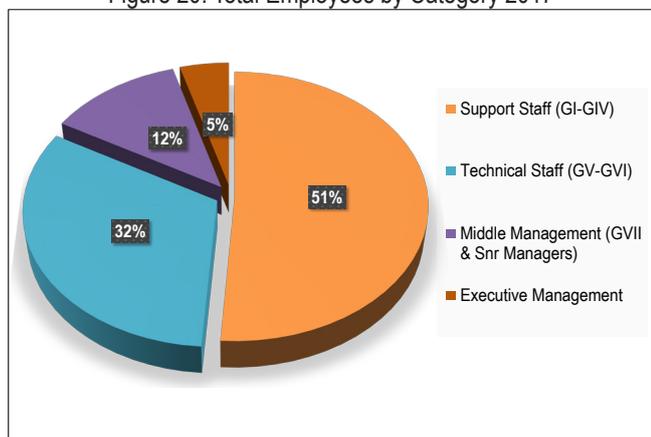
Through the commitment and support facilitated by 88 staff, the Reserve Bank was able to deliver on its core responsibilities effectively during the year. The staff turnover was 5% in 2016/17. A total of 5 staff where 3 migrated overseas, 1 terminated and 1 retired. This indicates that the Bank managed to maintain and retained its staff to remain within the annual Corporate Plan target of 5% benchmark. In June 2017, the Reserve Bank



Guard Commander retired from the Bank after 16 years of service

Guard Commander (Mr. Semisi Fonua Fifita) retired at the age of 70 from his service at the Bank after 16 years of service. With only 87 staff onboard, the Reserve Bank managed to meet the functions and objectives efficiently and effectively as outlined in the NRBT Act.

Figure 20: Total Employees by Category 2017



Staff Development

The Reserve Bank continued to engage staff through training programs offered in-house, locally, online correspondence courses and internationally to strengthen the core competencies needed to deliver the Reserve Bank's functions. The Study Leave Policy were reviewed to facilitate and encourage staff development through further studies overseas. In 2016/17, the Reserve Bank completed 93% of the training programs scheduled on the Training Needs Analysis and had emerged during the year, an increase of 13% above the Corporate Plan target of 80%. This increase reflected the Bank's com-



NRBT Netball team at Inter-Organisational Netball Competition

mitment towards staff developments and trainings.

In 2016/17 financial year, the Reserve Bank continued to support its staff training through part time studies, short courses and take advantage of the Bank's financial support not only to further strengthen the competencies required for their job but also to build their career path at the Bank. During the year, 3 staff were on study leave with pay pursuing further studies overseas, 2 staff pursued postgraduate studies and 1 undergraduate. The 1 undergraduate staff successfully completed his Bachelor of Commerce in Economics and Accounting studies from the University of Auckland New Zealand and resumed work in June 2017. The Reserve Bank is grateful to the New Zealand Aid Scholarship Programme, Australian Awards Scholarship and Chevening United Kingdom Government Scholarship Programme for sponsoring and funding the Bank's employee's further studies.

The Reserve Bank acknowledges the technical support and advisory services provided through the IMF, Pacific Financial Technical Assistance Centre (PFTAC) and Alliance for Financial Inclusions (AFI) throughout the year 2016/17.

Table 11: Instance of Training by Financial Year

	Number of training events			Number of participants		
	14/15	15/16	16/17	14/15	15/16	16/17
In-house	5	3	3	23	90	35
Online	3	2	7	7	10	13
Local	5	7	4	14	29	15
Overseas	14	28	32	11	38	46

Human Resource Corporate Plan Targets

In 2016/17 financial year, the Human Resource Unit reviewed its level of implementation and achievement of the Unit Corporate Plan targets and achieved a 76% (13 targets) out of the 18 targets. The remaining 24% (4 targets) were rolled over to the 2017/18 financial year. In addition, Human Resource team also added 2 new targets which focuses on Business Process Review and encouraging Staff developments through further studies.



Staff at the NRBT Golf day competition

Information Technology

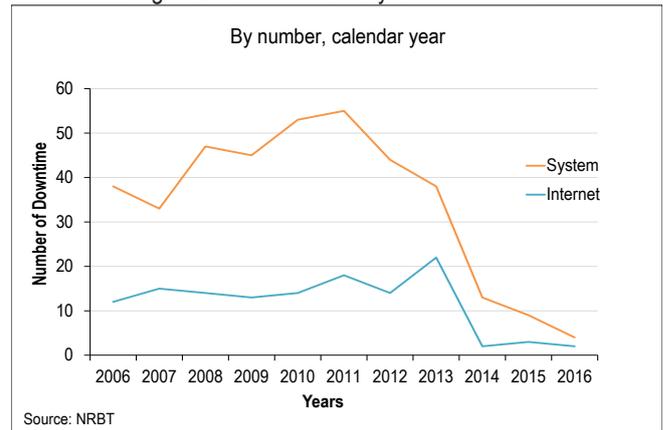
Providing highly accessible, uninterrupted and secured IT services to meet the Bank and the external stakeholders information and communication needs is always the main focus of the Information Technology Department this financial year, similar to previous years. The IT department provided maintenance of the IT infrastructure and provided solutions for all information technology and communications systems. System downtime instances continued to improve significantly over the past year. During the year, IT Department enforced the Bi-Annual Internal Audit of the Systems and network to ensure compliance and controls are in place and in accordance with the IT process and procedures. On the initial internal audit, the focus was on all access rights and controls, as well as checking against the approved access. The following internal audit focused on the compliance of the corporate servers with the Best Practice and IT standards.

To promote team discussions and a conducive work environment by enabling staff to be mobile and flexible to work from anywhere in the bank, the Bank replaced various desktop computers with laptops and smart devices. The Wireless network was also upgraded to a centralized wireless network environment for ease of management and enhance security controls. The Department also upgraded its ability to monitor the internet usage by implementing Web monitoring application and filtering.

In trying to meet the targets of disseminating Bank's

information on a timely manner while accessible and available to the stakeholder, the IT team upgraded the website and keeping up to date with security patches. Over the year, the IT team continued to upskills through on the job training, self-learning on online resources and Departmental team meetings. The team reviewed its processes and procedures and also assist other Departments and Units with their business process drawings (process mapping).

Figure 21: Instances of System Downtime



Cyber Security

During the year, cybersecurity was one of IT main concern due to various forms of cyber-attacks on financial institutions globally. To mitigate the risks of cyber-attack, the IT Department continued to implement various security controls in the corporate network infrastructure to ensure systems, hardware and Corporate Network is safe and secured at all times. This includes vulnerability assessment and checks, deployment of hardware, software and security patches with the latest definition and in accordance with the IT standards and international best practices.

IT team continued to manage and monitor the SWIFT payment system to avoid disruption to Bank's inter-bank and payment process. This includes regular updates and security check of the SWIFT network. To ensure Bank's operation is not disrupted during unexpected and emergency situation, IT team reviewed the Bank's Business Continuity Plan and Disaster Recovery Plan along with emergency procedures.

The Bank also participated in the Tonga National initia-

tives for combatting cybercrime by being a member of the Tonga National Cyber Emergency Response Team (Tonga CERT). This membership build the team network locally and internationally as well as staying abreast with latest security threats, advices and cyber security news.

IT Corporate Plan Targets

In 2016/17 financial year, the IT Department reviewed its level of implementation and achievement of the Department Corporate Plan targets and achieved a 75% (15 targets) out of the 20 targets. The remaining 25% (5 targets) were rolled over to the 2017/18 financial year. In addition, IT team also introduced 3 new targets which focuses on improving security in the SWIFT system, Corporate Email, management of Website and ongoing review and streamline of Business Process.

Property, Security and General Administration

The Property Division in collaboration with Security and General Administration provide a safe and secure working environment for the Bank's staff, tenants and visitors for the year 2016/17. In achieving their corporate plan targets, the Property team proactively managed the Bank's Fixed Assets. The Property Division is responsible for regular services and maintenance of the Bank's critical plant and equipment while overseeing refurbishment projects to uphold the standard of the Bank's building and its facilities. The Security Division maintained secure working environment to staff and tenants. The General Administration is responsible for administrative

support, records management, transportation, corporate communications, and procurement. The Administration department arranges catering and logistical support for the Banks special functions. The corporate services projects completed during the year include:

1. Replacement of the Level 2 staff room balcony handrails with stainless steel.
2. Upgrading of the plumbing system.
3. Review of the Tenants' rental rate and Tenancy agreement.
4. Re-programming of the PABX system along with separate UPS's for unexpected power shut down.
5. Records management system upgrades by scanning of old files into electronic and disposing of archive file.

Property, Security and General Administration Corporate Plan Targets

In 2016/17 financial year, the Property, Security and General Administration Department reviewed its level of implementation and achievement of the Department Corporate Plan targets and achieved above 60% of the targets and the remaining 40% were re-prioritized and rolled over to the 2017/18 financial year. In addition, the team also added new targets which focuses on safe guarding the NRBT Building premises and property, enhance the Records Management and upgrading of Bank's facilities and key plant and equipment.