



# THINKING BEYOND THE SHORE: Economic Recovery, Out Migration Workforce Development and Building on the Strengths of Culture

## ***THE CASE OF AMERICAN SAMOA***

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Summit

May 12-13, 2011 Juneau ALASKA



# Point of view of the Fish

*Benchley's humor parallels the US Territories and small remote communities of the nation whose points of view like that of the fish, are often overshadowed by larger national and international issues relating to their existence.*

*'The true act of discovery is not finding new lands as it is seeing with new eyes'*





## AMERICAN SAMOA: 2009 Earthquake and Tsunami

An earthquake of magnitude 8.3 struck in the Samoa Islands Region and triggered tsunami waves which impacted Samoa, American Samoa and Tonga. Waves measured 46 ft at their highest causing fatalities, casualties and serious damage to the affected Pacific Islands countries.



### American Samoa:

Pago Pago, capital and commercial center of Am Samoa sustained heavy damage.

### Infrastructure Damage

#### POWER

- Central Electrical Power Plant inundated

#### WATER

- Water system damaged from earth quake

#### TRANSPORTATION

- Road damage from earth quake generated landslides.
- Bridges washed out from tsunami

#### COMMUNICATIONS

- Telecommunications systems down



**Adverse Economic Impact: MAJOR INDUSTRY SHUT-DOWN/  
UNEMPLOYMENT**

One Cannery shut down. Second closing. Dual shutdown will result in 4,500 Displaced Workers

**Business and Government jobs impacted by closure of canneries and natural disaster:**

Ancillary business closure due to cannery shutdown: 23

National Emergency Grant participants: 2,200

**Total Projected Unemployed: 6,700**



80% OF WORK FORCE  
LIVE IN COASTAL  
VILLAGES.

LARGEST COASTAL VILLAGES OF LEONE AND  
PAGO PAGO SUFFERED SEVERE TIDAL WAVE  
INUNDATION WITH LOSS OF LIFE. *RECOVERY ON  
GOING. FEDERATION SUPPORT HELPS PHYSICAL  
RECOVERY. CULTURE HELPS PSYCHOLOGICAL  
RECOVERY*





# PLANNING BASIS

BUILDING ON TRADITIONAL  
WISDOM AND MODERN  
KNOWLEDGE TO ACHIEVE  
PURPOSE

**Perspectives & Synthesis:**  
**Rediscovering Relationships**  
**& Building on Connections**



USA

Japan

# EXPANDING THE VILLAGE:

# Pacific Ocean

Hawaiian Islands

Philippines

GUAM

Fed. States of Micronesia

Palau

Papua New Guinea

Solomon Islands

Equator

Vanuatu

Fiji

AMERICAN SAMOA

Australia

*“Consequently, instead of seeing out migration as a shrinking of the village, it should be viewed as an expansion, not only of the village’s economic opportunities, but also as an expansion of its borders as well.”*

Sahlins, M. (1997)





DESIGN AND BUILD  
ON THE STRENGTHS  
OF CULTURE (It's  
older than imported  
HRM models)

# DEVELOP, DESIGN AND BUILD FOR FUTURE GENERATIONS



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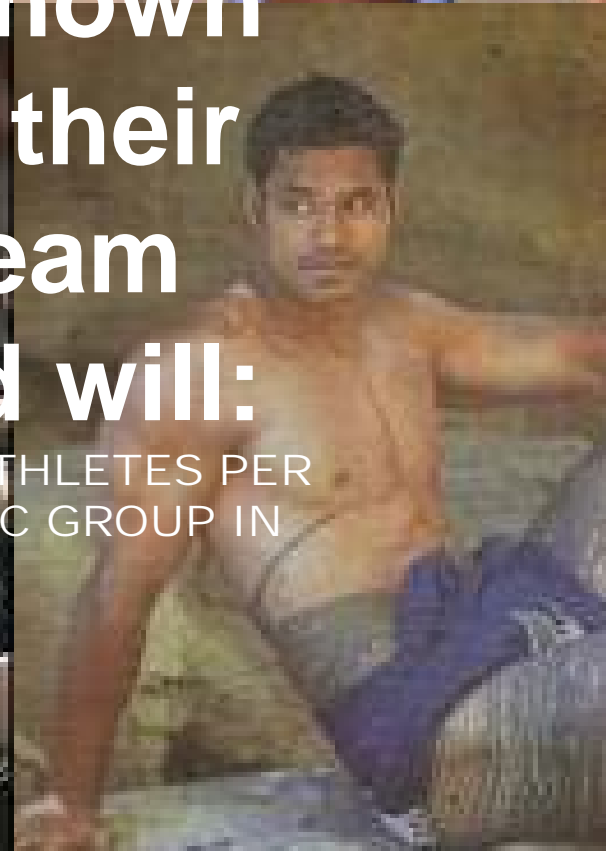
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**Samoans are known  
world wide for their  
athleticism, team  
work, pride and will:**

THERE ARE MORE SAMOAN NFL ATHLETES PER  
CAPITA THEN ANY OTHER ETHNIC GROUP IN  
THE U.S.







AMERICAN SAMOANS KNOWN FOR THEIR SERVICE TO THE NATION:



HIGHEST CASUALTY RATE PER CAPITA IN THE IRAQ AND AFGANISTAN WAR IN THE NATION







Sisi Alailima,  
MD



Troy Polamalu, NFL



Seiuli, Actor



OUT-MIGRATION  
WORKFORCE PRECEDENT  
MILITARY RECRUITING, COLLEGE  
SCHOLARSHIPS & SPORTS



# ASG OUT MIGRATION WORK FORCE MODEL

- IDENTIFY GROWTH INDUSTRIES LOCALLY AND REGIONALLY
- CULTIVATE INDUSTRY SPECIFIC RELATIONSHIPS, DETERMINE INDUSTRY WORK FORCE NEEDS, NEGOTIATE JOB GUARANTEES... WITH INDUSTRY
- DETERMINE LOCAL CAREER INTERESTS, MATCH WITH INDUSTRY NEEDS



# • ASG OUT MIGRATION WORK FORCE MODEL

• LINK LOCAL INTERESTS TO HIGHER EDUCATION/JOB TRAINING CERTIFICATION AND INDUSTRY SPECIFIC JOBS.

• PROCESS FORMAL CONTRACTING FOR EMPLOYMENT WITH GUARANTEED RETURN AFTER SIX MONTH TRIAL

• DESIGN WORKFORCE TRANSITION TO OFF SHORE WORK-SITES USING SOCIAL CULTURAL STRENGTHS CONSONANT WITH EFFECTIVE MANAGEMENT, PRODUCTIVITY AND INDUSTRY STANDARDS.

• UTILIZE SAMOAN ELDERS IN COMMUNITIES TO ANCHOR TRANSITION POINTS AT OFF SHORE LOCATIONS. ENGAGE SAMOAN PROFESSIONALS AS SUPERVISORS WHERE POSSIBLE.





# •ASG OUT MIGRATION WORK FORCE MODEL

The goal of the American Samoa Work Force Development program is to create the necessary training and preparatory program in AS for the employment of post disaster and economic down turn displaced workers.

By building upon a network of employers abroad who understand the cultural and social strengths of Samoans, the out migration work force development program is linked to work opportunities. Former military leaders will be recruited to assist with preparation of workers prior to departure.

Opportunities that can lead to the success of the individual Samoans involved as well as to the success of the companies they work for.

INCENTIVE TO PRODUCTIVITY, SOCIAL STABILITY AND COMMITMENT IN COLLECTIVE CULTURES IS A INITIAL RETURN HOME (AFTER 6 MONTHS) TO WITNESS IMPROVED QUALITY OF LIFE OF AIGA RESULTING FROM PERSONAL WORK.CONTRIBUTION TO THE FAMILY



**All training programs and job placement initiatives  
are :**

- Directly connected to Higher Education/Industry training partnerships

- Employment opportunities

(immediately available upon completion of the training/certification. Examples: construction labors course; hotel services training facility; Pacific island entertainers workshop)

or,

- Have a strong placement component

(Examples: cooking school and call center training facility, construction labor).

And,

**Factors in deep Samoan cultural values**

of Atua (Spirituality) aiga (Extended family), alofa (Love) and faaaloalo (Respect)

# EXPANDING THE VILLAGE:



Japan

USA

Pacific Ocean

Hawaiian Islands

Philippines

GUAM

Fed. States of  
Micronesia

Palau

Papua New  
Guinea

Equator

Solomon  
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AMERICAN SAMOA

Vanuatu

Fiji

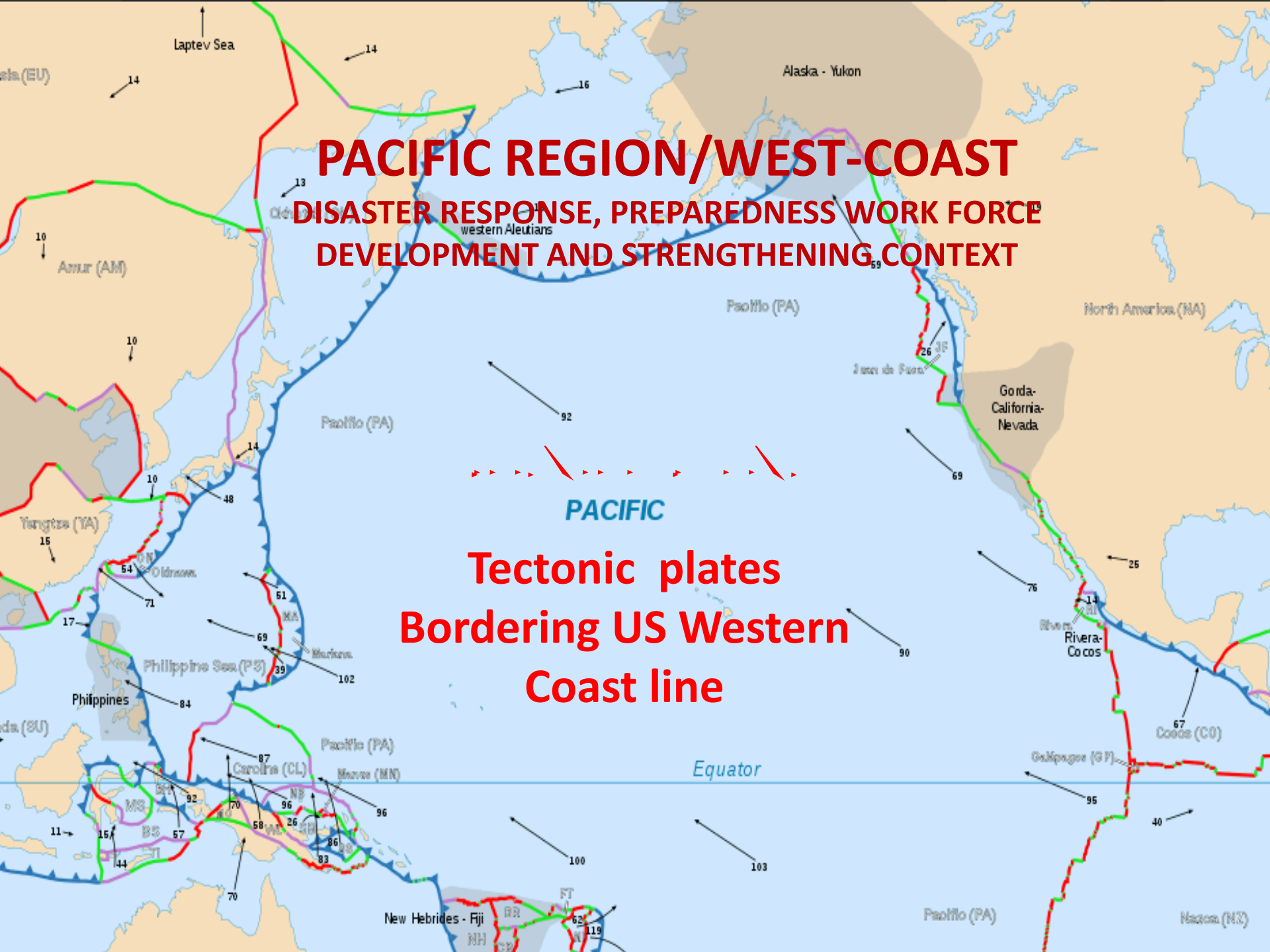
Australia



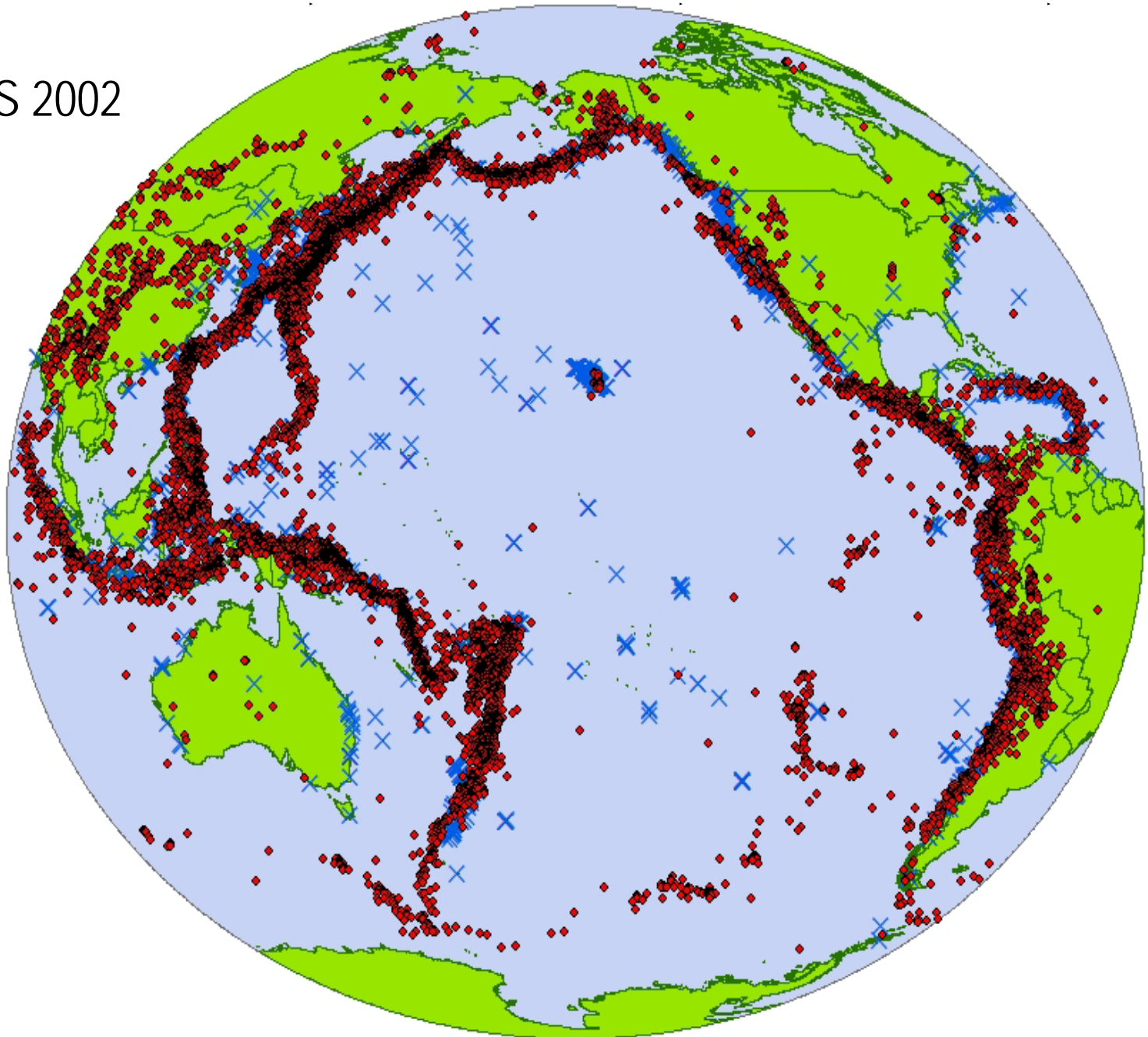
# PACIFIC REGION/WEST-COAST

DISASTER RESPONSE, PREPAREDNESS WORK FORCE  
DEVELOPMENT AND STRENGTHENING CONTEXT

Tectonic plates  
Bordering US Western  
Coast line



USGS 2002





# SEEDING EFFECTIVENESS: EMBEDDING UNIVERSITY CENTER STAFF ON-SITE

- PROVIDES CONTINUOUS PRESENCE AND TECHNICAL SUPPORT TO LOCAL LEADERSHIP
- ADDRESSES SHORTAGE OF TECHNICAL, SKILLED AND EXPERIENCED EXPERTISE BY COST SHARING INITIATIVES, I.E., UNIVERSITY STAFF
- EMBEDDING PROVIDES VALUABLE ON-SITE FAMILIARITY WITH LOCAL SOCIO-ECONOMIC-POLITICAL AND ORGANIZATIONAL CULTURE TO GUIDE UNIVERSITY RESOURCES.
- INCREASED EFFECTIVENESS OF TECHNICAL ASSISTANCE
- BUILDS AND STRENGTHENS TRUST



## CURRENT POST TSUNAMI AMERICAN SAMOA ECONOMIC DEVELOPMENT TRAINING AND START UP PROJECTS

Working with private Industry pre-training programs have been initiated under the leadership of the Government Authorized Representative (GAR) Evelyn Langford.

*These training programs include:*

- Call Center Training Facility.** RFP issued, selection of US company with local partner made and costs are being negotiated. 500 jobs initially with projected 1500 in two years
- Hotel Services Training Facility;** In process with focus on Hawaii hotel services job market. Job projection is very high.
- Cooking School;** the Niu Culinary Arts proposal was accepted at the end of November; the contract is being negotiated. Local trainee's 80. Regional training growth projection needs significant.
- Commercial/subsistence farming extension agent;** (MOU with ASCC initiated)
- Construction Worker Pre-employment course** for construction laborers offered through ASNEG/ASCC Vo-tech facility, MOU finalized. Industry job opportunities with US Developers with Department of Defense contracts being negotiated. Initial job opportunities 50. High Growth labor need projection for Guam is unlimited. .
- School for Pacific island entertainers** (dancers, musicians, etc): The contract with largest entertainment company in Hawaii to provide training and jobs being finalized.
- FEMA/NDPTC/EMT Training:** NDPTC FEMA Certification tsunami/food security training MOU finalized and course training has begun at ASCC





## UNIVERSITY CENTER PROGRAM AND HIGHER EDUCATION NET-WORKS AS KEY INCENTIVE TO ATTRACT INVESTMENTS AND INDUSTRIES INTO PACIFIC REGION AND REMOTE AREAS OF THE NATION

- GRADUATE STUDENT SUPPORT INCENTIVE TO ATTRACT INDUSTRY AND BUSINESSES:
  - UTILIZATION OF GRADUATE BUSINESS ACCOUNTING, MANAGEMENT INFORMATION SYSTEMS, FISCAL MANAGEMENT, INFORMATION TECHNOLOGY AND MBA INTERNS TO PROVIDE INITIAL IN-COUNTRY SUPPORT TO NEW BUSINESS AND INDUSTRY INTERESTS.
- **LOCAL CAPACITY DEVELOPMENT TRAINING OF LOCAL COUNTERPARTS.**
  - LINK GRADUATE STUDENTS WITH LOCALLY RECRUITED HIGHER EDUCATION COUNTERPART OR LOCAL POTENTIAL HIRE TO SPECIFIC OPERATIONS AND START UP NEEDS.
  - LOCAL COUNTER PART TRANSITIONS INTO POSITION AS GRADUATE STUDENT RETURNS AFTER PROJECT END.

### ORGANIZATIONAL FINANCIAL SYSTEMS & SERVICES IMPROVEMENT

- Systems embedding of MBA's along key fiscal arteries of organization
- Student trains local counterpart in process through visual and hands on practice



# ENHANCING THE SHADE OF THE GREAT TREE: THE GREAT TREE:



Japan

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Pacific Ocean

Hawaiian Islands

Fed. States of  
Micronesia

GUAM

Papua New  
Guinea

Solomon  
Islands

Equator

Vanuatu

Fiji

AMERICAN SAMOA

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# NATIONAL INITIATIVE TO ENHANCE U.S. PRESENCE IN THE PACIFIC REGION for *Peace, Stability and Prosperity*.

## • STRATEGIC VALUE OF PACIFIC REGION

- SEA LANES AND PORTS IN RELATIVELY CALM WATERS
- ACCESS TO PACIFIC FISHERIES
- AGRICULTURAL EXPORTS
- UNDER WATER MINERAL RESOURCES
- STRATEGIC MILITARY BASING SITES
- CRUCIAL VOTES IN INTERNATIONAL FORUMS, I.E., UN

## CHALLENGE TO U.S. PACIFIC PRESENCE

- RAPID EXPANSION OF CHINESE INFLUENCE IN THE PACIFIC
- CHINA INVESTMENTS IN PACIFIC REGION 600M.
- US INVESTMENTS 32M (USAID OFFICES TO BE BUILT IN PNG AND FIJI.)
- ATTRACTING AND SUPPORTING U.S. INDUSTRIES INTO THE REGION UTILIZING AM SAMOA AS HUB SITE IN THE SOUTH PACIFIC.



— American Industry can expand to other pacific islands from stability of a US Pacific Territory. US IT company with local partner interested in this model. MODEL SHOULD BE VIABLE FOR ALL REMOTE AREAS IN THE US

## **In Conclusion:**

**It should be emphasized that no one is suggesting, here, that leaving ones home for work or out-migration is desirable.**

**But since out-migration to find employment will be the unavoidable recourse for many AS Workforce Development participants, providing assistance – both in the form of training and job placement that factors Samoan cultural values- is not only the logical thing to do, it is also the responsible thing to do.**

**Aloha and Soifua.**



**Special Acknowledgements to the**

**CENTRAL COUNCIL TLINGET AND HAIDA INDIAN  
TRIBES OF ALASKA**

**SEALASKA NATIVE CORPORATION**

**Government Authorized Representative & Director of ASG  
HRM Department  
Evelyn Langford,**

**US Department of Commerce - EDA Seattle Regional  
Office Director  
Len Smith,**

**US Department of Interior Office of Insular Affairs  
Nikolao Pula,**

**University of Hawaii Vice President,  
Dr, John Morton,**

**US Department of Labor**

**US Department of Health and Human Services**

A photograph of a smiling man with a muscular build, wearing a traditional loincloth. He is holding a long wooden staff or spear in his right hand. The background features a lush green forest with a waterfall cascading down rocks. The text "Aloha and Alofa Atu" is overlaid in white on the right side of the image.

Aloha and  
Alofa Atu