



جایتن فرخدمتن عوام
PUBLIC SERVICE DEPARTMENT
BRUNEI DARUSSALAM

2026 –
2030

**PUBLIC
SERVICE
DEPARTMENT
STRATEGIC
PLAN**





PUBLIC SERVICE DEPARTMENT

STRATEGIC PLAN

2026 – 2030



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PUBLIC SERVICE DEPARTMENT

STRATEGIC PLAN

2026 – 2030



“Untuk mencapai matlamat Perkhidmatan Awam, inovasi dan teknologi adalah kunci utamanya. Melalui teknologi canggih dan pendekatan inovatif, kita tidak hanya meningkatkan efisiensi dan kualiti perkhidmatan, tetapi juga memastikan bahawa setiap yang berkenaan mendapat pengalaman yang sempurna.”

Titah of His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan dan Yang Di-Pertuan of Brunei Darussalam, during the 31st Civil Service Day in 2024

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Sekapur Sirih

The Strategic Plan 2026 – 2030 of the Public Service Department is presented at a time when the role of the civil service is becoming increasingly pivotal to national governance, institutional resilience and public confidence. As the operating environment grows more complex and expectations placed upon public institutions continue to evolve, this Strategic Plan provides a timely and robust framework to guide the Department through the next phase of its institutional development.

The Public Service Department occupies a unique position within the Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam, with responsibilities that shape the foundations of human resource governance across the civil service. While operational responsibilities are increasingly decentralised to ministries and departments, the importance of strong central stewardship in human resource matters remains critical to the efficiencies and effectiveness of public administration as a whole.

In this context, the Strategic Plan 2026 – 2030 reflects a deliberate effort to strengthen the Department's capacity to support a maturing decentralised operating model, while progressively enhancing its strategic oversight functions. This approach recognises that sustainable improvements in public service performance are achieved not through isolated reforms, but through consistent standards, clear guidance and disciplined governance across institutions.



The Strategic Plan also affirms the importance of internal readiness within the Public Service Department itself. As institutional roles evolve, so too must organisational structures, capabilities and ways of working. By aligning its internal development with its wider governance responsibilities, the Department is better positioned to support ministries and departments in managing human capital effectively, responsibly and with foresight.

Ultimately, this Strategic Plan strengthens a civil service that is trusted, competent and capable of serving the needs of Brunei Darussalam in a rapidly changing environment. I am confident that, through committed leadership and collective effort, the Public Service Department will continue to play a vital role in advancing a resilient and future-ready civil service in support of Wawasan Brunei 2035.

**YANG BERTHORMAT DATO SERI SETIA
AWANG HAJI NAZMI BIN HAJI MOHAMAD**
MINISTER AT THE PRIME MINISTER'S OFFICE
(CIVIL SERVICE GOVERNANCE)

Seulas Pinang

This Strategic Plan 2026 – 2030 marks a deliberate and timely effort to position the Public Service Department for an increasingly complex and demanding phase of our institutional journey. As we navigate this transition, our operating environment and service delivery landscape will continue to be adaptive, while preparing and equipping us to remain future-ready, resilient and responsive in contributing meaningfully to national aspirations under Wawasan Brunei 2035, and beyond.

Looking ahead, the Public Service Department will further expand and consolidate the decentralisation of human resource-related functions to government ministries and departments, supported by a more clearly defined decentralised operating model. This progression will see the Department's role evolve towards the strengthening of strategic oversight and governance integrity across the civil service. The process reflects a broader transition from the traditional functions of human resource planning, management and development towards a more proactive, system-wide emphasis on performance and coherence, embedded within a strategic and regulatory ecosystem.

Central to this transition is the need to realign the Department's internal structures and capabilities to effectively support its evolving institutional functions and future readiness. Taken together, these developments over the course of this Strategic Plan are likely to be further compounded by evolving demands from both within the Department and beyond, including ongoing digital transformation, increasing cross-agency collaboration and support, and rising international expectations.



Against this backdrop, the Strategic Plan 2026 – 2030 represents a crucial opportunity to define our strategic direction and priorities, serving as a foundation for shaping future human resource governance. It also provides us with the basis for articulating a renewed mission and vision, as well as strategies that ensure we continue to be relevant and fit for purpose to meet the changing needs of the civil service. In implementing this Strategic Plan, initiatives are designed in a forward-looking manner and guided by the five-year work programme, with Key Performance Indicators (KPIs) framed to anticipate evolving functions. At the core of these efforts, CIPTA remains our guiding principles in achieving the strategic intent.

By 2030, the Strategic Result Areas (SRAs) set out in this Strategic Plan are intended to position the Department as a centre of human resource expertise and compliance. This, in turn, will continuously enable us to carry out our roles for an excellent civil service in Brunei Darussalam, capable of facing future challenges and driving transformation across public services, in line with the expectations of citizens and the nation. The Strategic Plan 2026 – 2030 sets in motion that journey, anchored in building trust and leading with excellence.

DR. NORFARIZAL BIN OTHMAN
DIRECTOR-GENERAL OF PUBLIC SERVICE

Introduction

The Public Service Department (PSD) Strategic Plan 2026 – 2030 charts the next chapter in the Department’s institutional journey, following a period of progression characterised by strengthened governance expectations, expanding strategic responsibilities and evolving functions.

It determines the trajectory for how we remain relevant and fit for purpose, while preparing and equipping us to stay future-ready, resilient and responsive to the changing needs of the civil service in Brunei Darussalam. This reinforces our continuing role in enabling an excellent civil service, and aligns our efforts with whole-of-government and whole-of-nation approaches in furtherance of Wawasan Brunei 2035.

From Foundations to the Future

PSD has strengthened its foundations over successive strategic cycles, reflected through clearer human resource functions, improvements in service delivery and a more coherent operating environment. The Strategic Plan 2026 – 2030 builds on these achievements by consolidating insights and lessons, alongside emerging priorities and evolving demands.

It also recognises the ongoing decentralisation of human resource-related functions to government ministries and departments, and the Department’s forward movement towards the strengthening of strategic oversight and governance integrity. This reflects a more proactive approach by PSD in responding to these developments, through leveraging its evolving functions to enable better outcomes for the civil service. As this transition unfolds, it allows the Department to focus more deliberately on enhancing system-wide performance and coherence, in pursuit of a reliable, well-functioning and sustainable public service.

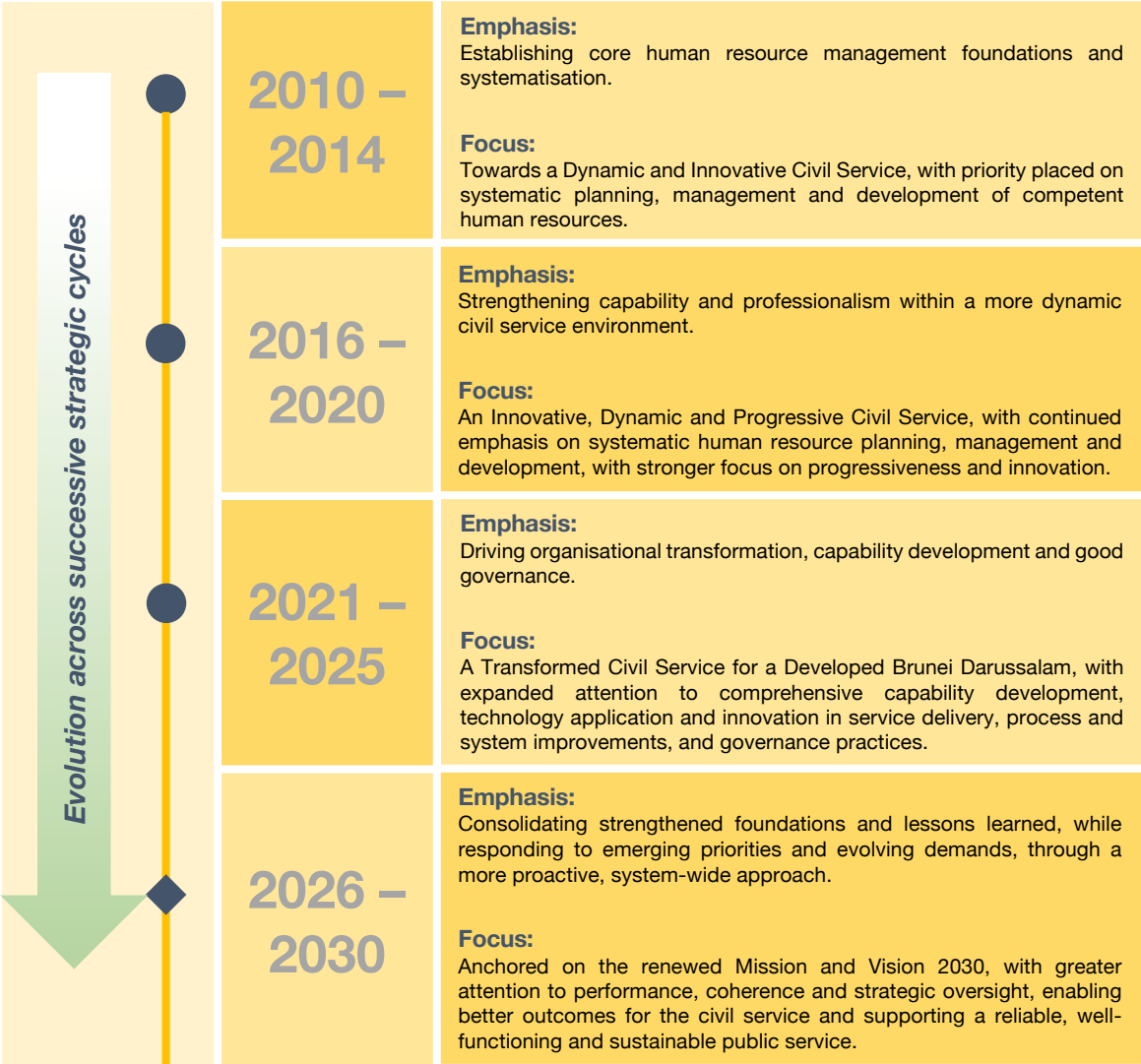


**The PSD Strategic Plan
2026 – 2030 determines the
trajectory for a future-ready,
resilient and responsive PSD,
enabling an excellent
civil service.**

**The Strategic Plan 2026 – 2030
brings together our renewed
Mission and Vision 2030 within
a cohesive framework for the
next phase of delivery.**



Evolution of PSD Strategic Cycles: Emphasis and Focus



The Strategic Plan brings together our renewed Mission and Vision 2030 within a cohesive framework that guides how we organise our work, mobilise resources and measure progress over the next five (5) years. The Department's future hinges on this strategic intent, underpinned by a clear sense of purpose and collective aspiration that positions us for the next phase of our evolution.

Positioning for the Next Phase

As PSD enters the next phase of its evolution, the Strategic Plan 2026 – 2030 translates strategic intent into a clear and organised structure for delivery. This is articulated through defined Strategic Result Areas (SRAs), complemented by strategic initiatives that are adaptive and forward-looking to give practical effect to the strategy, and supported by measurable Key Performance Indicators (KPIs) and phased targets. In this context, the Strategic Plan adopts a Balanced Scorecard perspective to ensure that strategic direction and priorities are addressed in a coordinated and holistic manner across key dimensions of the Department's work.

Taken together, this Strategic Plan positions PSD to play a shaping role in the future of human resource governance in Brunei Darussalam, fostering a trusted, high-performing and agile civil service across ministries and departments that can adapt to changing expectations and operating realities. In doing so, the Strategic Plan not only contributes meaningfully to the achievement of Wawasan Brunei 2035, but also establishes a strong platform for the longer-term evolution of the public service.





The Strategic Plan positions PSD to foster a trusted, high-performing and agile civil service across ministries and departments in Brunei Darussalam.

Photo Credit: Information Department; Explore Brunei

Our Mission and Vision 2030

Mission

Building Trust, Leading Excellence

Vision 2030

**Leader in Advancing
Excellent Civil Service through
Human Resource Expertise and
Compliance**

Against a period of institutional evolution, the Mission and Vision 2030 set the direction for how we intend to orient ourselves for the next phase of our development in shaping human resource governance in Brunei Darussalam. They establish an enduring Mission that anchors our core purpose, and a time-bound Vision that envisages our aspirations towards 2030.

Mission

The Mission centres on two (2) complementary imperatives that guide our functions and responsibilities during this period of institutional evolution.

Building trust underscores the Department's commitment to clarity, consistency and credibility in the application of human resource governance across the civil service, as its functions continue to broaden in scope and influence.

Leading excellence reaffirms the Department's continuing responsibility to strengthen the enabling conditions for an excellent civil service, through sound policy stewardship, leadership and succession development, sustained learning and capability building, productive and supportive work environments, and digital enablement.

Vision 2030

Vision 2030 defines a clear horizon for our future institutional role.

Through human resource expertise and compliance, it signals the Department's evolution towards a more proactive, system-wide approach to strengthening efficiency and effectiveness across the civil service, reinforcing its leadership role in supporting a reliable, well-functioning and sustainable public service.

Our Core Values

Complementing the broader civil service ethos in Brunei Darussalam, CIPTA represents our core values that shape how we think, decide and act throughout our institutional journey. These principles remain an internal compass, guiding our approach, conduct and organisational culture as we deliver evolving functions with purpose and aspiration.

C

Compassionate

We approach our work with empathy and respect, recognising the human dimension in every policy, decision and interaction.

I

Integrity

We uphold honesty, fairness and accountability in all that we do, ensuring trust and confidence in the way responsibilities are exercised.

P

Progressive

We embrace forward thinking and continuous improvement, remaining open to new ideas, practices and ways of working.

T

Taqwa

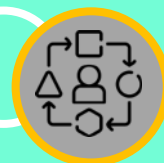
We ground our actions in strong moral and ethical values, constantly seeking the help and blessings of *Allah Subhanahu Wata'ala*, while fostering responsibility, sincerity and discipline in our working culture.

A

Adaptive

We remain flexible and responsive, enabling collaboration, innovation and resilience in navigating change and emerging demands.

CIPTA remains our core values that guide how we think, decide and act as PSD evolves.



Our Stakeholders



Our stakeholders are central to the implementation of this Strategic Plan, with a critical role in moving strategy into action. Accordingly, four (4) key stakeholder groups have been identified to support its delivery.

Government

The Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam is a paramount stakeholder, providing policy leadership, strategic steer and institutional mandate that inform the Department's direction and priorities. This includes the Prime Minister's Office, civil service institutions, government ministries and departments, as well as statutory bodies, with whom the Department works closely to strengthen coherence, coordination and collective outcomes across the civil service.

Public Sector Employees

Public sector employees are a central stakeholder, representing civil servants across ministries and departments who collectively contribute to the delivery, continuity and advancement of public service functions in Brunei Darussalam. Their professionalism, capability, adaptability and commitment to service excellence support the Department's efforts to strengthen workforce capability, organisational effectiveness and the long-term development of the civil service.

Public

The public is an important stakeholder, reflecting the Department's direct interface with citizens and businesses through its services, policies and administrative processes. Public trust, confidence and experience provide essential feedback on how effectively the Department delivers its roles and upholds standards of service, transparency and accountability.

Strategic Partners

Strategic partners are a catalytic stakeholder, enabling the Department's efforts to strengthen its institutional capacity, development and systems. This includes academic and policy institutions, private sector partners and international organisations, with whom the Department collaborates to enhance knowledge, innovation, and regional and global connectivity in advancing its mission and vision.



A large audience of women, many wearing hijabs, are seated in rows in a conference hall. They are looking towards the front of the room, some holding up smartphones. The room has a high ceiling with recessed lighting and wood-paneled walls.

**Through sustained engagement
and collaboration,
our stakeholders play a
central role in supporting the
implementation of the
Strategic Plan.**

Strategic Result Areas (SRAs)



The Strategic Result Areas (SRAs) outline the core domains through which we will pursue Vision 2030 and fulfill our Mission over the 2026 – 2030 period. Four (4) SRAs have been defined to frame the Department's strategic focus. They specify how strategic intent is operationalised by guiding priorities, sharing interventions and directing resources to ensure the Department remains relevant and fit for purpose to meet the changing needs of the civil service.



Four (4) SRAs frame PSD's focus on strengthening service delivery, human resource advisory, governance integrity and regulatory coherence.

SRA

1

Efficient and Effective Public Service Delivery

Efficient and effective public service delivery remains fundamental to sustaining confidence in government institutions and ensuring that the civil service operates with reliability, professionalism and responsiveness. This SRA reflects PSD's commitment to enabling an environment where services are delivered with clear standards of quality, timeliness and consistency.

This is reflected in more predictable processes, reduced delays and smoother service interactions across ministries and departments. Civil servants experience clearer procedures and more dependable support, while agencies benefit from improved coordination, greater service reliability and outcomes that better meet operational and organisational needs.



Innovative and Expert Human Resource Advisory

Innovative and expert human resource advisory is critical to supporting sound decision-making, consistent policy application and effective workforce management across the civil service. This SRA reflects PSD's commitment to strengthening the quality, credibility and relevance of its advisory functions in response to evolving organisational and governance needs.

This is reflected in clearer interpretations, more practical guidance and advice that is perceived as authoritative, reliable and accessible by ministries and departments. Agencies are better supported in navigating complex human resource matters with greater confidence, reduced ambiguity and improved consistency, contributing to a more capable, agile and future-ready civil service.



SRA

2

SRA

3

Institutional Integrity and Public Trust

Institutional integrity and public trust are fundamental to the credibility, legitimacy and effectiveness of the civil service. This SRA reflects PSD's commitment to strengthening governance practices that promote accountability, fairness and responsible conduct across ministries and departments.

This is reflected in fair and transparent processes, clearer decision pathways and more consistent application of rules and standards. Ministries and departments operate with greater confidence and procedural clarity, while integrity risks are progressively reduced and public confidence is strengthened through trust in how decisions are made and managed.



Robust and Fair Regulatory Ecosystem

A robust and fair regulatory ecosystem is essential to sustaining coherence, stability and confidence in the governance of the civil service. This SRA reflects PSD's commitment to continuously reviewing, updating and benchmarking human resource policies, rules and guidance in ensuring they remain consistent, relevant and responsive to evolving needs across ministries and departments.

This is reflected in clearer expectations, aligned interpretations and more predictable decision-making processes. Ministries and departments operate with greater certainty and procedural confidence, while ambiguities and disputes are progressively reduced, supporting fairer outcomes, stronger governance practices and a more stable and well-functioning public service.



SRA

4





SRAs outline the outcomes that matter for civil service excellence and public service performance.

Strategic Initiatives

Building on the Strategic Result Areas (SRAs), the Strategic Initiatives translate strategic intent into priority areas of action for the 2026 – 2030 period. While the SRAs define the outcomes the Department seeks to achieve, the Strategic Initiatives describe the key themes through which these outcomes will be advanced.

Seven (7) priority areas have been identified to guide focus, alignment and resource direction across the Department. Collectively, they provide a structured bridge between strategic direction and implementation, ensuring coherence, consistency and sustained progress throughout the Strategic Plan period.

In doing so, the Strategic Initiatives articulate the practical implications of these priorities for ministries, departments and civil servants, linking strategic focus to tangible areas of impact across the civil service. The initiatives outlined in this section are further operationalised through the Public Service Department Five-Year Work Programme 2026 – 2030 (as annexed).

- 1 Human Resource Policy and Governance Frameworks
- 2 Leadership and Succession Planning
- 3 Learning, Capability and Workforce Development
- 4 Employee Well-Being and Supportive Work Environment
- 5 Digital Enablement and Human Resource Technology
- 6 Strengthening Strategic Oversight and Governance Integrity
- 7 Regional and International Collaboration and Benchmarking



This priority area focuses on reinforcing the policy, regulatory and governance foundations that underpin human resource management across the civil service. It emphasises the development, review and modernisation of human resource frameworks, schemes of service, rules, guidelines and reference instruments to ensure continued clarity, relevance and consistency in application.

Through this area, PSD seeks to reduce policy ambiguities, strengthen decision-making, and support a more coherent and predictable operating environment for ministries and departments. It also advances the use of workforce analytics, digital platforms and emerging tools to enable evidence-informed policy refinement and system-wide insights.

Collectively, these efforts contribute to a more responsive, well-governed and resilient human resource ecosystem, supporting the effectiveness, professionalism and long-term sustainability of the public service.

1

Human Resource Policy and Governance Frameworks

Strong leadership continuity and succession stability are essential to sustaining an effective, credible and high-performing civil service. This priority area focuses on reinforcing leadership standards, strengthening succession governance, and enhancing institutional support to ministries and departments in preparing both current and future leaders.

Emphasis is placed on clarifying leadership expectations, strengthening competency-based assessments, and embedding more structured governance and oversight practices. These efforts aim to promote consistency, transparency and confidence in how leadership capabilities are identified, developed and sustained across the civil service.

Collectively, these efforts contribute to a more resilient leadership pipeline, smoother transitions in key positions, and stronger institutional capacity to respond to evolving governance and service delivery demands.

2

Leadership and Succession Planning



Continuous learning and capability strengthening are critical to sustaining a competent, adaptable and professional civil service. This priority area focuses on strengthening structured development pathways, refining competency and role requirements, and reinforcing institutional support mechanisms that enable officers to perform effectively amid evolving functional and operational demands.

Particular emphasis is placed on enhancing professional development opportunities, improving alignment between qualifications and job roles, and providing greater clarity in career progression and acting arrangements. Complementing these efforts, governance guidance, compliance support frameworks and digital enablement measures are reinforced to promote consistency, accountability and effective service delivery across ministries and departments.

Collectively, these efforts foster a more capable, confident and well-supported workforce, contributing to improved organisational performance, stronger policy adherence and a more resilient public service.



Learning, Capability and Workforce Development



Employee Well-Being and Supportive Work Environment



A healthy, supported and psychologically safe workforce is fundamental to sustaining performance, professionalism and overall public service effectiveness. This priority area focuses on strengthening institutional mechanisms that promote employee well-being, resilience and timely support across the civil service.

Particular emphasis is placed on enhancing the quality, consistency and professionalism of counselling and employee support services, alongside the development of appropriate assessment approaches, competency standards and knowledge resources. These efforts are reinforced by clearer well-being guidance frameworks and digital enablement measures that strengthen case management, service accessibility and confidentiality safeguards.

Collectively, these efforts contribute to more supportive work environments, improved employee confidence in available support systems, and a stronger culture of care, trust and organisational responsibility within the public service.



Digital capability serves as a critical enabler of effective governance, operational efficiency and service excellence across the civil service. This priority area focuses on strengthening the reliability, integrity and strategic value of PSD's digital platforms, particularly the *Sistem Sumber Manusia (SSM)*, as the backbone of human resource management.



Digital Enablement and Human Resource Technology

Emphasis is placed on enhancing data integrity, validation and compliance mechanisms to reinforce accuracy, accountability and the Single Source of Truth principle. Complementary efforts advance system stability, security, performance optimisation and auditability to ensure that digital platforms remain resilient, trusted and responsive to evolving organisational needs.

This priority area also supports the expansion of intelligent and user-centric digital solutions, including analytics, dashboards and emerging AI-enabled capabilities. These efforts are reinforced by structured change management and digital socialisation strategies aimed at strengthening adoption, improving decision-making and embedding sustainable digital ways of working across ministries and departments.

A coherent, credible and well-functioning governance environment requires clear guidance, consistent interpretation and the ability to identify emerging issues early. This priority area focuses on progressively strengthening PSD's institutional capacity to support, coordinate and provide greater clarity across governance and implementation practices within the civil service.

Emphasis is placed on enhancing system-wide visibility of practices, promoting greater alignment in review approaches, and strengthening the clarity and consistency of policy and interpretive guidance. These efforts support a more consistent and predictable understanding and application of policies, rules and frameworks across ministries and departments.

Complementing these efforts, follow-up processes are further refined to support procedural integrity, reduce recurring gaps and enable more timely and coordinated institutional responses. Insights derived from these processes contribute to continuous organisational learning, strengthening governance frameworks and sustaining institutional credibility and public trust.



Strengthening Strategic Oversight and Governance Integrity



Continuous learning from comparative experiences and evolving practices is essential to maintaining institutional relevance and policy effectiveness. This priority area focuses on strengthening PSD's engagement in regional and international knowledge exchange, benchmarking and professional collaboration to inform policy, governance and organisational development.

Emphasis is placed on enhancing awareness of emerging civil service trends, governance approaches and workforce innovations through structured exchanges and comparative learning platforms. These efforts support broader institutional perspectives, encourage adaptive thinking, and reinforce evidence-informed refinement of policies, frameworks and practices.

Complementing this, professional collaboration and capability development linkages are fostered to strengthen the competencies, exposure and institutional outlook of PSD officers and staff. Broader bilateral and regional connectivity further expands opportunities for cooperation, learning and strategic networks, contributing to sustained organisational learning and PSD's constructive presence within regional and professional ecosystems.



Regional and International Collaboration and Benchmarking



Through these Strategic Initiatives, PSD commits to delivering meaningful and measurable progress for the civil service, while retaining the agility required to address emerging needs and future challenges.

Photo Credit: Information Department

Performance Objectives

The Performance Objectives set out the specific results to be achieved over the 2026 – 2030 period. They establish measurable commitments that bring clarity to what success will look like, creating a direct connection between strategic priorities, implementation efforts and demonstrable outcomes.

A total of 12 Performance Objectives are organised across the Balanced Scorecard perspectives of Stakeholders, Internal Processes, Learning and Growth, and Financial, forming a structured and holistic framework that aligns strategy with measurable performance.

Performance Objectives			
 Stakeholders (S)	 Internal Processes (IP)	 Learning and Growth (LG)	 Financial (F)
S1. Enhance Stakeholders’ Satisfaction	IP1. Reengineer Business Process	LG1. Cultivate a Culture of Employee Engagement	F1. Ensure Efficient Allocation and Management of Finance
S2. Strengthen Human Resource Advisory	IP2. Strengthen Quality Assurance	LG2. Maximise Information Capital	
S3. Strengthen Public Trust in Government Institutions	IP3. Ensure Evidence- Based Decision Making	LG3. Develop Professional Human Capital	
S4. Ensure Clear Regulatory Guidance	IP4. Strengthen Governance Framework		

Key Performance Indicators (KPIs) and Targets

The KPIs and targets express each Performance Objective in measurable terms, enabling the Department to track progress, assess effectiveness and monitor the strengthening of its internal capability and capacity. Developed in consideration of PSD's evolving functions, the KPIs clarify what must be achieved at the institutional level, while the targets indicate the expected performance thresholds. The corresponding strategic outcomes articulate the intended impact to be realised by 2030.

The KPIs, targets and strategic outcomes form a coherent performance architecture that underpins the Strategic Initiatives and supports the advancement of the Strategic Result Areas (SRAs). Through structured monitoring and periodic review, they ensure that progress remains visible, accountable and responsive to the broader aspirations of Vision 2030 and the Department's enduring Mission.



Stakeholders

We prioritise purposeful and trusted engagement with stakeholders, ensuring that their expectations and insights directly influence how we improve services, advisory functions and policy responsiveness.

S1. Enhance Stakeholders' Satisfaction



Percentage of stakeholders satisfied with PSD's services and engagement

85% stakeholder satisfaction level (to increase by at least 1% annually until 2030)



A whole-of-department stakeholder engagement approach that strengthens service improvements and reinforces PSD's strategic oversight functions

S2. Strengthen Human Resource Advisory



Percentage of stakeholders rating PSD's human resource advisory as timely, useful and operationally relevant

85% positive stakeholder rating (to increase by at least 1% annually until 2030)



An integrated human resource advisory approach that supports consistent service standards and strengthens PSD's strategic oversight functions

S3. Strengthen Public Trust in Government Institutions



Percentage of stakeholders rating PSD’s policy and service planning processes as transparent and responsive

85% positive stakeholder rating (to increase by at least 1% annually until 2030)



Transparent and responsive policy and service planning practices that reinforce public confidence and strengthen PSD’s strategic oversight functions

S4. Ensure Clear Regulatory Guidance



Percentage of stakeholders rating PSD’s regulatory guidance as clear, accessible and operationally relevant

80% positive stakeholder rating (to be progressively implemented and measured as regulatory functions mature over the Strategic Plan period)



Clear, accessible and operationally relevant regulatory guidance that strengthens consistency and supports PSD’s evolving oversight functions across the civil service

Internal Processes

We strengthen internal processes through coherent workflows, evidence-based decisions and robust governance, reinforcing alignment, accountability and continuous improvement across departmental functions.

IP1. Reengineer Business Process



No. of core business processes and related policies reviewed

At least **5** core business processes and / or related policies reviewed



A streamlined and adaptive institutional ecosystem that integrates process excellence, policy coherence and organisational alignment

IP2. Strengthen Quality Assurance



Percentage of departmental initiatives reviewed and adjusted based on strategic and operational assessments

At least **85%** of departmental initiatives reviewed and adjusted (to increase by at least 1% annually until 2030)



A dynamic and accountable performance management ecosystem that embeds continuous review, strategic alignment and operational responsiveness

IP3. Ensure Evidence-Based Decision Making



Percentage of departmental decisions supported by structured data, analysis or benchmarking

100% of decisions supported by structured data, analysis or benchmarking



Structured data, analytics and benchmarking practices that support evidence-based policy and human resource decision-making

IP4. Strengthen Governance Framework



Percentage of internal processes and functions aligned with established governance and compliance practices

At least 85% of internal processes and functions aligned with established governance and compliance practices



Integrated governance and compliance practices that strengthen internal oversight and accountability across PSD functions

Learning and Growth

We develop people and capabilities through meaningful engagement, structured learning and strengthened knowledge systems, enabling a culture of competence, innovation and shared responsibility.

LG1. Cultivate a Culture of Employee Engagement



Percentage of employees positively rating engagement opportunities and channels

85% positive employee rating



Engaged and responsive engagement practices that strengthen organisational cohesion and promote a culture of shared responsibility

LG2. Maximise Information Capital



Percentage of information systems and data utilised for planning, service improvement or decision-making

At least **85%** utilisation of information systems and data



Integrated and outcome-oriented use of information capital that enables planning, service improvement and evidence-based decision-making

LG3. Develop Professional Human Capital



Percentage of employees completing structured and competency-based professional development programmes

85% of employees completing structured professional development



Enhanced professional development pathways that strengthen employee competencies and align with PSD's strategic priorities

Financial

We manage financial strategically, ensuring that allocation and utilisation reinforce planning discipline, enhance effectiveness and support PSD’s long-term priorities.

F1. Ensure Efficient Allocation and Management of Finance



Percentage of sectoral financial aligned with strategic priorities and utilised effectively



At least **95%** of sectoral financial aligned with strategic priorities and used effectively



A strategic resource-prioritisation approach that strengthens planning, enhances resource effectiveness and supports PSD’s strategic oversight functions

Monitoring Progress: KPI's at a glance

KPIs	2026	2027	2028	2029	2030
Stakeholders					
S1 – % of stakeholders satisfied with PSD's services and engagement	85%	86%	87%	88%	89%
S2 – % of stakeholders rating PSD's human resource advisory as timely, useful and operationally relevant	85%	86%	87%	88%	89%
S3 – % of stakeholders rating PSD's policy and service planning processes as transparent and responsive	85%	86%	87%	88%	89%
S4 – % of stakeholders rating PSD's regulatory guidance as clear, accessible and operationally relevant	80%	80%	80%	80%	80%
Internal Processes					
IP1 – No. of core business processes and related policies reviewed	≥ 5	≥ 5	≥ 5	≥ 5	≥ 5
IP2 – % of departmental initiatives reviewed and adjusted based on strategic and operational assessments	≥ 85%	≥ 86%	≥ 87%	≥ 88%	≥ 89%
IP3 – % of departmental decisions supported by structured data, analysis or benchmarking	100%	100%	100%	100%	100%
IP4 – % of internal processes and functions aligned with established governance and compliance practices	≥ 85%	≥ 85%	≥ 85%	≥ 85%	≥ 85%
Learning and Growth					
LG1 – % of employees positively rating engagement opportunities and channels	85%	85%	85%	85%	85%
LG2 – % of information systems and data utilised for planning, service improvement or decision-making	≥ 85%	≥ 85%	≥ 85%	≥ 85%	≥ 85%
LG3 – % of employees completing structured and competency-based professional development programmes	85%	85%	85%	85%	85%
Financial					
F1 – % of sectoral financial aligned with strategic priorities and utilised effectively	≥ 95%	≥ 95%	≥ 95%	≥ 95%	≥ 95%

Progress against these KPIs is monitored on a quarterly basis, supported by structured annual reporting, and strengthened through digital performance tracking mechanisms.





PSD actively fosters employee engagement by strengthening connection, camaraderie and shared purpose through various collective activities and initiatives, including the observance of World Mental Health Day.



Strategy Map 2026 – 2030

What is our enduring purpose?

Our Mission	Building Trust, Leading Excellence
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What do we aspire to achieve by 2030?

Our Vision 2030	Leader in Advancing Excellent Civil Service through Human Resource Expertise and Compliance
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Strategic Result Areas (SRAs)

What core outcomes must we achieved to realise Vision 2030 and fulfill our Mission?

Efficient and Effective Public Service Delivery	Innovative and Expert Human Resource Advisory	Institutional Integrity and Public Trust	Robust and Fair Regulatory Ecosystem
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Strategic Initiatives

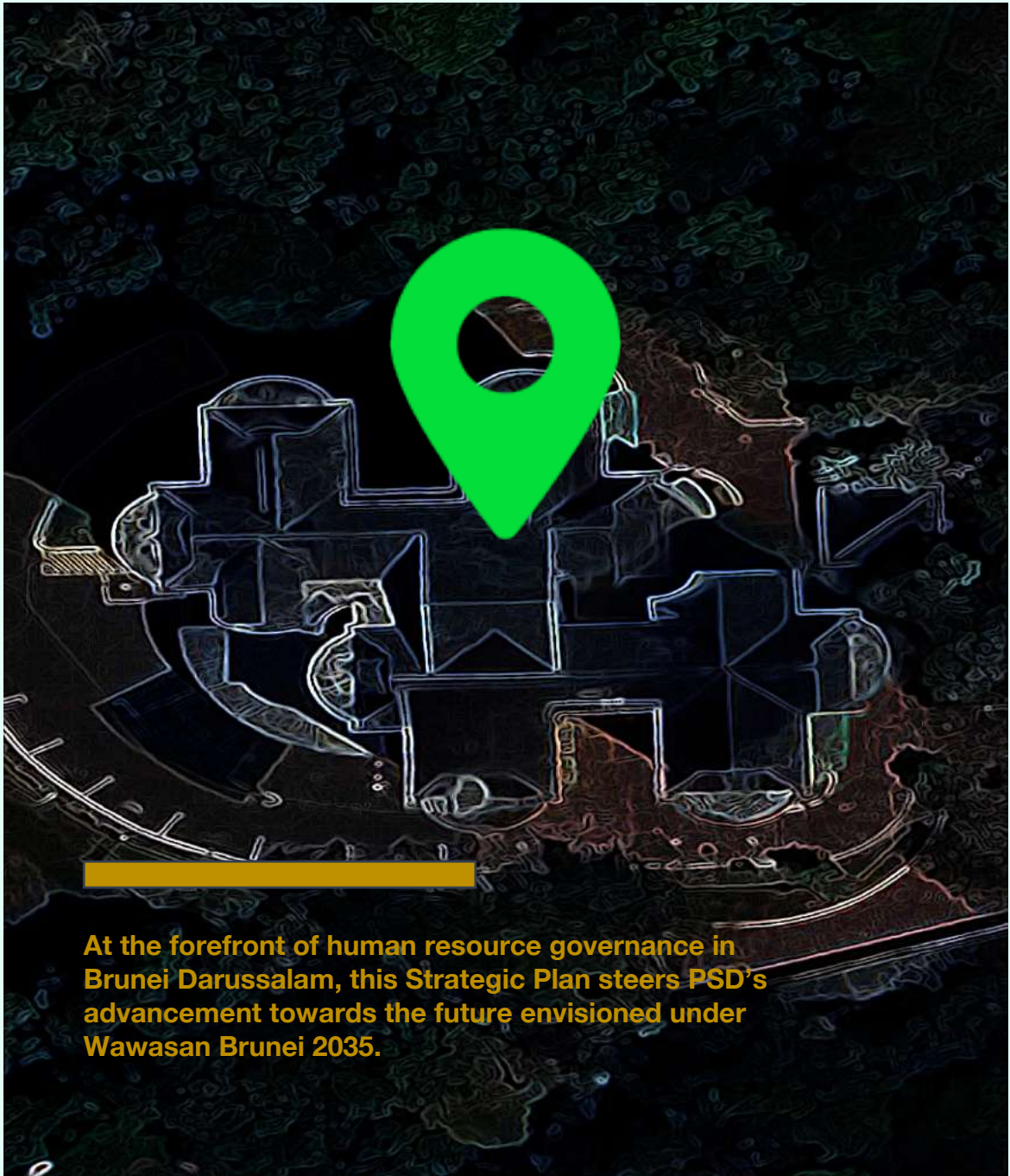
What priority areas must we focus on to advance these outcomes?

Human Resource Policy and Governance Frameworks	Leadership and Succession Planning	Learning, Capability and Workforce Development	Employee Well-Being and Supportive Work Environment	Digital Enablement and Human Resource Technology	Strengthening Strategic Oversight and Governance Integrity	Regional and International Collaboration and Benchmarking
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Performance Objectives

What specific results must we deliver to advance these priority areas?

Stakeholders S1. Enhance Stakeholders' Satisfaction S2. Strengthen Human Resource Advisory S3. Strengthen Public Trust in Government Institutions S4. Ensure Clear Regulatory Guidance	Internal Processes IP1. Reengineer Business Process IP2. Strengthen Quality Assurance IP3. Ensure Evidence-Based Decision Making IP4. Strengthen Governance Framework	Learning and Growth LG1. Cultivate a Culture of Employee Engagement LG2. Maximise Information Capital LG3. Develop Professional Human Capital	Financial F1. Ensure Efficient Allocation and Management of Finance
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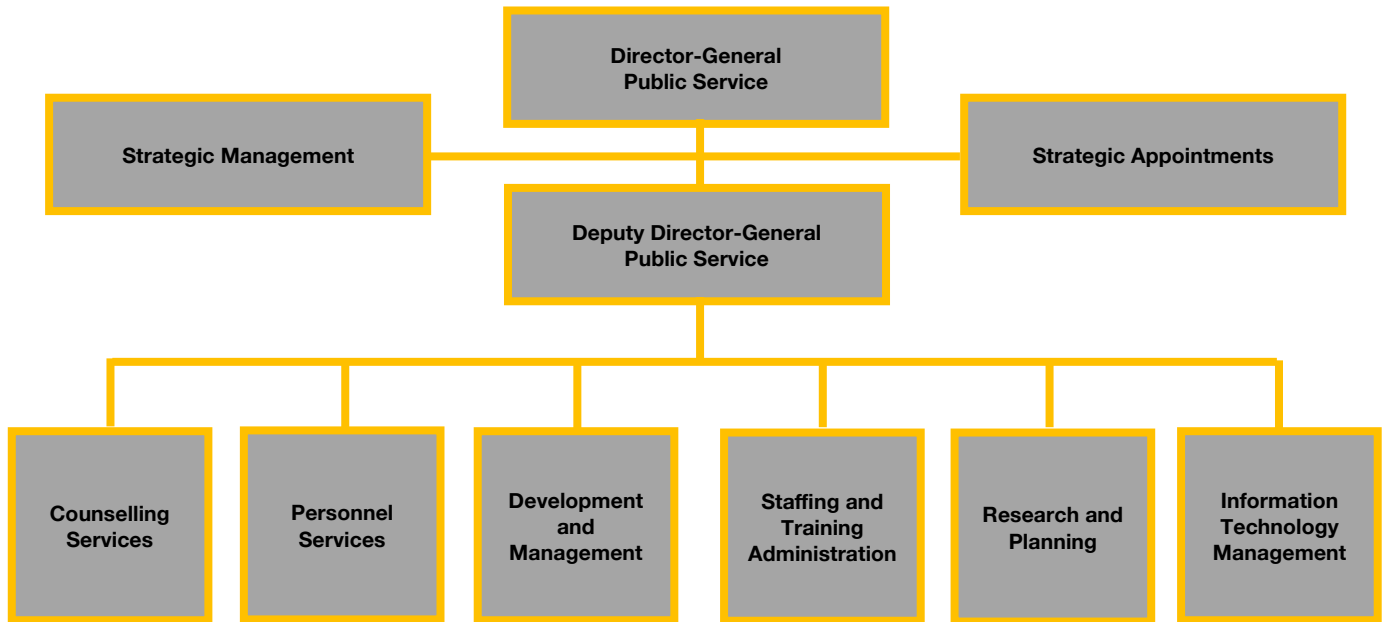


At the forefront of human resource governance in Brunei Darussalam, this Strategic Plan steers PSD's advancement towards the future envisioned under Wawasan Brunei 2035.

Annexes

Public Service Department Current Organisational Structure

Public Service Department Current Organisational Structure*



* PSD's current organisational structure will be progressively reviewed and refined to ensure alignment with the Department's evolving functions and priorities.

Public Service Department Five-Year Work Programme 2026 – 2030



Public Service Department Five-Year Work Programme 2026 – 2030

Public Service Department Five-Year Work Programme 2026 – 2030

Strategic Initiatives	Action Lines	Desired Outcomes
Priority Area 1: Human Resource Policy and Governance Frameworks	1.1 Modernise human resource policy frameworks and reference instruments	• Clearer, updated and future-oriented human resource policy environment • Reduced ambiguities and inconsistencies in policy interpretation • Stronger alignment between human resource policies and evolving civil service needs
	1.2 Review and rationalise schemes of service, rules and guidelines	• More coherent and structured human resource regulatory landscape • Improved clarity on roles, responsibilities and entitlements • Greater confidence among ministries and departments in applying human resource policies
	1.3 Strengthen governance, compliance and policy consistency mechanisms	• Enhanced consistency and fairness in policy application • Early identification of systemic gaps and policy misalignment • Reinforced credibility of human resource governance practices
	1.4 Enhance workforce analytics and evidence-informed policy support	• Improved visibility over workforce trends and risks

Strategic Initiatives	Action Lines	Desired Outcomes
		• Better-informed human resource planning and decision-making • Stronger integration of data into policy refinement and evaluation
	1.5 Leverage digital platforms and emerging tools to support policy delivery	• More accessible and user-friendly human resource reference materials • Improved efficiency in policy dissemination and utilisation • Strengthened digital enablement of human resource governance
Priority Area 2: Leadership and Succession Planning	2.1 Strengthen leadership competency frameworks and assessment practices	• Clearer articulation of leadership expectations and standards • Improved consistency and credibility of leadership assessments • Stronger alignment between competencies, roles and development pathways
	2.2 Enhance governance and oversight arrangements for leadership development	• More structured and coordinated leadership governance mechanisms • Improved coherence across leadership policies and programmes • Reinforced accountability and strategic alignment

Strategic Initiatives	Action Lines	Desired Outcomes
	2.3 Institutionalise succession planning and key post readiness practices	• Greater continuity and stability in leadership transitions • Earlier identification of succession risks and gaps • Increased confidence among ministries and departments in leadership planning
	2.4 Strengthen leadership pipeline development and talent sustainability	• More systematic identification and preparation of future leaders • Improved development coverage for high-potential officers • Sustained leadership capability across critical roles
	2.5 Enhance mobility, exposure and cross-functional development opportunities	• Broader leadership experience and organisational perspective • Improved talent deployment flexibility • Strengthened whole-of-government leadership mindset
	2.6 Leverage digital platforms and analytics to support leadership and succession oversight	• Improved visibility over leadership and succession indicators • More informed and timely governance and advisory interventions • Strengthened data-enabled decision-making

Strategic Initiatives	Action Lines	Desired Outcomes
Priority Area 3: Learning, Capability and Workforce Development	3.1 Strengthen structured professional development and competency alignment	Enhanced workforce competencies aligned with evolving functional and sectoral requirements
	3.2 Refine career progression, role requirements and acting arrangements	Greater clarity, consistency and confidence in career development and role transitions
	3.3 Reinforce governance guidance and compliance support mechanisms	Improved adherence to rules, reduced procedural ambiguities and stronger accountability practices
	3.4 Enhance digital enablement supporting capability and compliance	More efficient processes, better visibility of compliance indicators and strengthened service delivery
	3.5 Sustain stakeholder engagement and capability support platforms	Increased awareness, understanding and effective application of human resource policies and governance practices
Priority Area 4: Employee Well-Being and Supportive Work Environment	4.1 Strengthen counselling and employee support service quality	More accessible, credible and trusted employee support mechanisms
	4.2 Enhance professional standards, competencies and practice consistency	Improved service reliability, consistency and professional confidence
	4.3 Develop well-being guidance and preventive support frameworks	Greater organisational awareness, early intervention and preventive care
	4.4 Establish knowledge resources and psychoeducational support tools	Better understanding of well-being, mental health and coping strategies
	4.5 Advance digital enablement supporting case and service management	More efficient case handling, improved confidentiality

Strategic Initiatives	Action Lines	Desired Outcomes
		safeguards and service responsiveness
	4.6 Sustain feedback and service improvement mechanisms	• Continuous enhancement of counselling effectiveness and stakeholder confidence
Priority Area 5: Digital Enablement and Human Resource Technology	5.1 Strengthen data integrity, validation and compliance mechanisms	• Higher data accuracy, reliability and confidence in human resource information • Improved policy compliance and strengthened Single Source of Truth
	5.2 Sustain system stability, security and performance optimisation	• More reliable, secure and resilient digital platforms
	5.3 Reinforce system governance, auditability and control frameworks	• Greater transparency, accountability and risk management
	5.4 Advance digitalisation and integrated information management	• Streamlined information access and reduced administrative burden
	5.5 Expand analytics, dashboards and decision support tools	• More informed planning, monitoring and strategic decision-making
	5.6 Introduce intelligent automation, AI-enabled capabilities and adoption strategies	• Smarter automation, improved insights and enhanced user experience • Increased workflow efficiency and operational effectiveness • Higher rates of civil servant adoption and digital proficiency

Strategic Initiatives	Action Lines	Desired Outcomes
		• Better user awareness, engagement and embedded digital practices
Priority Area 6: Strengthening Strategic Oversight and Governance Integrity	6.1 Strengthen system-wide visibility and understanding of practices	• Improved visibility of system-wide trends, patterns and recurring gaps • Earlier identification of emerging governance and implementation issues
	6.2 Promote alignment in review and governance practices across divisions and functions	• Greater consistency and alignment in governance and review approaches • Strengthened credibility and clarity in institutional practices
	6.3 Enhance clarity and consistency of policy and interpretive guidance	• Reduced ambiguities and conflicting interpretations • Clearer expectations for ministries and departments
	6.4 Strengthen follow-up processes to support implementation and continuous improvement	• Improved procedural integrity and responsiveness • More consistent and predictable governance outcomes
	6.5 Reinforce institutional learning through governance insights and feedback loops	• Continuous strengthening of governance frameworks • Enhanced institutional credibility and public trust

Strategic Initiatives	Action Lines	Desired Outcomes
Priority Area 7: Regional and International Collaboration and Benchmarking	7.1 Strengthen regional and international knowledge exchange and benchmarking	• Improved awareness of regional and global civil service developments • Enhanced policy and institutional perspectives informed by comparative insights • Stronger alignment with evolving governance and workforce trends
	7.2 Foster professional collaboration and capability development linkages	• Strengthened competencies and professional exposure of PSD officers and staff • Enhanced access to specialised expertise and practices • Sustained organisational learning and capability enhancement
	7.3 Support bilateral and regional institutional connectivity	• Broader institutional visibility and strategic networks • Increased opportunities for cooperation, learning and exchange • Reinforced PSD positioning within regional and professional ecosystems



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