



**JABATAN PERKHIDMATAN AWAM**  
**JABATAN PERDANA MENTERI**

# **PELAN STRATEGIK**

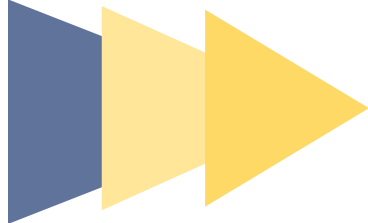
## **JABATAN PERKHIDMATAN AWAM**

### **2016 - 2020**

**KEPIMPINAN YANG  
INOVATIF DAN  
KOMPETEN**

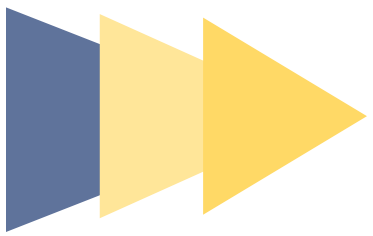
**DASAR SUMBER  
MANUSIA YANG  
KUKUH**

**PENGURUSAN  
SUMBER  
MANUSIA YANG  
CEMERLANG**



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# UCAPAN DARIPADA KETUA PENGARAH

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

الحمد لله رب العالمين والصلاة والسلام على أشرف الأنبياء والمرسلين وعلى اله وصحبه أجمعين  
السلام عليكم ورحمة الله وبركاته



**Awang Haji Abdul Manap bin Othman**  
**Pemangku Ketua Pengarah**  
**Perkhidmatan Awam**  
**Jabatan Perkhidmatan Awam**  
**Jabatan Perdana Menteri**

Alhamdulillah segala pujian ke hadrat Allah Subhanahu Wa Ta'aala, di atas hidayah dan bimbinganNya jua, Jabatan Perkhidmatan Awam (JPA) berpeluang untuk menerbitkan Pelan Strategik 2016-2020. Penerbitan Pelan Strategik adalah sebagai rujukan dan panduan khususnya pegawai dan kakitangan JPA untuk memahami peranan masing-masing ke arah mencapai Wawasan Brunei 2035.

Sebagai kesinambungan kepada pelan strategik lima tahun sebelum ini, JPA telah menyaksikan pelbagai program dan aktiviti dalam meningkatkan kapasiti sumber manusia perkhidmatan awam. Oleh itu Pelan Strategik baru 2016-2020 melakarkan harapan dan halatuju Jabatan dalam memberikan sumber manusia yang berkaliber tinggi dalam perkhidmatan awam melalui perancangan, pengurusan dan pembangunan yang sistematik.

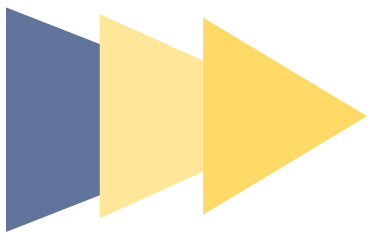
Dalam meneruskan perjalanan ini, JPA perlu untuk sentiasa kekal relevan dengan tuntutan dan perubahan negara di samping peka dengan pasaran global yang sentiasa berubah-ubah. Ini memerlukan perkhidmatan awam untuk berganding bahu menangani perubahan dan perkembangan secara dinamik dan progresif. Pelan strategik ini mengorak langkah untuk jangkamasa lima tahun akan datang bagi Jabatan ini dalam meningkatkan kapasiti sebagai sebuah agensi sumber manusia yang inovatif, dinamik dan progresif dalam Perkhidmatan Awam.

Sebagai agensi utama bagi pengurusan sumber manusia dalam perkhidmatan awam, JPA perlu memastikan keberkesanan dalam merancang, mengurus dan membangun sumber manusia dengan piawaian yang terbaik bagi pihak yang berkepentingan sama ada dalaman mahupun luaran. Dalam pelan ini, JPA menyediakan peta strategi yang menggariskan objektif ke arah mencapai Wawasan Brunei 2035 untuk menjadi perkhidmatan awam yang lebih berkualiti tinggi.

Sehubungan dengan itu bagi memastikan keberkesanan pelaksanaan pelan ini, semua warga perkhidmatan awam, memainkan peranan yang penting dalam melaksanakan dan sentiasa memantau program ini melalui penggunaan Petunjuk Prestasi Utama iaitu *Key Performance Indicators (KPI)*, untuk mengetahui sejauh mana inisiatif-inisiatif tersebut mencapai objektif yang dihasratkan. Dalam merealisasikan matlamat ini, warga JPA perlu bekerja sebagai satu pasukan dalam memastikan strategi – strategi untuk mencapai Visi dan Misi Jabatan.

Akhir sekali, saya ingin mengucapkan tahniah dan merakamkan setinggi-tinggi penghargaan kepada yang terlibat secara langsung atau tidak langsung dalam menyumbang kepada pembentukan dan merealisasikan pelan ini. Marilah kita sama –sama berdoa semoga pelan strategik mencapai kejayaan yang terbaik dengan rahmat, inayah, pertolongan dan bimbingan daripada Allah Subhanahu Wa Ta'ala jua.

*Wabillahi Taufiq Wal-Hidayah, Wassalamua 'Alaikum Warahmatullahi Wabarakatuh.*



# PRAKATA DARIPADA TIMBALAN KETUA PENGARAH



**Awang Abdul Walid bin Haji Matassan**  
**Pemangku Timbalan Ketua Pengarah**  
**Perkhidmatan Awam**  
**Jabatan Perkhidmatan Awam**  
**Jabatan Perdana Menteri**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

الحمد لله رب العالمين والصلاة والسلام على أشرف الأنبياء والمرسلين وعلى اله وصحبه أجمعين  
السلام عليكم ورحمة الله وبركاته

Alhamdulillah, syukur ke hadrat Allah Subhanahu Wata'ala kerana dengan limpah rahmat-Nya, Jabatan Perkhidmatan Awam (JPA) berpeluang untuk menghasilkan pelan strategik jangkamasa lima tahun yang meliputi tempoh 2016-2020, kesinambungan daripada Pelan Strategik 2010-2014.

Dalam Pelan Strategik 2016-2020, terdapat TIGA (3) bidang tumpuan strategik yang menjadi keutamaan dalam mencapai Visi iaitu "Perkhidmatan Awam yang Inovatif, Dinamik dan Progresif" selaras dengan Wawasan Brunei 2035. Bidang tumpuan strategik tersebut adalah: Kepimpinan yang Inovatif dan Kompeten; Dasar Sumber Manusia Yang Kukuh dan Pengurusan Sumber Manusia Yang Cemerlang.

Bidang-bidang tumpuan ini adalah berdasarkan kepada fungsi Jabatan ini sebagai sebuah agensi utama dalam menyediakan sumber manusia yang berkaliber tinggi dalam perkhidmatan awam. Ia adalah menjadi kewajipan bagi setiap warga Jabatan untuk sama-sama melaksanakan rancangan ini. Sebagai ejen utama, kita perlu mempamerkan kemampuan kita untuk memimpin secara teladan dan bersifat progresif menangani perubahan dari segi keperluan dan kehendak sumber manusia dalam perkhidmatan awam. Saya percaya bahawa JPA akan terus mengambil tindakan proaktif ke arah merealisasikan misi dan visi Jabatan.

Akhir kata, saya mengucapkan setinggi-tinggi penghargaan dan terima kasih serta selamat maju jaya kepada semua yang terlibat dalam menyediakan dan menghasilkan perancangan strategik JPA 2015-2019. Semoga apa yang telah dirancang di dalam perancangan strategik ini akan dapat direalisasikan dengan sempurna dan mencapai matlamat yang dihasratkan.

*Wabillahi Taufiq Wal-Hidayah, Wassalamua 'Alaikum Warahmatullahi Wabarakatuh*



# TINJAUAN



Sumber: Borneo Bulletin Yearbook 2015

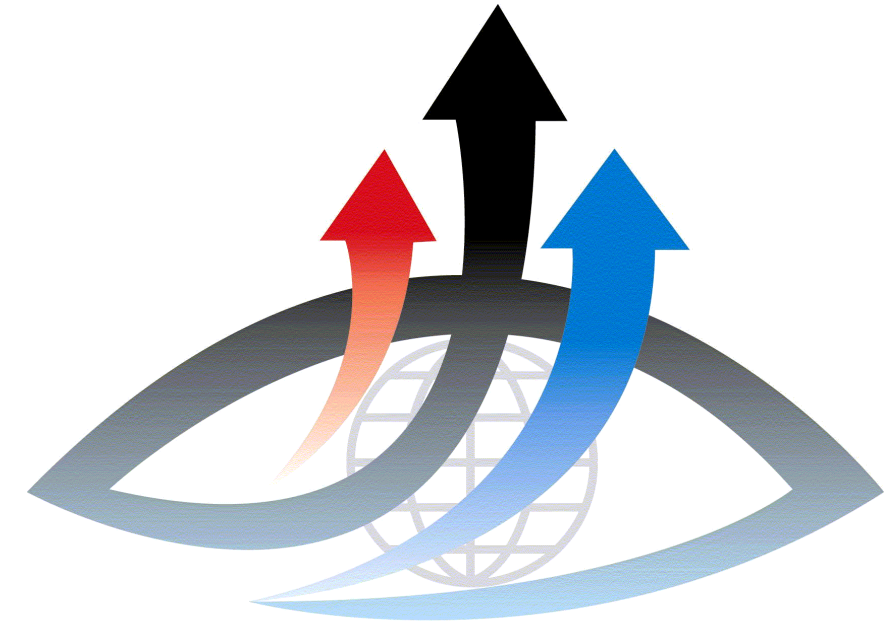
- Menjelang tahun 2035, Negara Brunei Darussalam berhasrat menjadi sebuah negara yang mempunyai rakyat yang berpendidikan, berkemahiran tinggi dan berjaya, diukur melalui piawaian tertinggi antarabangsa; kualiti kehidupan yang tinggi di kalangan 10 negara teratas dunia; dan ekonomi yang dinamik dan berdaya tahan di antara 10 negara teratas dari segi pendapatan per kapita, yang mana merupakan hasrat di dalam "Wawasan Brunei 2035".
- Untuk mencapai Wawasan Brunei 2035, Jabatan Perkhidmatan Awam memainkan peranan penting di bawah Strategi Pembangunan Institusi yang akan dapat meningkatkan kualiti pentadbiran, urustadbir dan kepimpinan di sektor awam dan swasta. Ia juga berhasrat untuk menjadikan perkhidmatan awam yang berkualiti tinggi, dengan rangka perundangan dan peraturan yang moden dan pragmatik, serta prosedur kerajaan yang efisien dengan birokrasi yang minimum.
- Dalam strategi ini, dua (2) bidang tumpuan JPA iaitu : (28) membina perkhidmatan awam yang moden dan berkesan yang mendokong pembangunan negara dan (29) memperkesakan prosedur dan peraturan kerajaan bagi memastikan ketetapan yang cepat, mengadakan perkhidmatan awam yang berkualiti tinggi dan mengurangkan *red-tape*.

# TINJAUAN

••• Kearah menuju Wawasan Brunei 2035, kualiti perkhidmatan awam dititikberatkan melalui Wawasan Perkhidmatan Awam Abad ke-21 yang bertujuan untuk menjadikan perkhidmatan awam Negara Brunei Darussalam **sentiasa membangun dan terus berusaha dengan gayanya tersendiri menurut calak Islam dalam persekitaran yang sihat dan selamat di bawah inayah dan petunjuk Allah Subhanahu Wata'ala.**

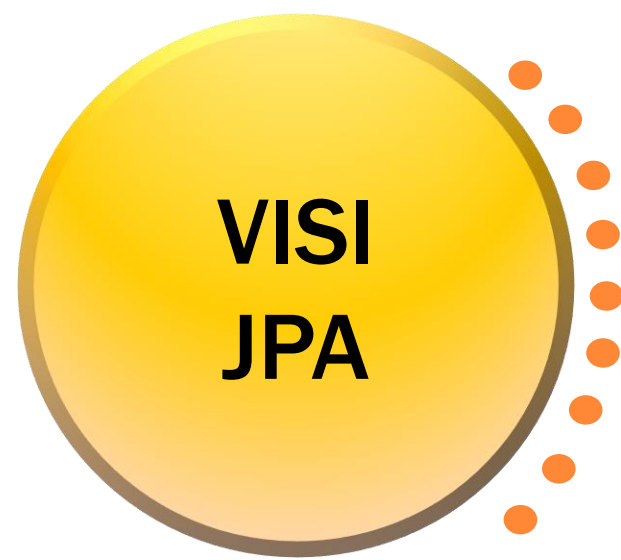
••• Wawasan ini memfokuskan kepada 3 bidang utama iaitu:

- (i) **Dasar:** Kualiti dan mutu perkhidmatan awam kepada orang ramai dipertingkatkan dengan meneliti semula dasar dan peraturan yang dapat disesuaikan dengan kehendak semasa disamping menitikberatkan peranannya sebagai pemudahcara bagi sektor swasta yang berperanan sebagai jentera kepada pertumbuhan ekonomi negara.
- (ii) **Struktur Organisasi:** Penyampaian perkhidmatan dipertingkatkan dari segi kecekapan dan keberkesannya bagi memenuhi kehendak dan kepuasan hati orang ramai.
- (iii) **Pelakuan Organisasi:** Pengurusan dan pembangunan sumber manusia dipertingkatkan bagi mewujudkan tenaga kerja yang cekap, inovatif, berkemahiran, berkelayakan serta mempunyai sikap, nilai-nilai murni dan berakhlak mulia yang membentuk budaya maju.



واوسن وُفُزْمَتِن عوام ابدك - ٢١

**WAWASAN PERKHIDMATAN AWAM ABAD KE-21**



**VISI  
JPA**

# “PERKHIDMATAN AWAM YANG **INOVATIF, DINAMIK** DAN **PROGRESIF**”

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## **INOVATIF**

Inspirasi pegawai dan kakitangan untuk menjana dan merumuskan ide-ide baru, rancangan dan untuk menggerakkan Perkhidmatan Awam ke dimensi produktiviti dan keberkesanan yang lebih tinggi.

## **DINAMIK**

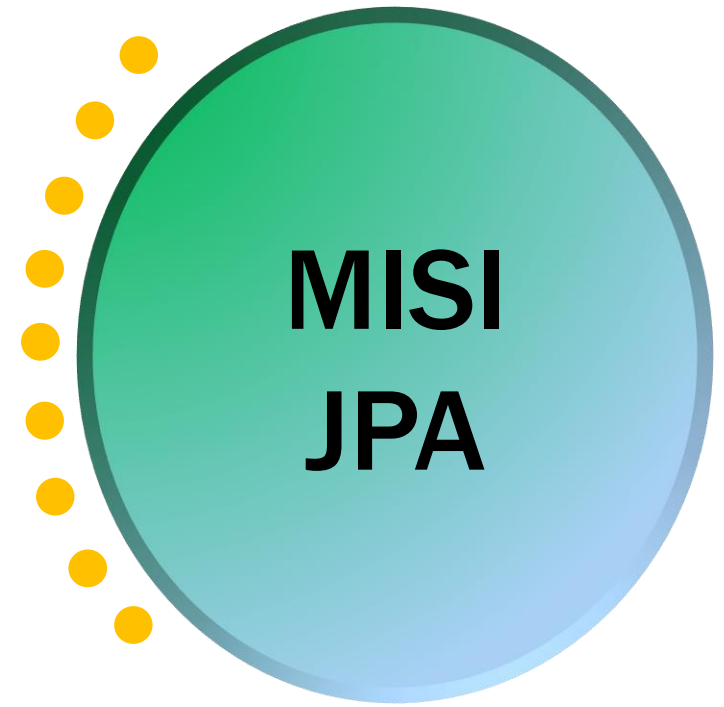
Inisiatif dan kesediaan untuk menerima dan menyesuaikan diri dengan perubahan dasar, proses dan prosedur sistem pentadbiran dalam memastikan urustadbir yang baik dan berterusan di dalam Perkhidmatan Awam.

## **PROGRESIF**

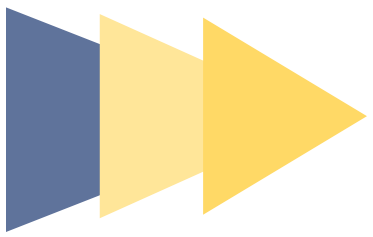
Usaha pegawai dan kakitangan yang berterusan untuk mengurus, merancang dan membangun sumber manusia untuk melangkah ke hadapan dari satu peringkat ke peringkat seterusnya; untuk sentiasa membuat penambahbaikan yang menyokong inisiatif Jabatan dalam menggubal dan melaksanakan dasar-dasar.

**“UNTUK MENYEDIAKAN  
PERANCANGAN BERSISTEMATIK,  
PENGURUSAN DAN PEMBANGUNAN  
SUMBER MANUSIA YANG KOMPETEN  
DALAM PERKHIDMATAN AWAM”**

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# RANGKA KERJA PERKHIDMATAN AWAM

- Dalam melaksanakan Strategi Pembangunan Institusi dan aspirasi Wawasan Brunei 2035, satu peta jalan dalam bentuk Rangka Kerja Perkhidmatan Awam telah dibentuk dengan objektif untuk mewujudkan Perkhidmatan Awam yang cemerlang ke arah memudahkan pertumbuhan ekonomi bagi kesejahteraan rakyat.

- Ia berfungsi sebagai pembaharuan Perkhidmatan Awam yang responsif kearah perubahan global dan ekspektasi pelanggan dalam memudahkan pertumbuhan ekonomi yang berterusan.

- Ia akan dapat dicapai melalui urustadbir yang baik (*good governance*) dengan pendekatan secara kolektif, sejajar dan sistematik di setiap sektor Kerajaan.

- Rangka Kerja Perkhidmatan Awam (RKPA), telah mengenalpasti tiga (3) tema strategik iaitu:

1. **Kepimpinan yang Cemerlang**
2. **Prestasi dan Produktiviti Organisasi**
3. **Pro-Business dan Persekitaran Awam (*Public Environment*)**

- Dalam tiga (3) tema strategik tersebut, *Key Performance Indicators* (KPI) telah dikenalpasti bersama - sama dengan cadangan program – program dan inisiatif dalam mencapai objektif yang dihasratkan.

- Dengan objektifnya iaitu untuk meningkatkan prestasi dan produktiviti serta kualiti kepimpinan dalam Perkhidmatan Awam. Ianya adalah selaras dengan pelan pembangunan jangka panjang dan mendokong salah satu teras utama dalam *Outline for the Development Strategy (OSPD)* yang merupakan Strategi Pembangunan Institusi sebagai tunggak utama dalam mencapai Wawasan Brunei 2035.

- Pentingnya prestasi dan produktiviti adalah bertepatan dengan Titah Kebawah Duli Yang Maha Mulia Paduka Seri Baginda Sultan dan Yang Di-Pertuan Negara Brunei Darussalam sempena Hari Perkhidmatan Awam Kali ke-22, pada 24 November 2015 :

*" ... Dalam menjalani budaya kerja, turut dipentingkan ialah prestasi dan produktiviti. Sistem Penilaian Prestasi adalah bertitik tolak pada pencapaian hasil kerja. Jika ia baik dan memuaskan, maka itulah prestasi cemerlang."*



# RANGKA KERJA PERKHIDMATAN AWAM

## KEPIMPINAN CEMERLANG

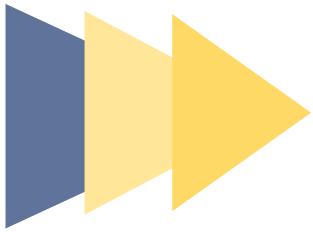
- **OBJEKTIF 1** : Menghasilkan pemimpin yang kompeten, berkeupayaan dan berkualiti dalam mengemudi ke arah Perkhidmatan Awam yang cemerlang.

## PRESTASI DAN PRODUKTIVITI ORGANISASI

- **OBJEKTIF 2A** : Memastikan proses kerja yang efisien dan efektif bagi memudahkan pembangunan sosio-ekonomi.
- **OBJEKTIF 2B** : Memastikan keupayaan sumber manusia organisasi mendokong penyampaian produktiviti.

## *PRO-BUSINESS* DAN PERSEKITARAN AWAM

- **OBJEKTIF 3A**: Melaksanakan dasar dan peraturan pembaharuan yang menggalakan aktiviti perekonomian.
- **OBJEKTIF 3B**: Memperkemaskan prosedur dan peraturan kerajaan bagi mempercepatkan ketetapan dan penyediaan perkhidmatan yang berkualiti tinggi.
- **OBJEKTIF 3C**: Mensejajarkan dasar – dasar ke arah persekitaran sektor swasta yang kondusif.



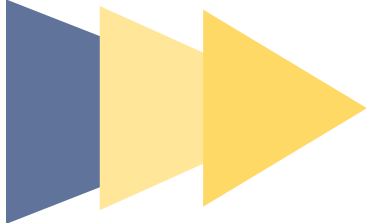
# RANGKA KERJA PERKHIDMATAN AWAM

TEMA STRATEGIK RKPA	TS 1: KEPIMPINAN CEMERLANG	TS 2: PRESTASI DAN PRODUKTIVITI ORGANISASI		TS 3 : <i>PRO-BUSINESS</i> DAN PERSEKITARAN AWAM		
OBJEKTIF RKPA	<b>OB 1:</b> MENGHASILKAN PEMIMPIN YANG KOMPETEN, BERKEUPAYAAN DAN BERKUALITI DALAM MENGEMUDI KE ARAH PERKHIDMATAN AWAM YANG CEMERLANG	<b>OB 2A :</b> MEMASTIKAN PROSES KERJA YANG EFISIEN DAN EFEKTIF BAGI MEMUDAHKAN PEMBANGUNAN SOSIO-EKONOMI	<b>OB 2B:</b> MEMASTIKAN KEUPAYAAN SUMBER MANUSIA ORGANISASI MENDOKONG PENYAMPAIAN PRODUKTIVITI	<b>OB 3A:</b> MELAKSANAKAN DASAR DAN PERATURAN PERBAHARUAN YANG MENGGALAKAN AKTIVITI PEREKONOMIAN	<b>OB 3B:</b> MEMPERKEMASKAN PROSEDUR DAN PERATURAN KERAJAAN BAGI MEMPERCEPATKAN KETETAPAN DAN PENYEDIAAN PERKHIDMATAN YANG BERKUALITI TINGGI	<b>OB3C:</b> MENSEJAJARKAN DASAR-DASAR KE ARAH PERSEKITARAN SEKTOR SWASTA YANG KONDUSIF
SUB-INISIATIF RKPA DIBAWAH JPA	si1. <i>Recruitment and initial filtering and identification program for potential leaders</i> (Dayang Hjh Noor Airah binti Abdul Rahman)	si15. <i>Restructuring Organization</i> (Awang Aswandey bin Hj Ibrahim)		si31. <i>Review Remuneration Structure</i> (Pg Abd Rahman bin Pg Hj Damit)		
	si4. <i>New Performance Appraisal System</i> (Awang Rusdi bin Hj Judin)	si21. <i>Enhancement of Manpower Planning</i> (Awang Abdullah @ Dollah bin Hj Ahad)				
	si6. <i>Leaders Effectiveness Assessment</i> (Dayang Hjh Noor Airah binti Abdul Rahman)	si22. <i>Manpower Productivity Measurement</i> (Awang Abdullah @ Dollah bin Hj Ahad)				
	si7. <i>Leaders Performance Development Framework</i> (Dr Norfarizal bin Othman & Awang Rusdi bin Hj Judin)	si24. <i>Development of National Integrity Plan</i> (Pg Abd Rahman bin Pg Hj Damit)				

# RANGKA KERJA PERKHIDMATAN AWAM

## THEME 1: LEADERSHIP EXCELLENCE

OBJECTIVES & DESCRIPTIONS	STRATEGIES	INITIATIVES (& OWNER)	SUB-INITIATIVES (& OWNER)
<p><b>1</b> <b>PRODUCE COMPETENT, CAPABLE AND QUALITY LEADERS THAT STEER TOWARDS CIVIL SERVICE EXCELLENCE</b></p> <p>Description: To produce competent leaders with high values and preferred behavioural styles, able to deliver desired results and can increase employee performance, innovation and commitment</p> <p>Objective Owner: Director-General of Public Service</p>	<p><b>S1) Developing and managing the future leaders of the civil service</b></p>	<p><b>I1. Managing Talent (PSD – Hjh Noor Airah binti Abdul Rahman)</b></p>	<p>si1. Recruitment and initial filtering and identification program for potential leaders (PSD – Hjh Noor Airah binti Abdul Rahman)</p>
		<p>si2. Enhancement of leaders professional experience program (CSI – Norazlee bin Hj Ramlee)</p>	
		<p>si3. Centre of Leadership Excellence (CSI – Norazlee bin Hj Ramlee &amp; Aqmal Khalilah Hj Md Said)</p>	
		<p><b>I2. Managing Performance (PSD – Dr. Norfarizal bin Othman)</b></p>	<p>si4. New Performance Appraisal System (PSD – Rusdi bin Hj Judin)</p>
		<p>si5. Performance related reward / bonus scheme (PMO – Hj Mohammad Azlan bin Hj Mohammad Junaidi)</p>	
		<p>si6. Leaders effectiveness assessment (PSD – Hjh Noor Airah binti Abdul Rahman)</p>	
	<p><b>S2) Sharpening the performance and accountability of leaders</b></p>	<p><b>I3. Strengthening Governance for Leaders (PMO – Hj Abu Asiruddin bin Hj Zaini)</b></p>	<p>si8. Clearly defined line of responsibilities for decision-making (PMO – Sezaly bin Hj Timbang)</p>
	<p>si9. Good governance index (World Bank) (PMO – Pg Khiruddin bin Pg Hj Yusoff)</p>		

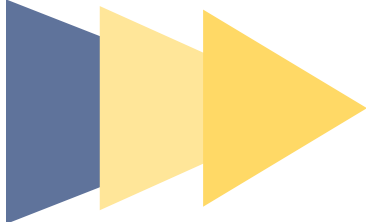


# RANGKA KERJA PERKHIDMATAN AWAM

## THEME 2: ORGANIZATIONAL PERFORMANCE AND PRODUCTIVITY

OBJECTIVES & DESCRIPTIONS		STRATEGIES	INITIATIVES (& OWNER)	SUB-INITIATIVES (& OWNER)
2a	<p><b>ENSURE EFFICIENT AND EFFECTIVE WORK PROCESSES THAT FACILITATES SOCIO-ECONOMIC DEVELOPMENT</b></p> <p>Description: Continuous improvement in work processes to increase efficiency and effectiveness</p> <p>Objective Owner: Deputy Director-General of Public Service</p>	S3) Implementing new models to deliver public services	I4. Innovative Public Service (PMO – Pg Khiruddin bin Pg Hj Yusoff)	si10. Civil Service Innovation Program (MSD – Mohammad bin Tusin & Dk Ispaguati binti Pg Hj Osman)
				si11. New Public Service Model (PMO – Pg Khiruddin bin Pg Hj Yusoff)
		S4) Moving towards digital services	I5. Advancing Digital Services (MSD – Azlina binti Dato Paduka Hj Alidin)	Si12. E-services Conversion & Assessment (MSD – Hj Abdul Malik bin Hj Khamis & Azlina binti Dato Paduka Hj Alidin)
				si13. Optimisation of ICT (PMO – Mohammad Ede Fadle bin Samsu/Shamsu)
		S5) Improving work/project delivery	I6. Enhancing Productivity (PMO - Hj Mohammad Azlan bin Hj Mohammad Junaidi)	si14. Business Process Reengineering (MSD – Hj Amirudin bin Hj Suhai & Nurul Hazwani binti Hussain)
				si15. Restructuring Organization (PSD – Aswandey bin Hj Ibrahim)
				si16. Develop Public Sector Productivity Index (PMO – Hj Mohammad Azlan bin Hj Mohammad Junaidi)
				Si17. Adoption of quality management tools (MSD – Dr Rosdi bin Hj Abd Aziz & Sarilelawati binti Hj Mohd Yussof)
		I7. Managing Organizational Effectiveness (MSD – Dr Rosdi bin Hj Abd Aziz)		Si18. Delivery approach implementation (PMO – Norsyamimi binti Mohammad Ramli)

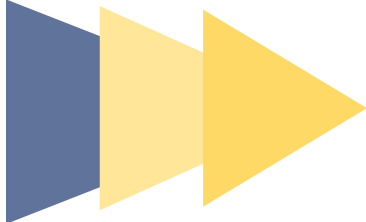




# RANGKA KERJA PERKHIDMATAN AWAM

## THEME 2: ORGANIZATIONAL PERFORMANCE AND PRODUCTIVITY

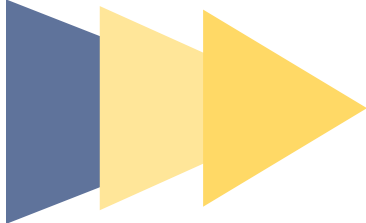
OBJECTIVES & DESCRIPTIONS		STRATEGIES	INITIATIVES (& OWNER)	SUB-INITIATIVES (& OWNER)
2b	<b>ENSURE ORGANIZATIONAL MANPOWER CAPABILITY IN SUPPORTING PRODUCTIVITY DELIVERY</b>  Description: To enhance capability of human resources and that they are utilized and optimized towards organizational productivity.  Objective Owner: Director of Civil Service Institute	S6) Fill skills gaps and match resources to Government priorities	I8. Developing Skills (CSI – Norazlee bin Hj Ramlee)	si19. Public Service Capability Development Framework (CSI – Siti Rozidah bini Jalani)
				si20. Specialization and Professional certification Program (CSI- Hj Dyg Maimunah binti Hj Awg Hussin)
			I9. Optimizing Manpower (PSD – Abdullah @Dollah bin Hj Ahad)	Si21. Enhancement of Manpower planning (PSD – Abdullah @Dollah bin Hj Ahad)
				si22. Manpower productivity measurement (PSD - Abdullah @Dollah bin Hj Ahad)
		S7) Promoting a culture of excellence & positive mind shift	I10. Improving Public Service Conduct (CSI - Mohd Norazlin bin Dato Paduka Hj Kassim)	si23. Enhancing Public Service Ethos (CSI – Mohd Norazlin bin Dato Paduka Hj Kassim)
				si24. Development of National Integrity Plan (PSD – Pg Abd Rahman bin Pg Hj Damit)
si25. Strengthening the practise of Islamic Governance - Wasathiyah (MSD – Hasrinah binti Mat Yassin & Abd Hakim bin Mahali)				



# RANGKA KERJA PERKHIDMATAN AWAM

## THEME 3: PRO-BUSINESS AND PUBLIC ENVIRONMENT

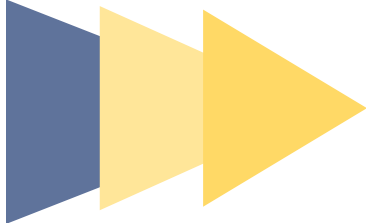
OBJECTIVES & DESCRIPTIONS	STRATEGIES	INITIATIVES (& OWNER)	SUB-INITIATIVES (& OWNER)
<p>3a <b>IMPLEMENT POLICIES AND REGULATORY REFORMS THAT ENCOURAGE ECONOMIC ACTIVITIES</b></p> <p>Description: To systematically review policies and regulations process to ensure a pro-business government (5-6% economic growth)</p> <p>Objective Owner: Director of Management Services</p>	<p><b>S8) Conducive Business &amp; Public Environment</b></p>	<p><b>I11. Facilitating Businesses and Public (MSD – Hj Masbi binti Hj Morni)</b></p>	<p><b>si26.</b> Introduce new policies and regulations to spur more business related activities (PMO – Pg Khiruddin bin Pg Hj Yusoff)</p> <hr/> <p><b>si27.</b> Business and public facilitating programs (MSD – Helnizam bin Juli &amp; Hamizah binti Julaihi)</p>



# RANGKA KERJA PERKHIDMATAN AWAM

## THEME 3: PRO-BUSINESS AND PUBLIC ENVIRONMENT

	OBJECTIVES & DESCRIPTIONS	STRATEGIES	INITIATIVES (& OWNER)	SUB-INITIATIVES (& OWNER)
3b	<p><b>STREAMLINE GOVERNMENT PROCEDURES AND REGULATION TO ENABLE PROMPT DECISION-MAKING AND PROVISION OF HIGH QUALITY SERVICES</b></p> <p>Description: To facilitate the public for <i>hassle free</i> and accessible business services / transaction</p> <p>Objective Owner: Director of Management Services</p>	<p><b>S9) Improving efficiency and transparency</b></p>	<p><b>I12. Creating Customer-Centric Culture (MSD – Hjh Siti Mariana binti Abdullah)</b></p>	<p><b>si28.</b> Regular public engagement (MSD – Noor Rohaya binti Arun &amp; Dk Dewi Suzyante binti Pg Hj Kawlon)</p> <hr/> <p><b>si29.</b> Single/ Integrated Service Agency (MSD – Noor Halizah binti Hj Serudin &amp; Mohd Azrein bin Hj Alamin)</p>



# RANGKA KERJA PERKHIDMATAN AWAM

## THEME 3: PRO-BUSINESS AND PUBLIC ENVIRONMENT

	OBJECTIVES & DESCRIPTIONS	STRATEGIES	INITIATIVES (& OWNER)	SUB-INITIATIVES (& OWNER)
3c	<p><b>ALIGN POLICIES TOWARDS A CONDUCIVE PRIVATE SECTOR ENVIRONMENT</b></p> <p>Description: To eliminate discrimination between employees in the public and private sector, and that employment in both sectors are equally attractive</p> <p>Objective Owner: Secretary of Public Service Commission</p>	<p><b>S10) Strategizing employment environment</b></p>	<p><b>I13. Enhancing Labor Mobility</b> (PSC – Awg Salminan bin Hj Burut)</p>	<p><b>si30.</b> Review of General Orders (PSC – Hj Dahliana binti Hj Aliakbar, Hj Mohd Adnan bin Hj Abd Hamid, Pg Hj Sarimah binti Pg Hj Metali)</p> <hr/> <p><b>si31.</b> Review Remuneration Structure (PSD – Pg Abd Rahman bin Pg Hj Damit)</p>



# BIDANG TUMPUAN STRATEGIK (TS)

## **TS 1 : KEPIMPINAN YANG INOVATIF DAN KOMPETEN**

- Terus membangun dan meningkatkan kompetensi, profesionalisme serta kecekapan sumber manusia dalam mempersiapkan kearah kepimpinan yang kompeten dalam memberikan hasil yang berkualiti dalam Perkhidmatan Awam.

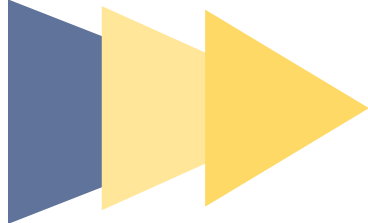
## **TS 2: DASAR SUMBER MANUSIA YANG KUKUH**

- Membuat dasar-dasar yang komprehensif berkaitan dengan sumber manusia melalui perancangan dan penyelidikan yang berstruktur dan bersistematik.
- Memantau, menganalisa dan mereviu semula dasar-dasar yang sedia ada secara proaktif.
- Membuat perancangan dan peta jalan yang praktikal, realistik serta berdaya tahan.

## **TS 3 : PENGURUSAN SUMBER MANUSIA YANG CEMERLANG**

- Mengurus sumber manusia yang cekap dan berkesan.
- Meningkatkan dan memantapkan pengurusan sumber manusia dengan memperkenalkan sistem yang bersepadu untuk memudahkan proses-proses yang kompleks.





# PIHAK BERKEPENTINGAN JPA



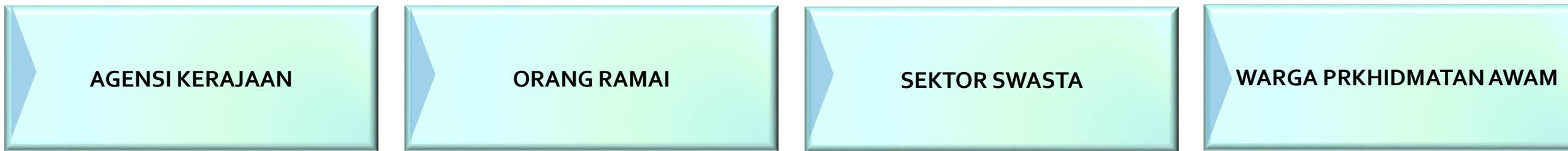
**PIHAK BERKEPENTINGAN**



**JABATAN PERKHIDMATAN AWAM**



**PIHAK BERKEPENTINGAN**



SUT JPM – Setiausaha Tetap Jabatan Perdana Menteri  
MESYUARA SUT – Mesyuarat Bulanan Setiausaha-Setiausaha Tetap  
JTG – Jawatakuasa Tanggagaji dan Syarat-Syarat Perkhidmatan  
RKPA – Rangka Kerja Perkhidmatan Awam



# EKSPEKTASI PIHAK BERKEPENTINGAN

## **C 1 : SUMBER MANUSIA YANG CEKAP DAN BERKELAYAKAN**

- Menyediakan sumber manusia yang kompeten dan berkelayakan secara berterusan dengan keupayaan untuk menguruskan agensi-agensi kerajaan dengan professional.
- Melaksanakan program dan aktiviti yang menjurus kepada perubahan minda agar lebih bermotivasi dan produktif.

## **C 2 : DASAR YANG BERIMPAK TINGGI**

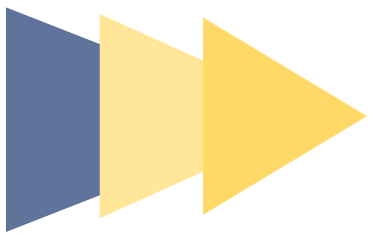
- Merangka, menggubal, melaksana, mengkaji dan memantau dasar-dasar sumber manusia melalui penyelidikan yang bersistematik dalam usaha untuk mewujudkan dasar yang berimpak tinggi.

## **C 3 : SUMBER DAN PAKAR RUJUK DALAM HAL EHWAL PENGURUSAN SUMBER MANUSIA**

- Memberikan khidmat kepakaran dalam bentuk nasihat dan taklimat yang berkaitan dengan sumber manusia.
- Memastikan pengurusan sumber manusia dan pelaksanaan dasar yang cekap serta memimpin agensi kerajaan dalam perkara yang berhubungkait dengan pengurusan dan pembangunan sumber manusia.
- Memberikan khidmat program-program kesedaran dalam memastikan kakitangan bermotivasi tinggi .

## **C 4 : MENGALAKKAN DAN MENGUKUHKAN HAL EHWAL KEBAJIKAN KAKITANGAN**

- Mengurus faedah-faedah pekerja dengan berkesan dan tepat pada masanya.



# PROSES DALAMAN

**P 1:**

**MEMPERKUKUHKAN  
DAN TERUS  
MENINGKATKAN SERTA  
MEMANTAU KURIKULUM  
PROGRAM LATIHAN**

••• Mengkaji semula ,  
memperbaiki dan  
mengukuhkan kurikulum  
latihan dalam usaha untuk  
menerapkan integriti , disiplin  
dan meningkatkan pembinaan  
keupayaan sumber manusia.

**P 2:**

**PENYELIDIKAN DAN  
PERANCANGAN YANG  
BERSISTEMATIK**

••• Membuat pemantauan,  
mengkaji, menggubal dan  
mengukuhkan dasar sumber  
manusia agar sentiasa relevan  
dan mampan.

**P 3:**

**MEMPERKEMASKAN  
PROSES - PROSES DAN  
AKTIVITI SUMBER  
MANUSIA DENGAN  
TELUS DAN  
BERSISTEMATIK**

••• Mengkaji semula dan  
memantau proses secara  
berterusan berkaitan dengan  
pengurusan sumber manusia  
dalam usaha mengurangkan  
birokrasi untuk penyampaian  
perkhidmatan yang cekap dan  
menepati TPOR (Piagam  
Pelanggan).

**P 4:**

**MEMAKSIMAKAN  
PENGUNAAN SUMBER**

••• Memaksimumkan penggunaan  
sumber-sumber yang ada dalam  
memberikan perkhidmatan yang  
cekap kepada pihak yang  
berkepentingan seperti  
penggunaan *Information  
Communication Technology (ICT)*.

**P 5:**

**MEMPERKUKUHKAN  
KERJASAMA DAN  
PENGLIBATAN  
DENGAN  
PIHAK  
BERKEPENTINGAN**

••• Mengukuhkan hubungan  
kerjasama dengan pihak-pihak  
berkepentingan yang dikenalpasti  
dalam menjana inovasi ,  
meningkatkan kualiti dan  
mengurangkan kos serta  
menjimatkan masa dalam  
menyediakan pengurusan  
sumber manusia yang cekap.



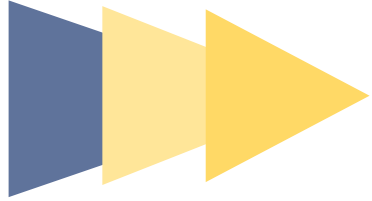
# PEMBELAJARAN DAN PEMBANGUNAN

## L 1: PEMBANGUNAN PEMBELAJARAN DAN KAPABILITI

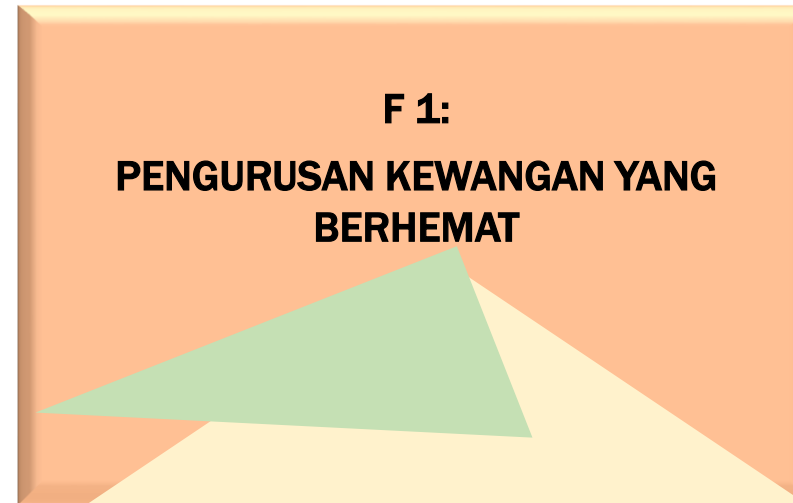
- Keupayaan untuk menggabungkan kemahiran, pengetahuan dan sikap dalam melaksanakan satu - satu tugas.
- *Coaching and mentoring, work rotation*, pensijilan sumber manusia untuk terus meningkatkan pembangunan kapasiti tenaga kerja.
- JPA sebagai agen perubahan untuk memastikan sistem pengurusan sumber manusia yang cekap, maka adalah penting untuk melengkapkan tenaga kerja JPA dengan pengetahuan dan kemahiran ICT.

## L 2: MEMUPUK BUDAYA BERPRESTASI TINGGI, BERORIENTASIKAN HASIL (*RESULT-ORIENTED*) DAN PERSEKITARAN KERJA YANG KONDUSIF UNTUK PEMBELAJARAN DAN PEMBANGUNAN

- Persekitaran kerja yang selesa dan kondusif dapat memberikan dorongan kepada tenaga kerja untuk melibatkan diri dan mengambil bahagian dalam memberi ide-ide dan mencari penyelesaian bagi masalah-masalah yang berkaitan dengan sumber manusia.
- Perkongsian ilmu melalui forum dan seminar akan dapat meningkatkan motivasi, mengeratkan hubungan dan mewujudkan budaya kerja yang harmoni dan berprestasi tinggi.



# PERSPEKTIF KEWANGAN



- Mengoptimalkan pengurusan serta peruntukan kewangan secara berhemat.
- Menyediakan perancangan awal dan peruntukan kewangan yang teratur bagi projek-projek strategik.





# NILAI-NILAI TERAS

## PEMEDULIAN

Empati, prihatin dan sensitif terhadap keperluan pihak yang berkepentingan.

## PROFESIONALISME

Mempunyai komitmen, kemahiran, pengetahuan, pertimbangan yang baik dan tingkah laku yang sopan untuk melaksanakan tugas dengan baik.

## KERJA BERPASUKAN

Bekerjasama sebagai satu pasukan untuk meningkatkan kecekapan dan keberkesanan dalam penyampaian perkhidmatan.

## KREDIBILITI

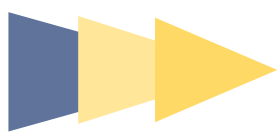
Mempunyai kemampuan yang dipercayai berdasarkan kepakaran, kebolehpercayaan dan konsistensi dalam bidang pengurusan sumber manusia.

## INTEGRITI

Mematuhi prinsip moral dan etika termasuk kejujuran (amanah), disiplin dan mematuhi peraturan.

## PROGRESIF & BERPANDANGAN JAUH

Mempunyai kemampuan intelek untuk menjangka masa depan, menjana ide-ide yang inovatif dalam menyelesaikan masalah yang kompleks dan membuat strategi untuk mengatasi masalah. Selain itu, kakitangan JPA juga perlu mempunyai tujuan dan matlamat untuk mencapai objektif.



# PETA STRATEGI JPA (2016-2020)

WAWASAN BRUNEI 2035	RAKYAT YANG BERPENDIDIKAN, BERKEMAHIRAN TINGGI DAN BERJAYA		KUALITI KEHIDUPAN RAKYAT		EKONOMI NEGARA YANG DINAMIK DAN BERDAYA TAHAN	
STRATEGI PEMBANGUNAN INSTITUSI	MENINGKATKAN KUALITI PENTADBIRAN DAN KEPIMPINAN (GOVERNANCE) DI SEKTOR AWAM DAN SWASTA, UNTUK MEMBERIKAN PERKHIDMATAN AWAM YANG BERKUALITI TINGGI, RANGKA PERUNDANGAN DAN PERATURAN YANG MODEN DAN PRAGMATIK					
HALATUJU DASAR	28. MEMBINA PERKHIDMATAN AWAM YANG MODEN DAN BERKESAN YANG MENDOKONG PEMBANGUNAN NEGARA			29. MEMPERKESANKAN PROSEDUR DAN PERATURAN KERAJAAN BAGI MEMASTIKAN KETETAPAN YANG CEPAT, MENGADAKAN PERKHIDMATAN AWAM YANG BERKUALITI TINGGI DAN MENGURANGKAN RED-TAPE		
WAWASAN PERKHIDMATAN AWAM ABAD KE-21	UNTUK MENJADIKAN PERKHIDMATAN AWAM NEGARA BRUNEI DARUSSALAM YANG SENTIASA MEMBANGUN DAN BERUSAHA DENGAN GAYANYA TERSENDIRI MENURUT CALAK ISLAM DALAM PERSEKITARAN YANG SIHAT DAN SELAMAT DI BAWAH INAYAH DAN PETUNJUK ALLAH SUBHANAHU WATA'ALA					
JABATAN PERDANA MENTERI						
VISI JPM	KEPIMPINAN YANG CEMERLANG SERTA KEPERINTAHAN YANG BAIK KEARAH KESTABILAN DAN KEMAKMURAN NASIONAL					
RANGKA KERJA PERKHIDMATAN AWAM (RKPA)						
TEMA STRATEGIK RKPA	TS 1: KEPIMPINAN CEMERLANG		TS 2: PRESTASI DAN PRODUKTIVITI ORGANISASI		TS 3: PRO-BUSINESS DAN PERSEKITARAN AWAM	
OBJEKTIF RKPA	OB 1: MENGHASILKAN PEMIMPIN YANG KOMPETEN, BERKEUPAYAAN DAN BERKUALITI DALAM MENGENAL KE ARAH PERKHIDMATAN AWAM YANG CEMERLANG		OB 2A: MEMASTIKAN PROSES KERJA YANG EFISIEN DAN EFEKTIF BAGI MEMUDAHKAN PEMBANGUNAN SOSIO-EKONOMI	OB 2B: MEMASTIKAN KEUPAYAAN SUMBER MANUSIA ORGANISASI MENDOKONG PENYAMPAIAN PRODUKTIVITI	OB 3A: MELAKSANAKAN DASAR DAN PERATURAN PEMBAHARUAN YANG MENGGALAKAN AKTIVITI PEREKONOMIAN	OB 3B: MEMPERKEMASKAN PROSEDUR DAN PERATURAN KERAJAAN BAGI MEMPERCEPATKAN KETETAPAN DAN PENYEDIAAN PERKHIDMATAN YANG BERKUALITI TINGGI
SUB-INISIATIF RKPA DIBAWAH JPA	s1. Recruitment and initial filtering and identification program for potential leaders		s15. Restructuring Organization		s13. Review Remuneration Structure across the Board	
	s4. New Performance Appraisal System		s21. Enhancement of Manpower Planning			
	s6. Leaders Effectiveness Assessment		s22. Manpower Productivity Measurement			
	s7. Leaders Performance Development Framework		s24. Development of National Integrity Plan			
JABATAN PERKHIDMATAN AWAM						
VISI	PERKHIDMATAN AWAM YANG INOVATIF, DINAMIK DAN PROGRESIF					
MISI	UNTUK MENYEDIAKAN PERANCANGAN BERSISTEMATIK, PENGURUSAN DAN PEMBANGUNAN SUMBER MANUSIA YANG KOMPETEN DALAM PERKHIDMATAN AWAM					
BIDANG TUMPUAN STRATEGIK	TS 1: KEPIMPINAN YANG INOVATIF & KOMPETEN		TS 2: DASAR SUMBER MANUSIA YANG KUKUH		TS 3: PENGURUSAN SUMBER MANUSIA YANG CEMERLANG	
EKSPEKTASI PIHAK BERKEPENTINGAN	C1: SUMBER MANUSIA YANG CEKAP DAN BERKELAYAKAN		C2: DASAR YANG BERIMPAK TINGGI		C3: SUMBER DAN PAKAR RUJUK DALAM HAL EHWAL PENGURUSAN SUMBER MANUSIA	C4: MENGGALAKAN DAN MENGUKUHKAN HAL EHWAL KEBAIK KAKITANGAN
PROSES DALAMAN	P1: MEMPERKUKUHKAN DAN TERUS MENINGKATKAN SERTA MEMANTAU KURIKULUM PROGRAM LATIHAN		P2: PENYELIDIKAN DAN PERANCANGAN YANG BERSISTEMATIK		P3: MEMPERKEMASKAN PROSES - PROSES DAN AKTIVITI SUMBER MANUSIA DENGAN TELUS DAN BERSISTEMATIK	P4: MEMAKSIMAKAN PENGGUNAAN SUMBER
PEMBELAJARAN DAN PERKEMBANGAN	L1: PEMBANGUNAN PEMBELAJARAN DAN KAPABILITI					
	L2: MEMUPUK BUDAYA BERPRESTASI TINGGI, BERORIENTASIKAN HASIL (RESULT-ORIENTED) DAN PERSEKITARAN KERJA YANG KONDUSIF UNTUK PEMBELAJARAN DAN PEMBANGUNAN					
PERSPEKTIF KEWANGAN	F1: PENGURUSAN KEWANGAN YANG BERHEMAT					



**PUBLIC SERVICE DEPARTMENT  
PRIME MINISTER'S OFFICE**

# **PUBLIC SERVICE DEPARTMENT STRATEGIC PLAN 2016 - 2020**

**INNOVATIVE AND  
COMPETENT  
LEADERSHIP**

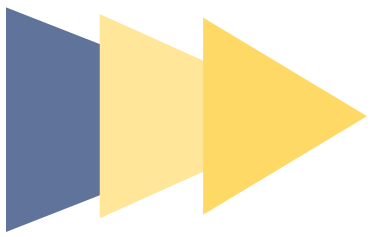
**SOUND HR  
POLICIES**

**EXCELLENT HR  
MANAGEMENT**



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# MESSAGE FROM THE DIRECTOR GENERAL



**Awang Haji Abdul Manap bin Othman**  
**Acting Director-General**  
**of Public Service**  
**Public Service Department**  
**Prime Minister's Office**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ  
الحمد لله رب العالمين والصلاة والسلام على أشرف الأنبياء والمرسلين وعلى اله وصحبه أجمعين  
السلام عليكم ورحمة الله وبركاته

Alhamdulillah all praise be to Allah Subhanahu Wata'ala, for His continuous blessings and guidance, Public Service Department (PSD) has the opportunity to publish the Strategic Plan 2016-2020. The publication of the Strategic Plan is intended as a reference and guidance especially for PSD's employees to understand its role towards achieving the Brunei Vision 2035.

As a continuation from the previous five-year strategic plan, Public Service Department has seen varieties of programs and activities in the capacity of improving the human resource area for the civil service, hence the new Strategic Plan 2016-2020 maps out the directions and the expectations of the department in order to provide high calibre human resources in our civil service through systematic planning, management and development.

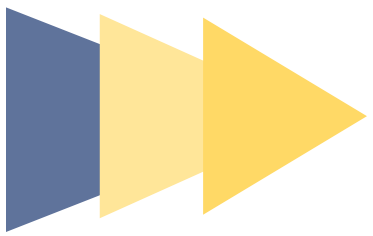
In this continuing journey, PSD needs to stay relevant to the demands and the changing needs of the nation while keeping up with the global changing market. This requires our civil service to roll our sleeves up to embrace change and evolve dynamically and progressively. This strategic plan sets course for the next five years for our Department to enhance our capacity as an innovative, dynamic and progressive agency of the human resources in the Civil Service.

As the leading agency for human resource management in the Civil Service, PSD must ensure the effectiveness in planning, managing and developing the human resources to the highest possible standard to serve our stakeholders both internal and external. In this plan, PSD has provided a strategy map that outlines our objectives towards achieving the Brunei Vision 2035 in becoming a high quality Civil Service.

In this regards, to ensure the effective implementation of this plan, all civil servants play an important role in conducting and continuously monitoring the program through the use of Key Performance Indicators, towards achieving our objectives. To realise this plan, all PSD employees must work together as a team to ensure that we materialize the strategies to achieve our Vision and Mission.

Finally, I would like to congratulate and express my deepest appreciation to those involved directly or indirectly in contributing to the formation and realization of this plan. Let us pray that the strategic plan will achieve the best success with mercy and guidance from Allah Subhanahu Wata'ala.

*Wabillahi Taufiq Walhidayah, Wassalamu 'Alaikum Warahmatullahi Wabarakatuh.*



# FOREWORD BY THE DEPUTY DIRECTOR GENERAL



**Awang Abdul Walid bin Haji Matassan**  
Acting Deputy Director-General  
of Public Service  
Public Service Department  
Prime Minister's Office

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

الحمد لله رب العالمين والصلاة والسلام على أشرف الأنبياء والمرسلين وعلى اله وصحبه أجمعين

السلام عليكم ورحمة الله وبركاته

Alhamdulillah, gratitude to Allah Subhanahu Wata'ala for with His continuous blessings and guidance, the Public Service Department has the opportunity to produce a five-year strategic plan covering the period 2016 to 2020, a continuity to the previous Strategic Plan 2010-2014.

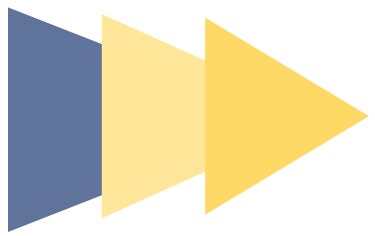
In the Strategic Plan 2016-2020, there are THREE (3) strategic focus areas that we prioritize on to achieve our Vision **"An Innovative, Dynamic and a Progressive Civil Service"** aligned with Brunei Vision 2035. The strategic focus areas are: Innovative and Competent Leadership; Sound Human Resource Policies and Excellent Human Resource Management.

These focus areas represent our core functions as the leading agency of the Human Resource Management in the Civil Service in providing high calibre human resources. It is the obligation of each and every one of the Public Service Department's employees to work together to implement the plan. As the leading agent, we need to showcase our capability to lead by example and to progressively keep up with the changing needs and demands of the human resources in the civil service. I strongly believe that the Public Service Department will continue to take proactive actions towards realization of the Department's mission and vision.

Lastly, I wish all the best to everyone, especially the Strategic Planning team for the formation and realization of this plan.

*Wabillahi Taufiq Wal-Hidayah, Wassalamua 'Alaikum Warahmatullahi Wabarakatuh*





# OVERVIEW

- By the year 2035, Brunei Darussalam aspires to become a country known for its well-educated, highly skilled and accomplished people with the highest international standards; a high quality of life amongst the top 10 nations in the world and to acquire a dynamic and sustainable economy of the top 10 nations in terms of economic capability to uphold the high standard of living, known as the 'Brunei Vision 2035'.

- To achieve Brunei Vision 2035, Public Service Department plays a significant role under the Institutional Development Strategy which will improve the quality of administration and leadership (governance) in the public and private sectors, high-quality public services, legal and regulatory framework that are modern and pragmatic, and an efficient government procedures with minimal bureaucracy.

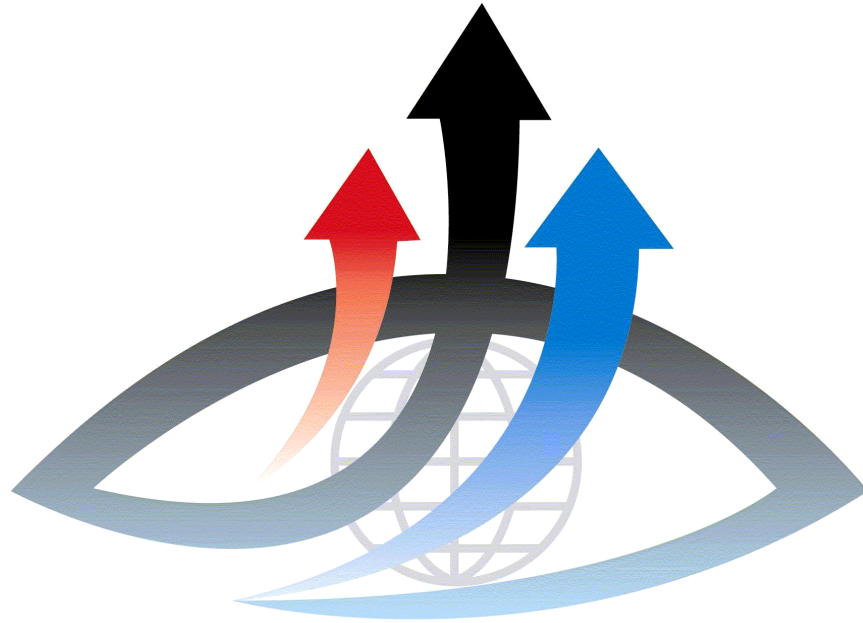
- Under this strategy, two areas that Public Service Department need to focus on are: (28) to build a modern and effective public service that supports country's development and (29) to enhance effectiveness of Government rules and procedures to ensure prompt decision making, to provide high quality public services and to reduce red-tapes.



Source: Borneo Bulletin



# OVERVIEW



واوسن فخرمتن عوام ابدك - ٢١

WAWASAN PERKHIDMATAN AWAM ABAD KE-21

••• Heading towards Brunei Vision 2035, the quality of the Civil Service is emphasized further through the 21<sup>st</sup> Century Civil Service Vision (*Wawasan Perkhidmatan Awam Abad ke-21*) which seeks to continuously develop the Civil Service of Brunei Darussalam in accordance to the Islamic values in a healthy and safe environment under the guidance of Allah Subhanahu Wa Ta'ala.

••• The vision focuses on 3 main areas:

- (i) **Policy** : To improve the quality of the civil service by reviewing policies and regulations that can be adapted to the current needs in addition to assessing its role in facilitating private sector as the engine of economic growth.
- (ii) **Organisational Structure** : To enhance the effectiveness and efficiency of service delivery to meet the needs and satisfaction of the public.
- (iii) **Organisational Behaviour** : To refine the management and development of human resources in order to create efficient, innovative, skilled and qualified workforce equipped with attitudes, values and morals that are necessary to shape a progressive culture.



**PSD's  
VISION**

**“AN INNOVATIVE, DYNAMIC  
AND A PROGRESSIVE CIVIL  
SERVICE”**

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## **INNOVATIVE**

Our inspiration to generate and formulate new ideas, plans and to move the civil service to a higher dimension of productivity and efficiency.

## **PROGRESSIVE**

Our continuous efforts to manage, plan and develop our human resources to move forward successively from one stage to the next in order to consistently make improvements that advocate our initiatives in formulating and executing policies.

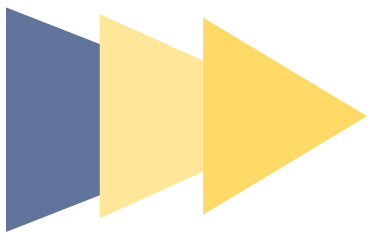
## **DYNAMIC**

Our initiatives and readiness to adopt and adapt changes in policies, processes and procedures of administration systems to ensure continuous good governance within the civil service.

**“TO PROVIDE SYSTEMATIC PLANNING,  
MANAGING AND DEVELOPING  
COMPETENT HUMAN RESOURCES IN  
THE CIVIL SERVICE”**

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# CIVIL SERVICE FRAMEWORK

- In implementing the Institutional Development Strategy and the aspirations of Brunei Vision 2035, a road map in the form of Civil Service Framework has been formed with the objective of creating an excellent Public Service towards facilitating economic growth for the well-being of the nation.

- It functions as the Civil Service reform that is responsive to global changes and customer expectations in facilitating sustainable economic growth.

- It can be achieved through good governance with a collective, consistent and systematic approach in every sector of the Government.

- Civil Service Framework (CSF), has identified three (3) strategic themes namely:

1. Leadership Excellence
2. Organization Performance and Productivity
3. Pro-Business and Public Environment

- Within these three (3) strategic themes, Key Performance Indicators (KPI) have been identified together with proposed programs and initiatives in achieving the desired objectives.

- With the objective of improving the performance, productivity and the quality of leadership in the Civil Service. This is in line with the long term development plan and to support one of the main pillars in the Outline for the Development Strategy (OSPD) which is the Institutional Development Strategy as a key pillar in achieving Brunei Vision 2035.

- The importance of performance and productivity coincides with the precepts of His Majesty Paduka Seri Baginda Sultan and Yang Di-Pertuan of Brunei Darussalam in conjunction with the 22<sup>nd</sup> Civil Service Day on 24 November 2015:

***" ... Dalam menjalani budaya kerja, turut dipentingkan ialah prestasi dan produktiviti. Sistem Penilaian Prestasi adalah bertitik tolak pada pencapaian hasil kerja. Jika ia baik dan memuaskan, maka itulah prestasi cemerlang."***



# CIVIL SERVICE FRAMEWORK

## LEADERSHIP EXCELLENCE

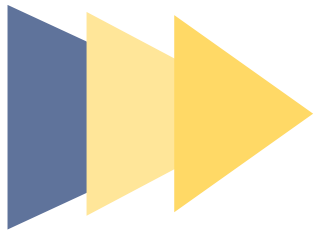
- **Objective 1:** Produce competent, capable and quality leaders that steer towards Civil Service Excellence.

## ORGANIZATION PERFORMANCE AND PRODUCTIVITY

- **Objective 2A:** Ensure efficient and effective work processes that facilitate socio-economic development.
- **Objective 2B:** Ensure organizational manpower capability in supporting productivity delivery.

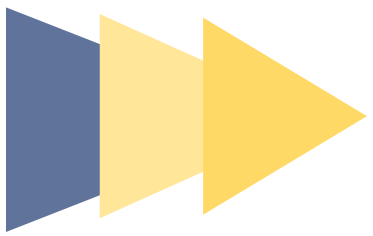
## PRO-BUSINESS AND PUBLIC ENVIRONMENT

- **Objective 3A:** Implement policies and regulatory reforms that encourage economic activities.
- **Objective 3B:** Streamline government procedures and regulation to enable prompt decision-making and provision of high quality services.
- **Objective 3C:** Align policies towards a conducive private sector environment.



# CIVIL SERVICE FRAMEWORK

CSF STRATEGIC THEMES	ST 1: LEADERSHIP EXCELLENCE	ST 2: ORGANIZATION PERFORMANCE AND PRODUCTIVITY		ST 3 : PRO-BUSINESS AND PUBLIC ENVIRONMENT		
CSF OBJECTIVES	<b>OB 1:</b> PRODUCE COMPETENT, CAPABLE AND QUALITY LEADERS THAT STEER TOWARDS CIVIL SERVICE EXCELLENCE	<b>OB 2A :</b> ENSURE EFFICIENT AND EFFECTIVE WORK PROCESSES THAT FACILITATE SOCIO-ECONOMIC DEVELOPMENT	<b>OB 2B:</b> ENSURE ORGANIZATIONAL MANPOWER CAPABILITY IN SUPPORTING PRODUCTIVITY DELIVERY	<b>OB 3A:</b> IMPLEMENT POLICIES AND REGULATORY REFORMS THAT ENCOURAGE ECONOMIC ACTIVITIES	<b>OB 3B:</b> STREAMLINE GOVERNMENT PROCEDURES AND REGULATION TO ENABLE PROMPT DECISION-MAKING AND PROVISION OF HIGH QUALITY SERVICES	<b>OB 3C:</b> ALIGN POLICIES TOWARDS A CONDUCTIVE PRIVATE SECTOR ENVIRONMENT
CSF SUB INITIATIVES UNDER PSD	si1. <i>Recruitment and initial filtering and identification program for potential leaders</i> (Dayang Hj Nour Airah binti Abdul Rahman)	si15. <i>Restructuring Organization</i> (Awang Aswandey bin Hj Ibrahim)		si31. <i>Review remuneration structure</i> (Pg Abd Rahman bin Pg Hj Damit)		
	si4. <i>New Performance Appraisal System</i> (Awang Rusdi bin Hj Judin)	si21. <i>Enhancement of Manpower Planning</i> (Awang Abdullah @ Dollah bin Hj Ahad)				
	si6. <i>Leaders effectiveness assessment</i> (Dayang Hj Nour Airah binti Abdul Rahman)	si22. <i>Manpower Productivity Measurement</i> (Awang Abdullah @ Dollah bin Hj Ahad)				
	si7. <i>Leaders Performance Development framework</i> (Dr Norfarizal bin Othman & Rusdi bin Hj Judin)	si24. <i>Development of National Integrity Plan</i> (Pg Abd Rahman bin Pg Hj Damit)				

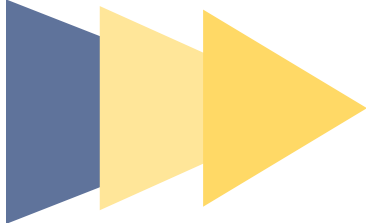


# CIVIL SERVICE FRAMEWORK

## THEME 1: LEADERSHIP EXCELLENCE

OBJECTIVES & DESCRIPTIONS	STRATEGIES	INITIATIVES (& OWNER)	SUB-INITIATIVES (& OWNER)
<p><b>1</b> <b>PRODUCE COMPETENT, CAPABLE AND QUALITY LEADERS THAT STEER TOWARDS CIVIL SERVICE EXCELLENCE</b></p> <p>Description: To produce competent leaders with high values and preferred behavioural styles, able to deliver desired results and can increase employee performance, innovation and commitment</p> <p>Objective Owner: Director-General of Public Service</p>	<p><b>S1) Developing and managing the future leaders of the civil service</b></p>	<p><b>I1. Managing Talent (PSD – Hjh Noor Airah binti Abdul Rahman)</b></p>	<p>si1. Recruitment and initial filtering and identification program for potential leaders (PSD – Hjh Noor Airah binti Abdul Rahman)</p>
			<p>si2. Enhancement of leaders professional experience program (CSI – Norazlee bin Hj Ramlee)</p>
			<p>si3. Centre of Leadership Excellence (CSI – Norazlee bin Hj Ramlee &amp; Aqmal Khalilah Hj Md Said)</p>
		<p><b>I2. Managing Performance (PSD – Dr. Norfarizal bin Othman)</b></p>	<p>si4. New Performance Appraisal System (PSD – Rusdi bin Hj Judin)</p>
			<p>si5. Performance related reward / bonus scheme (PMO – Hj Mohammad Azlan bin Hj Mohammad Junaidi)</p>
			<p>si6. Leaders effectiveness assessment (PSD – Hjh Noor Airah binti Abdul Rahman)</p>
	<p><b>S2) Sharpening the performance and accountability of leaders</b></p>	<p><b>I3. Strengthening Governance for Leaders (PMO – Hj Abu Asiruddin bin Hj Zaini)</b></p>	<p>si8. Clearly defined line of responsibilities for decision-making (PMO – Sezaly bin Hj Timbang)</p>
			<p>si9. Good governance index (World Bank) (PMO – Pg Khiruddin bin Pg Hj Yusoff)</p>

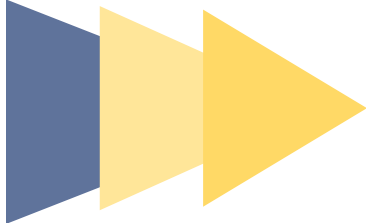




# CIVIL SERVICE FRAMEWORK

## THEME 2: ORGANIZATIONAL PERFORMANCE AND PRODUCTIVITY

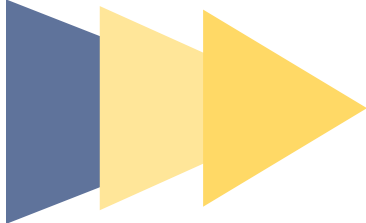
OBJECTIVES & DESCRIPTIONS		STRATEGIES	INITIATIVES (& OWNER)	SUB-INITIATIVES (& OWNER)
2a	<p><b>ENSURE EFFICIENT AND EFFECTIVE WORK PROCESSES THAT FACILITATES SOCIO-ECONOMIC DEVELOPMENT</b></p> <p>Description: Continuous improvement in work processes to increase efficiency and effectiveness</p> <p>Objective Owner: Deputy Director-General of Public Service</p>	S3) Implementing new models to deliver public services	I4. Innovative Public Service (PMO – Pg Khiruddin bin Pg Hj Yusoff)	si10. Civil Service Innovation Program (MSD – Mohammad bin Tusin & Dk Ispaguati binti Pg Hj Osman)
				si11. New Public Service Model (PMO – Pg Khiruddin bin Pg Hj Yusoff)
		S4) Moving towards digital services	I5. Advancing Digital Services (MSD – Azlina binti Dato Paduka Hj Alidin)	Si12. E-services Conversion & Assessment (MSD – Hj Abdul Malik bin Hj Khamis & Azlina binti Dato Paduka Hj Alidin)
				si13. Optimisation of ICT (PMO – Mohammad Ede Fadle bin Samsu/Shamsu)
		S5) Improving work/project delivery	I6. Enhancing Productivity (PMO - Hj Mohammad Azlan bin Hj Mohammad Junaidi)	si14. Business Process Reengineering (MSD – Hj Amirudin bin Hj Suhai & Nurul Hazwani binti Hussain)
				si15. Restructuring Organization (PSD – Aswandey bin Hj Ibrahim)
				si16. Develop Public Sector Productivity Index (PMO – Hj Mohammad Azlan bin Hj Mohammad Junaidi)
				Si17. Adoption of quality management tools (MSD – Dr Rosdi bin Hj Abd Aziz & Sarilelawati binti Hj Mohd Yussof)
		I7. Managing Organizational Effectiveness (MSD – Dr Rosdi bin Hj Abd Aziz)		Si18. Delivery approach implementation (PMO – Norsyamimi binti Mohammad Ramli)



# CIVIL SERVICE FRAMEWORK

## THEME 2: ORGANIZATIONAL PERFORMANCE AND PRODUCTIVITY

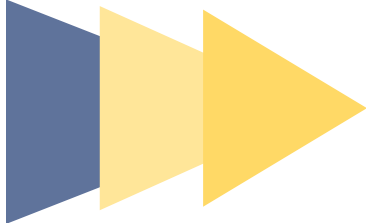
THEME 2: ORGANIZATIONAL PERFORMANCE AND PRODUCTIVITY			
OBJECTIVES & DESCRIPTIONS	STRATEGIES	INITIATIVES (& OWNER)	SUB-INITIATIVES (& OWNER)
<b>2b</b> <b>ENSURE ORGANIZATIONAL MANPOWER CAPABILITY IN SUPPORTING PRODUCTIVITY DELIVERY</b>  Description: To enhance capability of human resources and that they are utilized and optimized towards organizational productivity.  Objective Owner: Director of Civil Service Institute	<b>S6) Fill skills gaps and match resources to Government priorities</b>	<b>18. Developing Skills</b> (CSI – Norazlee bin Hj Ramlee)	si19. Public Service Capability Development Framework (CSI – Siti Rozidah bini Jalani)
			si20. Specialization and Professional certification Program (CSI- Hj Dyg Maimunah binti Hj Awg Hussin)
		<b>19. Optimizing Manpower</b> (PSD – Abdullah @Dollah bin Hj Ahad)	Si21. Enhancement of Manpower planning (PSD – Abdullah @Dollah bin Hj Ahad)
			si22. Manpower productivity measurement (PSD - Abdullah @Dollah bin Hj Ahad)
	<b>S7) Promoting a culture of excellence &amp; positive mind shift</b>	<b>110. Improving Public Service Conduct</b> (CSI - Mohd Norazlin bin Dato Paduka Hj Kassim)	si23. Enhancing Public Service Ethos (CSI – Mohd Norazlin bin Dato Paduka Hj Kassim)
			si24. Development of National Integrity Plan (PSD – Pg Abd Rahman bin Pg Hj Damit)
si25. Strengthening the practise of Islamic Governance - Wasathiyah (MSD – Hasrinah binti Mat Yassin & Abd Hakim bin Mahali)			



# CIVIL SERVICE FRAMEWORK

## THEME 3: PRO-BUSINESS AND PUBLIC ENVIRONMENT

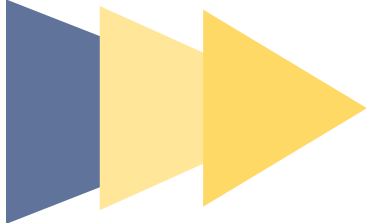
OBJECTIVES & DESCRIPTIONS	STRATEGIES	INITIATIVES (& OWNER)	SUB-INITIATIVES (& OWNER)
<p>3a <b>IMPLEMENT POLICIES AND REGULATORY REFORMS THAT ENCOURAGE ECONOMIC ACTIVITIES</b></p> <p>Description: To systematically review policies and regulations process to ensure a pro-business government (5-6% economic growth)</p> <p>Objective Owner: Director of Management Services</p>	<p><b>S8) Conducive Business &amp; Public Environment</b></p>	<p><b>I11. Facilitating Businesses and Public (MSD – Hj Masbi binti Hj Morni)</b></p>	<p><b>si26.</b> Introduce new policies and regulations to spur more business related activities (PMO – Pg Khiruddin bin Pg Hj Yusoff)</p> <hr/> <p><b>si27.</b> Business and public facilitating programs (MSD – Helnizam bin Juli &amp; Hamizah binti Julaihi)</p>



# CIVIL SERVICE FRAMEWORK

## THEME 3: PRO-BUSINESS AND PUBLIC ENVIRONMENT

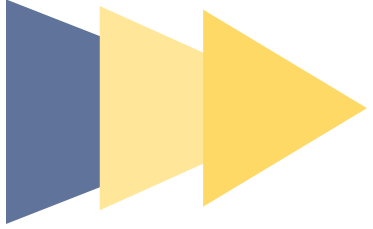
OBJECTIVES & DESCRIPTIONS	STRATEGIES	INITIATIVES (& OWNER)	SUB-INITIATIVES (& OWNER)
<p>3b</p>	<p><b>STREAMLINE GOVERNMENT PROCEDURES AND REGULATION TO ENABLE PROMPT DECISION-MAKING AND PROVISION OF HIGH QUALITY SERVICES</b></p> <p>Description: To facilitate the public for <i>hassle free</i> and accessible business services / transaction</p> <p>Objective Owner: Director of Management Services</p>	<p><b>S9) Improving efficiency and transparency</b></p>	<p><b>I12. Creating Customer-Centric Culture (MSD – Hjh Siti Mariana binti Abdullah)</b></p> <p><b>si28.</b> Regular public engagement (MSD – Noor Rohaya binti Arun &amp; Dk Dewi Suzyante binti Pg Hj Kawlon)</p> <p><b>si29.</b> Single/ Integrated Service Agency (MSD – Noor Halizah binti Hj Serudin &amp; Mohd Azrein bin Hj Alamin)</p>



# CIVIL SERVICE FRAMEWORK

## THEME 3: PRO-BUSINESS AND PUBLIC ENVIRONMENT

OBJECTIVES & DESCRIPTIONS	STRATEGIES	INITIATIVES (& OWNER)	SUB-INITIATIVES (& OWNER)
<p>3c <b>ALIGN POLICIES TOWARDS A CONDUCTIVE PRIVATE SECTOR ENVIRONMENT</b></p> <p>Description: To eliminate discrimination between employees in the public and private sector, and that employment in both sectors are equally attractive</p> <p>Objective Owner: Secretary of Public Service Commission</p>	<p><b>S10) Strategizing employment environment</b></p>	<p><b>I13. Enhancing Labor Mobility</b> (PSC – Awg Salminan bin Hj Burut)</p>	<p><b>si30.</b> Review of General Orders (PSC – Hj Dahliana binti Hj Aliakbar, Hj Mohd Adnan bin Hj Abd Hamid, Pg Hj Sarimah binti Pg Hj Metali)</p> <hr/> <p><b>si31.</b> Review Remuneration Structure (PSD – Pg Abd Rahman bin Pg Hj Damit)</p>



# STRATEGIC FOCUS AREAS (SFA)

## **SFA1 : INNOVATIVE AND COMPETENT LEADERSHIP**

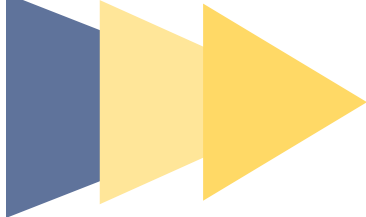
- Continuously develop and improve the competence, professionalism and efficiency of human resources in preparation towards competent leadership in delivering quality results in the Civil Service.

## **SFA 2: SOUND HR POLICIES**

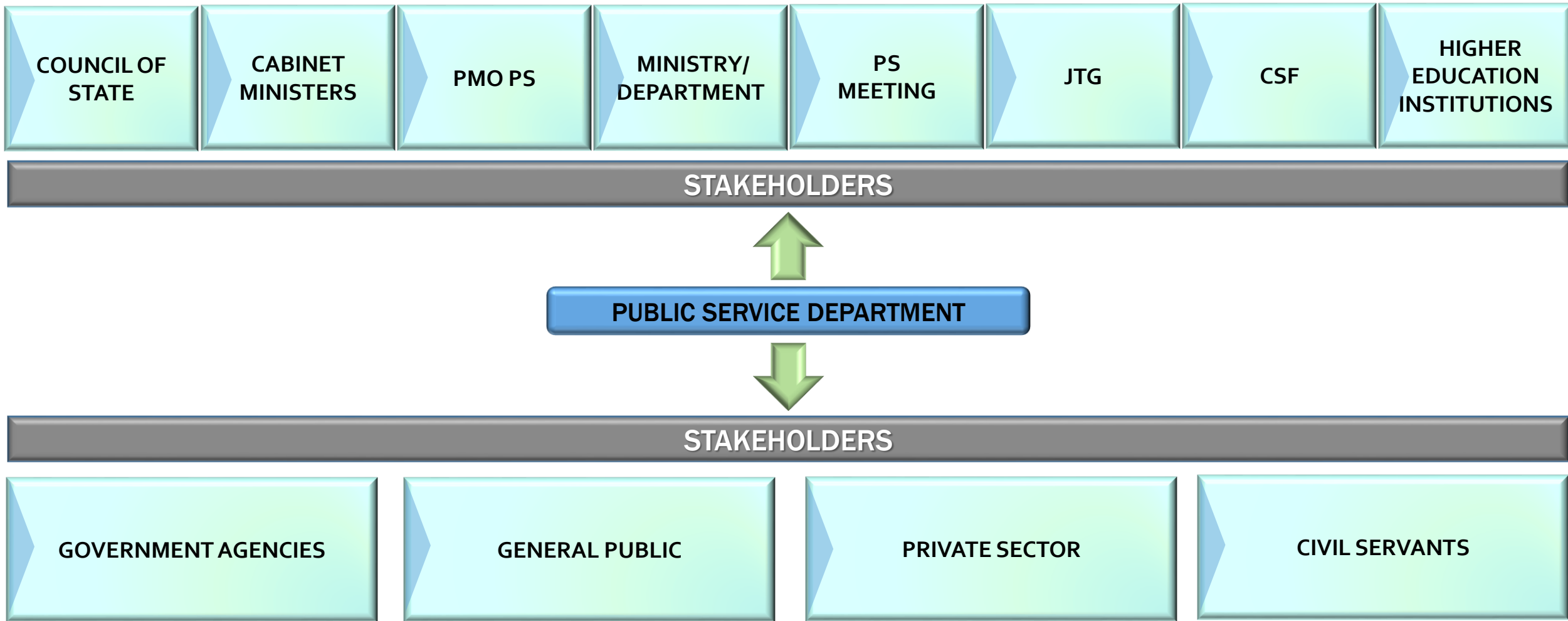
- Develop comprehensive policies relating to Human Resource matters through structured and systematic research and planning.
- Proactively monitor, analyze and review existing policies.
- Create practical, realistic and sustainable plans and roadmaps.

## **SFA 3 : EXCELLENT HR MANAGEMENT**

- Effective and efficient management of human resources.
- Enhance and strengthen the management of human resources by introducing integrated system to simplify complex processes.

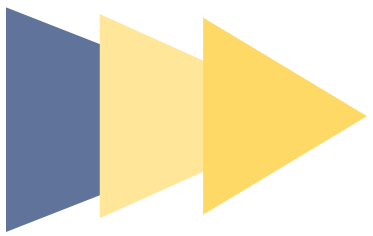


# PSD's STAKEHOLDERS



PMO PS – Permanent Secretary, Prime Minister's Office  
PS MEETING – Permanent Secretaries Monthly Meeting  
JTG – Salary and Conditions of Service Committee  
CSF – Civil Service Framework





# STAKEHOLDERS' EXPECTATIONS

**C 1 :**  
**HIGHLY COMPETENT  
AND QUALIFIED  
HUMAN RESOURCE**

- Continue to provide highly competent and qualified human resources with the capabilities to manage the government agencies professionally.
- Implement programs and activities that lead to change of mindset in order to be more motivated and productive.

**C 2 :**  
**HIGH IMPACT  
POLICY**

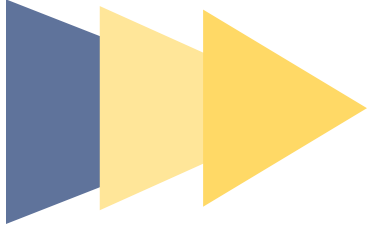
- Devise, formulate, implement, review and monitor HR policies through a systematic research in order to create high impact policies.

**C 3:**  
**SUBJECT EXPERT  
MATTER IN HR  
MANAGEMENT**

- Providing expertise in the form of advice and briefings related to human resources.
- Ensure efficient human resource management and policy implementation and lead government agency in matters relating to management and development of human resources.
- Provide awareness and motivational programs to ensure employees are highly motivated.

**C 4:**  
**PROMOTING AND  
STRENGTHENING  
EMPLOYEE WELFARE  
MATTERS**

- Manage employees' benefits effectively and timely.



# INTERNAL PROCESS

**P 1:**

**STRENGTHEN AND CONTINUOUSLY IMPROVE AND MONITOR TRAINING PROGRAM CURRICULUM**

••• Review, improve and reinforce training curriculums in the effort to embed integrity, discipline and improve human resource capacity building.

**P 2:**

**SYSTEMATIC RESEARCH AND PLANNING**

••• Conduct monitoring, reviewing, drafting and strengthening of HR policies in order to ensure policies remain relevant and sustainable.

**P 3:**

**STREAMLINING PROCESSES AND HUMAN RESOURCE ACTIVITIES TRANSPARENTLY AND SYSTEMATICALLY**

••• Continuous review and monitor processes related to human resource management in an effort to reduce bureaucracy in ensuring efficient service delivery and to meet TPOR (Client's Charter).

**P 4:**

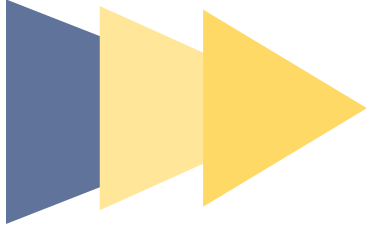
**MAXIMISE RESOURCE UTILIZATION**

••• Maximize the use of existing resources in providing efficient services stakeholders such as the use of Information Communication Technology (ICT).

**P 5:**

**STRENGTHEN COLLABORATION AND ENGAGEMENT WITH STAKEHOLDERS**

••• Strengthen partnerships with identified stakeholders in generating innovation, improving quality and reducing costs and time in providing an efficient management of human resources.



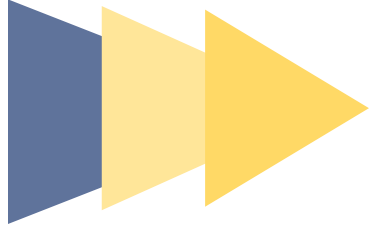
# LEARNING AND GROWTH



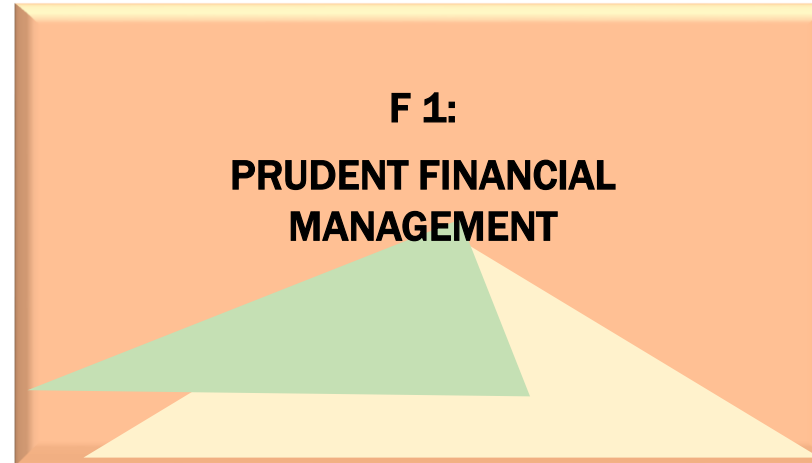
- The capability to incorporate the skills, knowledge and attitude in implementing respective tasks.
- Coaching and mentoring, work rotation and HR certification will continue to enhance capacity building of the workforce.
- PSD as a change agent is to ensure efficient management of HR system, hence it is vital to equip the PSD workforce with ICT knowledge and skills.



- A comfortable and conducive working environment may encourage workforce to engage and participate in giving ideas and find solutions to solve problems in HR related matters.
- Knowledge sharing via forums and seminars will boost motivation, strengthen bonds and create a harmonious and high performance culture.



# FINANCIAL PERSPECTIVE



- Optimize management and prudent financial provision.
- Provide advanced and proper planning of financial provisions for strategic projects.



# CORE VALUES

## CARING

Empathy, concern and sensitive to the needs of the stakeholders.

## PROFESSIONALISM

Have the commitment, skills, knowledge, good judgement and polite behaviour to perform the task well.

## TEAMWORK

Work as a team to bring about efficiency and effectiveness in service delivery.

## CREDIBILITY

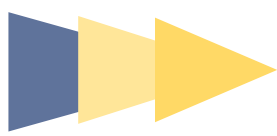
Have the capability of being trusted based on expertise, reliability and consistency in the Human Resource Management area.

## INTEGRITY

Adhere to moral and ethical principles including honesty (*amanah*), discipline and abide by the rules and regulations.

## PROGRESSIVE & OUTWARD LOOKING

Have the intellectual capabilities to anticipate the future, generate innovative ideas in solving complex problems and develop strategies to overcome obstacles. In addition, PSD employees must also have purpose and goals to achieve the desired objectives.



# PSD STRATEGY MAP (2016-2020)

BRUNEI VISION 2035	WELL-EDUCATED, HIGHLY SKILLED AND ACCOMPLISHED PEOPLE	A HIGH QUALITY OF LIFE		A DYNAMIC AND SUSTAINABLE ECONOMY		
INSTITUTIONAL DEVELOPMENT STRATEGY	IMPROVE THE QUALITY OF GOVERNANCE AND LEADERSHIP (GOVERNANCE) IN THE PUBLIC AND PRIVATE SECTORS, TO PROVIDE HIGH-QUALITY PUBLIC SERVICES, LEGAL AND REGULATORY FRAMEWORK THAT ARE MODERN AND PRAGMATIC, AND AN EFFICIENT GOVERNMENT PROCEDURES WITH MINIMAL BUREAUCRACY					
POLICY DIRECTIONS	28. BUILDING A MODERN AND EFFECTIVE PUBLIC SERVICE THAT SUPPORTS COUNTRY'S DEVELOPMENT		29. ENHANCING EFFECTIVENESS OF GOVERNMENT RULES AND PROCEDURES TO ENSURE QUICK DECISION-MAKING, HIGH QUALITY PUBLIC SERVICES AND REDUCTION OF RED-TAPES			
21 <sup>ST</sup> CENTURY CIVIL SERVICE VISION	TO CONTINUOUSLY DEVELOP THE CIVIL SERVICE OF BRUNEI DARUSALAM IN ACCORDANCE TO THE ISLAMIC VALUES IN A HEALTHY AND SAFE ENVIRONMENT UNDER THE GUIDANCE OF ALLAH SUBHANAHU WA TA'ALA					
<b>PRIME MINISTER'S OFFICE</b>						
PMO VISION	EXCELLENT LEADERSHIP AND GOOD GOVERNANCE FOR NATIONAL PROSPERITY AND STABILITY					
<b>CIVIL SERVICE FRAMEWORK (CSF)</b>						
CSF STRATEGIC THEMES	ST 1: LEADERSHIP EXCELLENCE		ST 2: ORGANIZATION PERFORMANCE AND PRODUCTIVITY		ST 3 : PRO-BUSINESS AND PUBLIC ENVIRONMENT	
CSF OBJECTIVES	OB1: PRODUCE COMPETENT, CAPABLE AND QUALITY LEADERS THAT STEER TOWARDS CIVIL SERVICE EXCELLENCE	OB2A : ENSURE EFFICIENT AND EFFECTIVE WORK PROCESSES THAT FACILITATE SOCIO-ECONOMIC DEVELOPMENT	OB 2B: ENSURE ORGANIZATIONAL MANPOWER CAPABILITY IN SUPPORTING PRODUCTIVITY DELIVERY	OB 3A: IMPLEMENT POLICIES AND REGULATORY REFORMS THAT ENCOURAGE ECONOMIC ACTIVITIES	OB 3B: STREAMLINE GOVERNMENT PROCEDURES AND REGULATION TO ENABLE PROMPT DECISION-MAKING AND PROVISION OF HIGH QUALITY SERVICES	OB3C: ALIGN POLICIES TOWARDS A CONDUCTIVE PRIVATE SECTOR ENVIRONMENT
CSF SUB-INITIATIVES UNDER PSD	si1.Recruitment And Initial Filtering And Identification Program For Potential Leaders	si15. Restructuring Organization		si31. Review Remuneration Structure Across the Board		
	si4. New Performance Appraisal System	si21.Enhancement of Manpower Planning				
	si6. Leaders Effectiveness Assessment	si22.Manpower Productivity Measurement				
	si7.Leaders Performance Development Framework	si24.Development of National Integrity Plan				
<b>PUBLIC SERVICE DEPARTMENT</b>						
VISION	AN INNOVATIVE, DYNAMIC AND A PROGRESSIVE CIVIL SERVICE					
MISSION	TO PROVIDE SYSTEMATIC PLANNING, MANAGING AND DEVELOPING COMPETENT HUMAN RESOURCES IN OUR CIVIL SERVICE					
STRATEGIC FOCUS AREAS	SFA 1 INNOVATIVE AND COMPETENT LEADERSHIP	SFA 2 SOUND HR POLICIES		SFA 3 EXCELLENT HR MANAGEMENT		
STAKEHOLDERS' EXPECTATIONS	C1 HIGHLY COMPETENT AND QUALIFIED HUMAN RESOURCE	C2 HIGH IMPACT POLICY		C3 SUBJECT EXPERT MATTER IN HR MANAGEMENT	C4 PROMOTING AND STRENGTHENING EMPLOYEE WELFARE MATTERS	
INTERNAL PROCESS	P1 STRENGTHEN AND CONTINUOUSLY IMPROVE AND MONITOR TRAINING PROGRAM CURRICULUM	P2 SYSTEMATIC RESEARCH AND PLANNING		P3 STREAMLINING PROCESSES AND HUMAN RESOURCE ACTIVITIES TRANSPARENTLY AND SYSTEMATICALLY	P4 MAXIMISE RESOURCE UTILIZATION	P5 STRENGTHEN COLLABORATION AND ENGAGEMENT WITH STAKEHOLDERS
LEARNING AND GROWTH	L1 LEARNING DEVELOPMENT AND CAPABILITY					
	L2 FOSTER A HIGH PERFORMANCE , RESULT-ORIENTED CULTURE AND A CONDUCTIVE WORKING ENVIRONMENT FOR LEARNING AND GROWTH					
FINANCIAL PERSPECTIVES	F1 PRUDENT FINANCIAL MANAGEMENT					

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