

Inculcating a Culture of Continuous Learning in Civil Service

HUMAN resource is one of the most crucial assets in an organisation, and establishing a high performance culture and robust human resource development sits high on the agenda of the Ministry of Finance (MoF).

This is in line with Brunei Darussalam's Civil Service Vision of the 21st Century – to ensure the civil service is an organisation that promotes development, continuously striving for excellence in a healthy environment, with the blessings and guidance of Allah the Almighty.



A training session at the Ministry of Finance

In supporting the vision, the ministry has embarked on a series of development programmes for its staff. Its Human Resource Development and Corporate Affairs Division (HRD-CAD) has been given new impetus to develop the MoF human resource capability, preparing them for the challenges faced by the civil service today.

The restructuring has also brought human resource development its much deserved recognition, adding value and creating a more strategic role in the management and development of human capital through various programmes that will serve the objectives of the vision.

One of the initiatives implemented is to transform the MoF into a learning organisation, where personnel can enhance their capabilities in an environment that promotes continuous learning. The initiative includes sharing sessions, book reviews and talk series covering a range of topics such as increasing motivation from a religious perspective to boosting productivity and work efficiency.

The activities also aim at instilling national values from the Malay Islamic Monarchy (MIB) philosophy and to inculcate a culture of continuous learning and knowledge sharing among employees.

The establishment of a lifelong learning culture within the ministry is also supported by the appointment of HR ambassadors in every department and division, whose role is to assist the HRD-CAD in managing the training and development aspects of employees in their respective departments and divisions.

This empowerment has enabled departments and divisions to become more in tune with the training needs of their officers and value the importance of competency development.

Another aspect being proactively implemented is human resource planning, making the critical task of succession planning a top priority to ensure continuity in the high performance of the ministry through its succession planning programme.

Known as the MoF: S-Plan, it begins with the identification of high-achieving officers with leadership potential, followed by an assessment and then developing them through a series of training programmes – including the ministry's flagship Leadership and Development Programme (LEAD).



The vision and mission of the Ministry of Finance

Officers are trained and groomed to become professional, progressive and dynamic individuals and are nurtured to hold executive posts in the future. This, along with the MoF Structured Annual Training Programmes (PLB), ensures that competency gaps are narrowed in order to foster a delivery culture and approach among employees.

This begins from the moment an officer joins the ministry, through an Induction Programme, as part of the initiative to equip newcomers with vital information on the functions and responsibilities of the MoF as well as the civil service in general. It also serves as a networking platform.

Another initiative in the pipeline is the Human Resource Competency Framework (MoF-HRCF) that is intended to provide a more structured approach in developing highly competent employees.

The identification of key competencies and skills-set according to departmental and divisional needs will become a useful tool in aiding recruitment, training and development, performance management as well as succession planning.

It is the aspiration of the Brunei Government to ensure the civil service remains in tandem with the changing environment and that knowledge, skills and competencies be continuously developed.

The modern civil service calls for efficient, competitive, productive, proactive and customer-focused and friendly services, and for civil servants to carry out their entrusted responsibility with commitment, dedication and integrity.

His Majesty Sultan Haji Hassanah Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Brunei Darussalam, in a 2015 titah reminded, "Bruneians must change their mindset from waiting to working hard; from being too reliant to making an effort and; from being too dependent to being independent. These are our sources of strength".

This change of mindset towards a culture of productivity and delivery is ultimately what the ministry aspires to achieve from its human resource development programmes, ensuring services are delivered by trained and competent staff.

The ministry will continue to play its role in achieving not just the pillar of a dynamic and sustainable economy, but also in the accomplishment of well-educated, highly-skilled people as envisioned in the Brunei Vision 2035.

Ministry of Finance