



# **RANGKA KERJA PERKHIDMATAN AWAM** ***CIVIL SERVICE FRAMEWORK*** **2016 - 2020**

**Wednesday, 31st October 2018**



# What will we cover...?

**1**

**Overview of Civil Service Framework (CSF)**  
**- The 'big picture'**

**2**

**Strategic alignment of competency framework to CSF**

**3**

**CSF priority initiatives for the development of Competency Framework**



“In line with WAWASAN 2035 strategies, the Prime Minister's Office efforts in implementing initiatives under the Civil Service Framework 2016 – 2020 is much welcomed. It is hoped that this framework will **drive the civil service to a level that is excellence and more progressive**”

His Majesty has consented to launch the Civil Service Framework (CSF) through Titah at the 23<sup>rd</sup> Civil Service Day on the 20<sup>th</sup> October 2016

# Wawasan Brunei 2035



## Quality of Life

### Institutional Development Strategy

#### CIVIL SERVICE FRAMEWORK (CSF)

OUTCOME

AN EXCELLENT CIVIL SERVICE TOWARDS FACILITATING ECONOMIC GROWTH FOR THE WELL-BEING OF THE NATION

**3 Themes**

**6 Objectives**

**10 Strategies**

**13 Initiatives**

**31 Sub-Initiatives**

LEADERSHIP EXCELLENCE      ORGANISATIONAL EFFICIENCY & PRODUCTIVITY      PRO-BUSINESS & PUBLIC SERVICE

1A. Produce competent, capable and professional leaders that strengthen civil service excellence  
 2A. Ensure efficient & effective public service that facilitates socio-economic growth  
 3A. Ensure organisational effectiveness and supporting programs that address gaps and match requirements  
 4. Strengthen leadership and management capabilities  
 5. Strengthen governance and accountability  
 6. Strengthen public service culture and ethics  
 7. Strengthen public service innovation and digital services  
 8. Strengthen public service productivity and performance  
 9. Strengthen public service transparency and accountability  
 10. Strengthen public service customer-centricity

12. Managing Performance  
 13. Strengthen Governance  
 15. Advancing Digital Services  
 16. Enhancing productivity  
 18. Developing Skills  
 19. Optimising manpower  
 21. Facilitating Businesses and Public  
 22. Creating Customer-Centric Culture

**SUB-INITIATIVES**

SI1. Recruitment & initial filtering & identification program for potential leaders  
 SI2. Enhancement of leaders professional experience program  
 SI3. Centre of Leadership Excellence  
 SI4. New Performance Appraisal System  
 SI5. Performance related reward/ bonus scheme  
 SI6. Leaders effectiveness assessment  
 SI7. Leadership performance development framework  
 SI8. Clearly defined line of responsibilities for decision-making  
 SI9. Good governance index (World Bank)  
 SI10. Civil Service Innovation Program  
 SI11. New Public Service Model  
 SI12. E-Services Conversion & Assessment  
 SI13. Optimisation of ICT  
 SI14. Business Process Re-engineering  
 SI15. Restructuring Organisation  
 SI16. Develop Public Sector Productivity Index  
 SI17. Adoption of quality management tools  
 SI18. Delivery approach implementation  
 SI19. Public Service Capability Development Framework  
 SI20. Specialization & Professional certification program  
 SI21. Enhancement of Manpower Planning  
 SI22. Manpower productivity measurement  
 SI23. Enhancing Public Service Ethos  
 SI24. Development of National Integrity Plan  
 SI25. Strengthening the practice of Islamic governance - Wasathiyah  
 SI26. Introduce new policies & regulations to spur more business related activities  
 SI27. Business and public facilitating programs  
 SI28. Regular public engagement  
 SI29. Single/ Integrated Service Agency  
 SI30. Review of General Orders  
 SI31. Review remuneration structure

**OWNERS**

Director-General of Public Service      Deputy Director-General of Public Service      Director of Civil Service Institute      Director of Management Services      Secretary of Public Service Commission

**DRIVERS**

RKPA STEERING COMMITTEE (STEERING COMMITTEE MEETING) & RKPA LEADERSHIP JOINT IMPLEMENTATION GROUP (STRATEGY REVIEW MEETING)

# Wawasan Brunei 2035



## Quality of Life

### Institutional Development Strategy

#### CIVIL SERVICE FRAMEWORK (CSF)

#### AN EXCELLENT CIVIL SERVICE TOWARDS FACILITATING ECONOMIC GROWTH FOR THE WELL-BEING OF THE NATION

OUTCOME

THEMES

LEADERSHIP EXCELLENCE

ORGANISATIONAL PERFORMANCE & PRODUCTIVITY

PRO-BUSINESS & PUBLIC ENVIRONMENT

OBJECTIVE

1A  
Produce competent, capable and quality leaders that steer towards civil service excellence

2A.  
Ensure efficient & effective work processes that facilitates socio-economic development

2B.  
Ensure organizational manpower capability in supporting productivity delivery

3A.  
Implement policies and regulatory reforms that encourage economic activities

3B.  
Streamline govt. procedures and regulation to enable prompt decision-making and provision of high quality services

3C.  
Align policies towards a conducive private sector environment

STRATEGIES

S1.  
Developing and managing the future leaders of the civil service

S2.  
Sharpening the performance and accountability of leaders

S3.  
Implementing new models to deliver public services

S4.  
Moving towards digital services

S5.  
Improving work/ project delivery

S6.  
Fill skills gaps and match resources to Govt. priorities

S7.  
Promoting a culture of excellence & positive mindset

S8.  
Conducive Business & Public Environment

S9.  
Improving efficiency & transparency

S10.  
Strategizing employment environment

INITIATIVES

I1.  
Managing Talent

I2.  
Managing Performance

I3.  
Strengthening Governance for Leaders

I4.  
Innovative Public Service

I5.  
Advancing Digital Services

I6.  
Enhancing productivity

I7.  
Managing organisational performance

I8.  
Developing Skills

I9.  
Optimising manpower

I10.  
Improving Public Service Conduct

I11.  
Facilitating Businesses and Public

I12.  
Creating Customer-Centric Culture

I13.  
Enhancing labor mobility

SUB-INITIATIVES

SI1.  
Recruitment & initial filtering & identification program for potential leaders

SI4.  
New Performance Appraisal System

SI8.  
Clearly defined line of responsibilities for decision-making

SI10.  
Civil Service Innovation Program

SI12.  
E-Services Conversion & Assessment

SI14.  
Business Process Re-engineering

SI17.  
Adoption of quality management tools

SI19.  
Public Service Capability Development Framework

SI21.  
Enhancement of Manpower Planning

SI23.  
Enhancing Public Service Ethos

SI26.  
Introduce new policies & regulations to spur more business related activities

SI28.  
Regular public engagement

SI30.  
Review of General Orders

SI2.  
Enhancement of leaders professional experience program

SI5.  
Performance related reward/ bonus scheme

SI9.  
Good governance index (World Bank)

SI11.  
New Public Service Model

SI13.  
Optimisation of ICT

SI15.  
Restructuring Organisation

SI18.  
Delivery approach implementation

SI20.  
Specialization & Professional certification program

SI22.  
Manpower productivity measurement

SI24.  
Development of National Integrity Plan

SI27.  
Business and public facilitating programs

SI29.  
Single/ Integrated Service Agency

SI31.  
Review remuneration structure

SI3.  
Centre of Leadership Excellence

SI6.  
Leaders effectiveness assessment

SI7.  
Leadership performance development framework

OWNERS

Director-General of Public Service

Deputy Director-General of Public Service

Director of Civil Service Institute

Director of Management Services

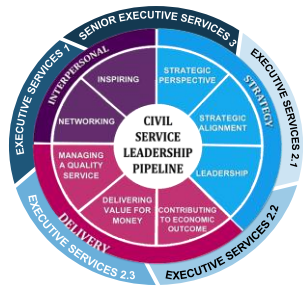
Secretary of Public Service Commission

DRIVERS

RKPA STEERING COMMITTEE (STEERING COMMITTEE MEETING) & RKPA LEADERSHIP JOINT IMPLEMENTATION GROUP (STRATEGY REVIEW MEETING)



# Civil Service Framework selected priority initiatives



## Si 1 & Si 6

Civil Service Leadership Pipeline



## Si 4

New Performance Appraisal System



## Si 18

Delivery Approach Implementation



## Si 19

Public Service Capability Development Framework



## Si 23 & Si 24 & Si 25

Enhancing Public Service Ethos (Rukun Akhlak & Etika Kerja)



## Si 30

Review of General Orders (1961)



## Leadership

“As the government’s backbone, civil servants play a major role in streamlining the country’s Administration. One of the key factors to achieve this is to strengthen the leadership in the civil service.”

## Service Delivery

“For economic activity, civil servants must better understand the needs of the public, especially those of entrepreneurs and investors, as they expect the best service and fast leadership. If we fail to deliver, this means a failure on the government’s part.”

## Performance & Productivity

“In the work culture, performance and productivity are also important. An appraisal system is based on work achievement. If it is good and satisfactory, thus is an excellent performance.”

*Excerpt from the Titah of His Majesty in conjunction with the 22<sup>nd</sup> Civil Service Day on the 24<sup>th</sup> November 2015*



“In the work culture, performance and productivity are also important. An appraisal system is based on work achievement. If it is good and pleasing, thus is an excellent performance.”

“...The new (appraisal) system is hoped to help change the government employees’ mindset to become more competitive, thus improving their productivity.”



## Si 4

New  
Performance  
Appraisal  
System

Highly  
Competent  
Workforce



Quality  
Leaders



Excellent  
Civil  
Service