



HR COMPENDIUM PAPER PRESENTATION

**“The 100-Hours Minimum Training Requirement
For Officers and Staff of the Brunei Civil Service”
- A Researcher’s Perspective**



OBJECTIVES OF THIS PAPER

- Explain the demands of the new millenium environment – requires adaptation of workforce quality to accommodate / manage / address changes
- HR's role in capacity and competency-building suited to the times and recognition of **HR as the MOST IMPORTANT RESOURCE**
- Explain how HRM incorporates inter-related activities, for example training affects performance



OBJECTIVES OF THIS PAPER **(CONTINUED)**

- Explain the PMO Circular 3/2003 recognising the importance of training to develop a skilled and educated workforce
- The Saiyidina Hassan Secondary School management team project to place greater weightage on the 100-Hours Minimum Training Requirement for their staff
- Successes achieved



THE NEW MILLENIUM –

- Globalisation,
- rapidly changing technology,
- Competition from new and unexpected sources,
- the war for talent,
- a new generation of workers with different life experiences and different values,
- pressures for cost containment,
- mounting importance of Knowledge Capital increasing the demands on the HR function,
- higher expectations, higher demands for quality services



WHY IS HR CONSIDERED MORE IMPORTANT NOW?

- Because it helps organizations achieve their business goals and objectives by developing the knowledge and skills of the “HUMAN CAPITAL POOL”.
- Quality of its human resources affects an organization’s ability to change, which determines its competitiveness

Why HR is more important now

- Workforce as the most important asset requiring proper management to achieve optimal efficacy
- Application of HRM focuses on more sensitive and human analysis – what really works
- Essential for employees' abilities to be correctly and optimally nurtured for worthwhile ROI (Return on Investment)



Difference between Training and Development

- **TRAINING** basically prepares an employee for a job or upgrade the employee's performance on the job – you learn the **WHAT** about a job or task
- **DEVELOPMENT** prepares a person for broader responsibilities and higher-level positions within the company or organization – you learn the **HOW** about the job and applying what you know



The 100-Hour Minimum Training Requirement

- **PMO Circular 3/2003 effective 21st January 2003**
- **ALL Government officers and staff required to be trained systematically for not less than 100 hours a year**
- **To ensure skilled, knowledgeable and efficient staff**
- **Recognises how important training is to the quality of Brunei's civil servants**



Definition of TRAINING

All training and training development programs, development programs and short-term human resource upgrading carried out in-house or by an external training agency locally or overseas....can be referred to as assemblies, working/training/study visits, workshops, colloquiums, forums, counseling, conventions, in-house training, meetings, ‘muzakarah’, training by equipment suppliers, symposiums, briefings and the like **TO INCREASE HUMAN RESOURCE CAPABILITIES AND CAPACITIES.**



OBJECTIVES

- **Systematic training planning and execution is carried out, especially latest innovation impacts**
- **Opportunity for all staff to undergo training to increase self-development**
- **A more efficient Civil Service**



How?

- Utilize short-term training budgets and courses at IPA
- In-house training at ministries
- Short-courses by private bodies locally
- Short-term annual training program of all ministries/departments informed to IPA (monitoring)
- All training in line with current service regulations/requirements
- Monitoring after training – ensure ROI
- Training and Recording System for each officer and staff
- This record to be attached to the Annual Performance Appraisal Form



Assumptions

- **Assumes all ministries/departments are involved in TNAs, TTPs and ITRMs**
- **Assumes all ministries/departments monitor and record ALL training for staff**



Table 1 – PSD Training Hours
2006

Division	Number of Staff	Achieving 100 Hours	Not achieving 100 Hours	Percentage Hours Attended (IPA)	Percentage Hours Attended (Not IPA)
I	10	1	9	11%	89%
II	38	13	25	27%	73%
III	31	0	31	0%	0%
IV	88	3	85	72%	28%
V	23	0	23	0%	0%
Total	190 staff	17 staff achieved (8.94% achievement rate)	164 staff did not achieve		



Table 2 – 100 Hours For All Ministries (2005)

Ministry	% Achieved	Number of Staff	Training Hours Required	Training Hours Actually Attended
MINDEF	22%	1,583	158,300	35,274
MOF	2.2%	422	42,200	9,606
MOFAT	51.5%	332	33,200	17,109
MINCOM	18.2%	906	90,600	16,525
MCYS	28.7%	605	60,500	17,385
MOH	25.1%	5,717	571,700	143,659
MOE	16%	1,004	100,400	16,098
MOD	11.775%	8,910	891,000	104,917
PMO	12.5%	4,124	412,400	51,582
MORA	62.3%	112	11,200	6,986
MOHA	4.69%	849	84,900	3,984
MIPR	224%	797	79,700	178,593



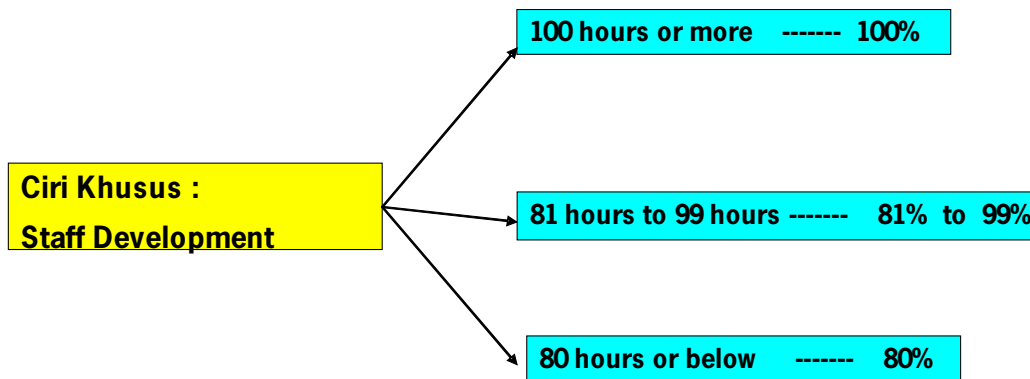
Table 3 – Saiyidina Hassan Pilot Project

Training Hours Achieved	Percentage/Grading
100 hours or more	100%
81-99 hours	81-99%
80 hours or below	80%



Staff Development 2008

STAFF DEVELOPMENT 2008





Revised Training Hours Grading

Training Hours Achieved	Percentage/Grading
100 hours or more	100%
81 to 99 hours	81% to 99%
20 hours to 80 hours	80%
Below 20 hours	75% (C)



Proposal 2009

Proposal 2009

Staff Meeting every term	: 2 hr	X 4 = 8 hr
Contact time	: 0.5 hr	X 6 = 3 hr
CCA and Departmental Meeting :		= 9 hr
	Total	= 8 + 3 + 9 = 20 hrs

20 hours are achievable for teachers and hence the mark lowest B (80%) .

Ciri Khusus :
Staff Development

100 hours or more ----- 100%

81 hours to 99 hours ----- 81% to 99%

20 hours to 80 hours ----- 80%

Below 20 hours ----- 75% (C)





Findings of Pilot Project

Total Hours Accumulated	Appraisal Mark Given	Percentage of Total Staff
100 hours or > 100 hours	100%	63.26% (93 out of 147 staff)
81 to 99 hours	81-99%	13.6% (20 out of 147 staff)
80 hours or below	80%	23.8% (35 out of 147 staff)



Clarification of Training

	Meeting and Contact time (Short Meeting about 30 minutes)	Considered as training under PMO Circular 3/2003
	<p>Meeting</p> <ul style="list-style-type: none"> •Staff meeting •Departmental Meeting •Subject Committee meeting in MOE •HOD Meeting •Subject School Based Committee meeting •Meeting in Exam Dept (Reading Confidential report for Chemistry, Biology and Physics Practical Exam) •Parent Teacher Meeting <p>Contact Time (Short Meeting about 30 minutes)</p> <ul style="list-style-type: none"> •Committee on Minister of Education visit •Staff Development Parent teacher meeting •Committee of Prize presentation PMB/O level ceremony •Committee of Majlis Sambutan Awal Hijrah •Department contact time 	All considered meetings
	Course/Seminar/Workshop/Conference attended in the morning or afternoon	
	<p>Workshop on KMS – Knowledge Management System</p> <p>Workshop on Maths/Science/Physics in Computer Games Workshop on SPN21</p> <p>Motivational Talk (External or Internal) Religious Talk eg Israk Mikraj/Hijrah</p> <p>Taklimat on Financial Regulations and General Order</p> <p>Workshop on superteaching</p>	All considered training
	Visits	
	<p>Educational Visits (students and teachers)</p> <ul style="list-style-type: none"> •Lawatan ke Pusat Kaunselling ABDB – guru-guru sahaja •Lawatan ke BSP with students <p>Placement visits for PraVoc students</p>	All considered training
	In-house Training (Trainer & Trainee)	
	“Smartboard” training	
	Badminton training	
	Departmental Sharing Sessions	Training
	Peer Lesson observation (Observers only) – learning through lesson observation	Training



Clarification of Training

CCA (Trainer & Trainee)	
Quran reading	
Training (Army, Police, Firefighter training/campaign)	
School Campaign (Perkemahan Jati Diri)	
Program interaksi dan latihan hutan bagi kadet tentera	
Perkemahan Kadet tentera	
• Functions	
Lining up for His Majesty's Birthday with students	
Lining up for any Royal Function with students	
Majlis ramah mesra bersama rakyat	
AOB	
Team Teaching (two teachers in a class)	Training
Guiding students doing project with eg PRYNSA / Base/ Robotic	Training
Coaching students for competition eg. Quiz, Quran reading, syarahan/ bahas etc	Training
Fitness Test	
PRYNSA 10 Presentation Judging	Training
PRYNSA 10 Presentation Practice & Exhibition Preparing	Training



Reasons For Not Achieving 100 Hours

- **Some staff who think their skills are sufficient
V staff who think they lack skills**
- **Incomplete updating of all training – meetings
etc usually not included in the final count**
- **Unaware of what constitutes training and
what doesn't (PMO Circular 3/2003)**



Successes of SSMH's **“Best Practice”**

- Since introduction in February 2008, departments started holding more afternoon sessions
- School Principal held Roadshow informing staff of the system, enabling better understanding & evaluation of training hours (almost 100% acceptance by all staff)
- Success in bringing about positive, behavioural and attitude changes to staff
- Seeking advice and clarification from PSD to avoid contravening current service regulations
- Team has sought endorsement from the Director of Schools which has instructed the Principal to brief all principals on this new system – obvious refinements ongoing



Successes

- Demonstration of innovativeness on the overall Performance Appraisal System
- Better implementation of the PMO Circular 3/2003
- Has created an acceptable quantitative benchmark - a **more sensitive and human analysis**
- SSMH Management have improved their knowledge of **current civil service regulations** by consulting with PSD – core HR agency. Improved the system and themselves



Why We Must Take Note

- As HR Practitioners, Observers and Participants, need to be aware of what methods can improve, upgrade, enrich our Human Resources (progress in our profession)
- New innovative techniques and benchmarks to help keep us dynamic, adaptable, competent, capable against the ever-changing management environment around us
- For government, further strengthens integrity and legitimacy
- For companies and organisations, further strengthens your competitive edge and success
- For individuals, increased self-development, self-enrichment, more knowledgeable, adaptable, relevant



A Finishing Quote

By Alvin Toffler, a renowned American writer once said,

“The illiterate of the 21st Century are not those who cannot read or write but those who cannot LEARN, UNLEARN AND RELEARN.”

Stresses adaptability, dynamism, spirit we must all have for a better Brunei.

Thank You