



# **DIREKTORI PROGRAM PEMBELAJARAN DAN PEMBANGUNAN**

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## **LEARNING AND DEVELOPMENT PROGRAM DIRECTORY**

**INSTITUT PERKHIDMATAN AWAM (IPA)  
JABATAN PERDANA MENTERI**

# PROGRAM CATEGORIES

## CATEGORIES

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# Governance & Leadership

## SD1101 MANAGING STRATEGY

Duration - 3 Days (19.5 Hours)

### Overview

Formulating the strategy is just the beginning and is simple – deploying the strategy to the front line is tough trying and requires outstanding leadership persistence. We often strategise superbly but implement pathetically. Leaders can improve Strategic Performance by focusing on Implementation – not the grandstanding “motivate the troops” sloganism, focusing on a few prioritised goals and building momentum, willingness and success. The core of this Strategy Implementation is the Speed of Implementation, Efficiency of Implementation and the Effectiveness of Implementation.

### Key Objectives

At the end of this course, the participant will:

- Understand the detailed structure and systems of Process Map for implementation of strategic plan to achieve the desired goals
- Enhance and apply proficiency in using a number of important tools to implement the strategic plan to engineer changes and spearhead development of strategies
- Understand and practise the elements of Plan – Do – Check – Act in relation to Strategic Implementation and ensure its alignment to organisational goals

### Methodology

- Lecture
- Discussion
- Case Study
- Interaction
- Work Groups

### Modules

4 Key Components:

- Theory Academic Research
- Critical Success Factors
- Tools for Implementation
- Practice Using the Tools

13-Step Process:

- Leadership
- Reporting/Resources
- Teams
- Strategy
- Feedback
- Refinement
- Launch
- Project Management
- Persistence
- Passion
- Analysis
- Celebration and Recognition
- Learning and Other Tools

### Target Level

Superscale & Group

### Competency Focus

STRATEGIC DIRECTION:  
Champion Vision and Values

### Superscale

- Provide the structure and systems to achieve the desired goals and create a shared sense of purpose
- Direct and oversee the execution of strategic plans to achieve organisational vision and values

### Group

- Engineer changes and spearhead the development of strategies to accomplish organisational goal
- Align organisational goals and objectives in line with organisational vision and values

### Language

English/Malay

### Pre-Requisite

If applicable

# SD1102 POLICY MONITORING AND EVALUATION

Duration - 4 Days (26 Hours)

## Overview

Policy deployment is a process to capture and bolster strategic goals as well as assert the vision of future insights and to develop the means to bring these goals and vision into reality. Excellence in policy deployment can be achieved when it is properly planned and strategically executed. The best practice for the deployment is to model a proper mechanism to align a company's resources to vital tasks for quality policy deployment or strategy deployment.

This workshop is implemented based on the approved resource plans of the government of His Majesty Sultan of Brunei Darussalam where as a basis the workshop will provide leaders with necessary knowledge on various frameworks, techniques especially in policy deployment and evaluation to achieve distinction aligned to His Majesty's Titah.

## Key Objectives

By the end of this program, participants will be able to:

- Discover, understand and utilise the various techniques & strategy in effective policy deployment and ensure the policies align with organisational goals and objectives
- Review and amend existing policy to prepare for policy evaluation
- Apply monitoring techniques as means of policy evaluation
- Apply correct analysis techniques to identify & address new issue

## Methodology

- Lecture
- Discussion
- Case Study
- Practical Activities

## Modules

- Workshop's purpose?
- Policy Deployment Definition
- Policy Deployment Process
- Key Elements of Policy Deployment
- Benefits of Policy Deployment

- The Policy Deployment steps or process:
  - Establish the Vision
  - Developing the Plan
  - Setting Objectives
  - Deploying to the relevant Units
  - Implementing the Plan
  - Reviewing the Progress
  - Annualising the Review
- Evaluation/Review
  - Analysing whether existing policy is still relevant, accurate and legal
  - Identify if any laws and regulations has changed since the policy was created. If so, what are the implications?
  - Taking account into technologies and processes changed since the policy was created and its implications they have on risk
  - Identifying new risks that policies should address

## Target Level

Division I & II

## Competency Focus

STRATEGIC DIRECTION:

Champion Vision and Values

## Division I

- Engineer changes and spearhead the development of strategies to accomplish organisational goal
- Align organisational goals and objectives in line with organisational vision and values

## Division II

- Translate strategic organisational goals, objectives, initiatives into plan of actions
- Develop and communicate plan of actions accordingly to the set timeline and priorities

## Language

English

# SD1105 APPLYING STRATEGIC THINKING

Duration - 2 Days (13 Hours)

## Overview

In this program, we explore the concept of strategic thinking from a number of different perspectives, and we argue that strategic thinking plays a far greater role in our individual success and effectiveness, whether at home or in the workplace, than is commonly acknowledged.

The program provides participants with a wide range of practical tools and techniques that they can take back to their workplaces and use to help themselves and their teams be more strategic and develop more effective long-term strategies.

## Key Objectives

At the end of the program, participants will be able to:

- Define strategy and strategic thinking, including key principles, and a structured approach
- Clarify outcomes and developing a better understanding of the current operating environment
- Undertake stakeholder/client analysis
- Manage blocks and barriers to strategic thinking
- Develop innovative strategy options and evaluating them to bring about change

## Modules

- Thinking Strategically
- Operating Strategically
- Leading Strategically
- Communicating Strategically

## Methodology

- Lecture
- Discussion
- Case Study
- Group Activity

## Target Level

Division II

## Competency Focus

STRATEGIC DIRECTION:  
Champion Vision and Values

## Division II

- Translate strategic organisational goals, objectives, initiatives into plan of actions
- Develop and communicate plan of actions according to the set timeline and priorities

## Language

English

# SD1107 STRATEGIC PLANNING AND THINKING

Duration - 2 Days (13 Hours)

## Overview

This programme will equip Senior Managers with the skills to scan the environment, understand customer buying factors, formulate and execute strategies that drives results. This would involve formulating strategy, performing competitive analysis and making investment decisions that will drive success in their respective businesses. The experiential, risk-free hands-on approach to learning will reduce the time taken to build strategic thinking and planning skills.

## Key Objectives

At the end of the program, participants will be able to:

- Understand the importance of business strategy and identify strategies for your respective business areas
- Practise building a strategic business plan
- Apply techniques to facilitate strategy formulation and planning
- Understand the trade-offs and implications in developing and implementing strategies
- Develop a strategy and make decisions consistent with that strategy
- Link business unit goals and objectives to corporate goals and objectives

## Modules

- Strategic Planning/Managing
- Business Planning Tool
- Business Simulation
- Market Structure Analysis
- Strategy Formulation
- Core Competencies
- Measures of Business Performance

## Methodology

- Lecture
- Discussion
- Case Study
- Group Activity

## Target Level

Superscale & Group

## Competency Focus

STRATEGIC DIRECTION:  
Champion Vision and Values

## Superscale

- Provide the structure and systems to achieve the desired goals and create a shared sense of purpose
- Direct and oversee the execution of strategic plans to achieve organisational vision and values
- Leverage on information gathering such as specialist financial or economic advice in formulating and translate change initiatives into practical strategies that effectively support business outcomes
- Translate effective strategies approaches to productivity and service delivery according to legal/regulatory environment, financial procedures and how it impacts the economic business landscape

## Group

- Engineer changes and spearhead the development of strategies to accomplish organisational goal
- Align organisational goals and objectives in line with organisational vision and values
- Business Acumen
- Assess current trends and remedy variances from project plans or frameworks by monitoring project performance
- Monitor and evaluate project/programs within the boundaries of legal/regulatory environments and financial processes and how it impacts the organisation

## Language

English

# SD1108 STRATEGY IMPLEMENTATION FOR LEADERS

Duration - 1 Day (6.5 Hours)

## Overview

Organisations worldwide recognise that there is a strategy implementation skills gap. When leaders are asked to execute the strategy, they often lack the requisite know-how or tools to guide their efforts. It is essential that they are equipped with the relevant knowledge and framework to deliver.

## Key Objectives

At the end of this course the participant will:

- Understand why change management does not work for implementing strategy
- Assess your company's implementation capabilities
- Understand how people respond to implementation and how to lead them
- Appreciate the impact of business disruption
- Learn best practices and tips for success from both local and international insights

## Modules

- Why most implementations fail
- Understand why implementation is a competitive business differentiator
- Understand why most people do not resist change

## Methodology

- Lecture
- Discussion
- Case Study
- Group Activity

## Target Level

Superscale & Group

## Competency Focus

STRATEGIC DIRECTION:  
Champion Vision and Values

### Superscale

- Provide the structure and systems to achieve the desired goals and create a shared sense of purpose
- Direct and oversee the execution of strategic plans to achieve organisational vision and values

### Group

- Engineer changes and spearhead the development of strategies to accomplish organisational goal
- Align organisational goals and objectives in line with organisational vision and values

## Language

English

# SD1109 INTRODUCTION TO PUBLIC POLICY [NEW]

Duration - 2 Days (13 Hours)

## Overview

Enacting the correct public policies is an integral part of government action towards delivering good governance. The correct policies will have beneficial impact to the public while minimising unintended consequences. Policies that have not been well thought-out or researched on, can have negative outcomes that far outweigh the intended benefits. Therefore, it is imperative that civil servants who deal with laws, regulations and decision making that involves the public, should have the basic knowledge and understanding of how to analyse and formulate policies. This course will help civil servants who are new to the field of public policy to understand what public policy is and introduce tools to help in formulating effective policies.

## Key Objectives

By the end of this program, the participants will be able to:

- Define what is an effective public policy
- Understand the steps in analysing and formulating effective public policies
- Align policies to the need of clients and stakeholders

## Modules

- Understanding Wawasan Brunei 2035
- What is Public Policy?
- Policy Lifecycle: Comparing how public policies are enacted around the world
- Sources of Public Policy in Brunei Darussalam
- The Eightfold Path to Policy Analysis (Eugene Bardach)

## Methodology

- Lecture
- Discussion
- Case Study
- Practical Activities

## Target Level

Division I & II

## Competency Focus

STRATEGIC DIRECTION:  
Champion Vision and Values

## Division I

- Engineer changes and spearhead the development of strategies to accomplish organisational goal
- Align organisational goals and objectives in line with organisational vision and values

## Division II

- Translate strategic organisational goals, objectives, initiatives into plan of actions
- Develop and communicate plan of actions accordingly to the set timeline and priorities

## Language

English

*“A public policy is a deliberate and carefully studied decision that provides guidance for addressing selected public concerns” (Civicus).*

# SD1201 WOMEN IN LEADERSHIP

Duration - 5 Days (32.5 Hours)

5 Phases / 4 Dimensions of Leadership / 1 Month Extended Learning / 2 Formal Sessions

## Overview

While there is no one formula for being an effective leader, regardless of gender, leadership potential for women can be additionally complicated by the infamous glass ceiling. Research conducted by Center for Creative Leadership, prove that men and women are equally capable of effective leadership but also strikingly different in how they promote their unique strengths and talents. To be successful, organisations need to leverage this diversity of leadership: to improve the quality of decision-making, provide inspiration and role modeling, and tap into diverse points of view.

This specialised and multi-phased experiential learning program provides participant with the insights needed to make purposeful choices to expand their individual impact on the organisation.

Participants will be guided through contemporary ideas on leadership, career planning, negotiation and management and are encouraged to develop a greater understanding of themselves and their impact on others. They will explore the choices and trade-offs that they face to juggle their personal and professional lives and equip them with the skills and knowledge and support they need to succeed and contribute added value in their roles with confidence as corporate leaders.

This program also focuses on the specific needs and capabilities of women to overcome barriers that can exist in the workplace that may hinder professional growth.

## Learning Materials

- Makeover Kit / Leadership Essential Kit
- Books
- Manual
- Videos
- Assessment

## Key Objectives

By the end of this course, participants will be able to:

- Understand their personal strengths and barriers for being a successful and authentic leader
- Learn how to lead with authenticity
- Gain clarity on how others perceive you as a leader versus your aspiration
- Develop transactional and transformational leadership practices
- Develop behaviours that align with and support leadership brand and career direction
- Exert greater influence over the choices you make
- Navigate complex relationships
- Increase ability to negotiate their own success and create value for the organisation
- Build and leverage networks in which you engage authentically
- Implement your personal leadership strategy
- Recognise woman's role in Islamic perspectives

## Modules

Transformative Leadership Experience through:

### Phase 1: PREPARE

- Self-Study Material
- Self-Assessment

### Phase 2: ENGAGE

- Developing your leadership identity
- Women Leadership from Islamic perspective
- Setting personal and professional goals
- Values and ethics in leaders
- Develop personal networks
- Design your leadership strategy
- Explore dimensions of leadership
- Creating a balanced lifestyle to support your success
- Techniques to enable thinking creatively, solving problems and make decisions effectively

### Phase 3: APPLY

- Execute on phase 1 goals
- Try out new behaviours/approaches
- Peer-to-peer support
- Extend development through online learning, videos and articles
- Identify key issues for Phase 4

### Phase 4: ENGAGE

- Explore navigating complex relationships
- Analysis of your leadership philosophy
- Finalise personal leadership strategy
- Development of new or updated goals
- Mastering your leadership role
- Leadership engagement essentials
- Establishing empowering beliefs
- Effective communication
- Altering the balance of power during negotiation
- Influencing others to create positive change

### Phase 5: APPLY

- Access additional learning resources to support and sustain development
- Third level evaluation

### Methodology

- Behaviour Modelling
- In-Basket Techniques
- Self-Directed Learning
- Case Based Learning
- Projects
- Storytelling
- Experiential Exercise
- Gamification
- Makeover Kit
- Self-Assessment
- Adventure Learning
- Flipped classroom

### Target Level

#### Division II

- Who want to have more impact and influence on the health and success of their organisation
- Challenges women to understand and capitalise on their most powerful resource: the whole truth of who they are, what they value, and where they want to go

### Competency Focus

#### STRATEGIC DIRECTION:

Champion Vision and Values

#### Division II

- Translate strategic organisational goals, objectives, initiatives into plan of actions
- Develop and communicate plan of actions accordingly to the set timeline and priorities

### Language

English/Malay

## 5 Phases



# SD1202 ENHANCING SELF-LEADERSHIP

Duration - 3 Days (19.5 Hours)

## Overview

Self-leadership can be defined as "the process" of influencing oneself to establish the self-direction and self-motivation needed to perform. Self-leadership encompasses the capability to "leading oneself" via the utilisation of both behavioural and mental techniques.

These include self-observation, self-goal-setting, management of past's behaviour, modification of consequents to behaviour and the finding of natural rewards in tasks performed. These techniques also involve the examination and alteration of self-dialogue, beliefs and assumptions, mental imagery, and habits in one's thinking.

## Key Objectives

By the end of this course, participants will be able to:

- Understand their own work values and behaviours
- Design and establish their own system in self direction and self-motivation to measure their accountability and consequences in their everyday life
- Enable them to apply self-leadership techniques, organise, prioritise and efficiently use resources in their work setting
- Contribute better capability in executing plan of actions responsibly and dutifully

## Modules

- What is self-leadership?
- Understanding one's own work values and behaviors
- What is your own purpose of work?
- Self-leadership techniques
- Utilisation of mental techniques
  - Self-observation
  - Self-goal setting
  - Self-modification
- Managing self-dialogue
- Developing Self-Leadership Action Plan

## Methodology

- Lecture
- Discussion
- Case Study
- Role Play

## Target Level

Division II & Division III (C3)

## Competency Focus

STRATEGIC DIRECTION:

Drive Change

## Division II

- Design and establish systems to measure accountability and consequences
- Assign responsibilities for follow-up and follow through functions to sustain momentum

## Division III (C3)

- Organise and prioritise task and efficiently use resources
- Execute plans of actions, responsibly and dutifully

## Language

English/Malay

## Pre-Requisite

If applicable

# SD1203 STRATEGIC LEADERSHIP

Duration - 3 Days (19.5 Hours)

## Overview

A strategic leader is responsible to ensure its organisation is moving towards the right direction. Executives and high-level managers must have the practical insight necessary to address competitive business challenges. Each segment of this program is designed to impart simple, but powerful lessons that will equip participants to engage more in strategic discussions, ask pertinent questions, facilitate critical decisions and shape high performing organisations.

This program also provides a personal leadership profile that illustrates strengths and potential limitations. Participative exercises assist emerging executives with practical and effective methods of gaining organisational credibility and avoiding common errors in strategic leadership.

This program offers you the practical tools and techniques you need to plan for the organisation's future and deliver strategic outcomes. From visioning to business plan execution, you will learn how to create realistic yet ambitious plans that support the growth and sustainability of your organisation.

## Key Objectives

By the end of this course, participants will be able to:

- Describe the role and responsibilities of strategic leadership
- Design and establish system to manage the critical factors that drive the success and failure of business strategies by measuring accountability and consequences
- Anticipate the longer-term impact of strategic initiatives
- Select the most effective approaches when framing strategic decisions
- Develop an effective strategy to achieve business goals
- Think strategically and systematically when planning organisational change by monitoring and assessing changing trends and development
- Influence the emergence of a more positive and functional corporate culture
- Manage the strengths and limitations of their leadership style
- Develop a more dynamic approach through enhanced strategic creativity
- Learn the key functions of strategic leadership

## Modules

- Introduction to strategic leadership
- Qualities and capabilities of strategic leaders capability

- Develop a more proactive, forward-thinking approach to leadership
- Understanding strategic creativity
- Approach strategy from both short- and long-term perspectives
- Adopt the core values and principles of a strategic leader
- Shaping corporate culture
- Creating organisations that work
- Facilitating strategic decisions
- The leader's role in creating effective strategies
- Leading strategic change
- Lessons of history for strategic leaders
- Developing a leadership profile
- The key functions of strategic leadership
- Building the top team
- Identifying tomorrow's leaders

## Methodology

- Lecture
- Discussion
- Case Study
- Role Play

## Target Level

Division I & II

## Competency Focus

STRATEGIC DIRECTION:  
Drive Change

### Division I

- Review and validate the effective systems for the measurement of accountability
- Monitor and assess changing trends and development

### Division II

- Design and establish systems to measure accountability and consequences
- Assign responsibilities for follow-up and follow through functions to sustain momentum

## Language

English/Malay

## Pre-Requisite

N/A

# SD1204 FRONTLINE LEADERSHIP

Duration - 2 Days (13 Hours)

## Overview

The Frontline Leadership program provides an introduction to people leadership in the context of frontline teams. Exploring critical success factors in establishing credibility as a frontline leader, it will assist you to identify and develop your unique leadership style. The program is designed so that participants do leadership with their teams. Over the program's duration, participants implement the skills, tools and templates that are required for success: their own and their team. It is not the "be all and end all" in leadership. It does one thing exceptionally well. It helps participants make the difficult transition from individual contributor to frontline leader.

## Key Objectives

By the end of this course, participants will be able to:

- Identify your leadership style and adapt your approach to suit different situations and team needs
- Use your strengths for advantage in leading the team
- Apply leadership behaviours that motivate and inspire
- Translate organisational vision into meaningful team goals
- Collaborate with team members in the decision making process

## Modules

- Exploring leadership
- Managing priorities & achieving results
- Developing teams and individuals
- Mobilising a team & managing talent
- Coaching & mentoring future leaders
- Implementing effective workplace relationships
- Promoting team effectiveness
- Ensuring workplace safety
- Implementing continuous improvement
- Identifying risk and apply risk management processes
- Managing projects
- Facilitating and capitalise on change and innovation

## Methodology

- Lecture
- Discussion
- Case Study
- Role Play
- Group Activity

## Target Level

Division II & III (C3)

## Competency Focus

STRATEGIC DIRECTION:

Drive Change

## Division II

- Design and establish systems to measure accountability and consequences
- Assign responsibilities for follow-up and follow through functions to sustain momentum

## Division III (C3)

- Organise and prioritise task and efficiently use resources
- Execute plans of actions, responsibly and dutifully

## Language

English/Malay

## Pre-Requisite

N/A

# SD1205 RESILIENT LEADERSHIP

Duration - 3 Days (19.5 hours)

## Overview

Resilient Leadership equips you with practical tools and strategies to successfully guide your organisation through difficult times. You will be able to recognise neurobiological responses to stress, understand how thoughts affect emotional reactions and develop key coping strategies for yourself and others.

Research shows that resilience is key for success and satisfaction in life. It used to be thought that people were born with resilient attributes; we now know that anyone can improve their resilience through effective training and development. As a resilient, inspiring leader, you will handle adversity with greater skill, reduce stress across your organisation and unite your team.

## Key Objectives

At the end of the session, participants will be able to:

- Apprehend crucial factors in resilience
- Improve the ability to understand and solve problems creatively and remain optimistic under pressure
- Regard setbacks and change as challenges that will offer opportunities and help managers to bounce back from adversity more quickly
- Understand the importance of self-care during periods of high demands and pressure
- Acquire a stronger sense of being in control when faced with adversity and uncertainty through increased flexibility and confidence
- Learn the importance of building strong, supportive relationships with colleagues and members of their teams, realising when and where to ask for help

- Maintain performance and stamina during periods of high demand and be able to think clearly and logically under immense pressure
- To develop the ability to stay motivated and focused while using resilient leadership strategies to maintain morale in others

## Modules

- Islamic views on resilience leadership
- Appreciating Prophet Muhammad's (PBUH) resilience leadership
- Values of an inspiring leader
- How resilience, stress and pressure relate to each other
- Resilience vs Resistance
- Internal and external loci of control
- The importance of personal boundaries
- Assessing individual resilience strengths and weaknesses
- Completing the resilience questionnaire
- Reviewing the basic resilience skills
- The importance of resilience for managers and their teams
- The basic resilience skills
- Realistic optimism/Emotional awareness/Empathy/Problem solving/Self-efficacy/Impulse control/Relationship building
- Developing team resilience
- Pressure profiling tool
- Applying the resilient skills to your team
- Management techniques for strengthening resilience in others
- 7 Steps to help managers to manage change effectively
- Building a Resilience Development Plan

- Personal reflection and resilience action planning
- What have we learned today?
- Identifying priority actions

## Methodology

- Lecture
- Discussion and Work Groups
- Case Study
- Group Activity

## Target Level

Division II & III (C3)

## Competency Focus

STRATEGIC DIRECTION:

Drive Change

## Division II

- Design and establish systems to measure accountability and consequences
- Assign responsibilities for follow-up and follow through functions to sustain momentum

## Division III (C3)

- Organise and prioritise task and efficiently use resources
- Execute plans of actions, responsibly and dutifully

## Language

English

# SD1206 LEADING WITH STRATEGIC INTELLIGENCE

Duration - 2 Days (13 Hours)

## Overview

The program is built around the concept of Strategic Intelligence (SI) and argues that strategic thinking and behaviour play a far greater role in our individual success and effectiveness. It also includes communicating and 'selling' the strategy and ensuring that it is successfully implemented.

The capacity to think, plan and act strategically is a core capability for public sector managers. The challenge is to gain the ability to move from the specifics of day to day public service operational service delivery and policy work to the much bigger picture overview required in the strategic dimension of our work. This wider ability to think, communicate and implement strategy is what we term Strategic Intelligence.

## Key Objectives

At the end of the program, participants will be able to:

- Demonstrate skills to help defining strategy and strategic thinking
- Understand the current strategic operating environment
- Have the ability to demonstrate nous, common sense and political awareness
- Understand how to effectively use traditional strategic planning tools, such as Scenario Planning, SWOT Analysis, etc
- Understand mobility and career strategies to help develop strategic capabilities

## Modules

- Strategy and strategic thinking process
- Strategic thinking tools – system thinking, analogical thinking, enquiry, dialogue, framing and reflection
- Strategic Intelligence and capabilities
- Different types of strategic planning tools (Scenario Planning, SWOT, etc)
- 360 Strategic Intelligence Profile
- Case studies of strategic and unstrategic behaviour

## Methodology

- Lecture
- Discussion
- Case Study
- Group Activity
- Pre-Reading Materials

## Target level

Superscale & Group

## Competency Focus

STRATEGIC DIRECTION:  
Champion Vision and Values

## Superscale

- Provide the structure and systems to achieve the desired goals and create a shared sense of purpose
- Direct and oversee the execution of strategic plans to achieve organisational vision and values

## Group

- Engineer changes and spearhead the development of strategies to accomplish organisational goals
- Align organisational goals and objectives in line with organisational vision and values

## Language

English

# SD1301 INTRODUCTION TO COST BENEFIT ANALYSIS IN POLICY MAKING

Duration - 3 Days (19.5 Hours)

## Overview

Any decision, whether it is a government policy that involves the public or a business decision on a new product, a Cost Benefit Analysis (CBA) can help provide a structured approach to quantify the positive and negative impacts as well as how to account for financial risks. CBA also provides a methodology to list out assumptions, risks and potential benefits to help make a final resolution on a complex policy or decision. This course is designed for individuals who want to understand and apply cost-benefit analysis to support decision-making in their organisations.

## Key Objectives

At the end of the program, participants will be able to:

- Describe the purpose of CBA and how they can be applied in decision making
- Discuss the perspectives of different stakeholders that could be affected
- Apply different methods for measuring and quantifying monetary and non-monetary costs and benefits, including intangible benefits
- Examine the concepts of non-market valuation, sensitivity and risk analysis, and how they can improve the comprehensiveness of the CBA

## Modules

- Cost-Benefit Analysis defined
- Basic steps in CBA
- Concepts of CBA
- Identifying Costs and Benefits: Valuation, Direct Vs. Indirect, Internal Vs. External
- Investment Decision Criteria: Future Value & Present Value, Calculating the Net Present Value NPV
- Discount Rate
- Sensitivity Analysis
- Uncertainty and risk

## Methodology

- Lecture
- Discussions
- Case Studies
- Practical

## Target Level

Division I & II

## Competency Focus

STRATEGIC DIRECTION:  
Business Acumen  
Business Development  
Knowledge Capital

## Division I

- Assess current trends and remedy variances from project plans or frameworks by monitoring project performance
- Recognise and assess several likely causes or ways of interpreting available information
- Build on information and knowledge of financial principles and academic models/concepts that leads to effective policy making and business processes

## Division II

- Manage resources and transitions between project stages through information sharing, communication and collaboration across the organisation
- Analyse and synthesise information using relevant methodology and techniques accurately
- Collate and analyse data to explore range of possibilities and create effective alternatives actions during the implementation process

## Language

English

## Pre-Requisite

- Basic knowledge on using MS Excel
- Participants are required to bring their own laptop

# SD1401 FORESIGHT AND HORIZON SCANNING

Duration - 3 Days (19.5 Hours)

## Overview

The world is experiencing great uncertainties be it economic crisis, pandemic and their aftershocks. Many countries, industries and public services face challenging futures ahead where the quest for opportunities is increasingly competitive. Economic discontent combined with existing political stresses have caught many institutions – and countries – unaware. Meanwhile, globalisation, migration, environmental, political and technological trends are reshaping the rules of the game. This calls for critical reflections on existing assumptions, plans and strategies for the long-term future.

The course explores ways in which decision-makers can address such uncertainties and how to produce sound and forward looking outcomes, by covering three broad areas of focus: Perspective, Foresight and Insight.

## Key Objectives

By the end of this course, participants will be able to:

- Identify the foresight tools and techniques to help them direct and oversee the execution of strategic decision making, planning and forecasting to achieve organisational vision and values
- Demonstrate an awareness of important issues, trends and uncertainties affecting business
- Sharpen strategic thinking skills in addressing complex problems
- Recognise and interpret possible future changes involving social, technological and environmental and their interdependencies

- Engineer changes by generating creative solutions from the application of foresight methodologies to spearhead the development of strategies to accomplish organisational goal
- Apply foresight to navigate the challenges of change and plan for alternative and suggest solutions leading to preferred futures which aligns organisational goals and objectives

## Modules

### Module 1

Perspective - Emergent trends and issues in business and society

- Introduction to Foresight
- Environmental Scanning
- Trend Awareness
- Global Challenges
- Dynamics of Change
- Foresight Intelligence Gathering

### Module 2

Foresight - Trend Analysis, Forecasting & Alternative Future Scenarios

- Evidence-Based Foresight
- Trend Analysis and Forecasting Methods and tools
- Introduction to Scenarios
- Scenario Development Methods

### Module 3

Insight - Implication Assessment, Response Strategies and Planning

- Implication Assessment
- Innovation Based Response
- Strategic Response
- Visioning
- Road-Mapping

## Methodology

- Lecture
- Discussion
- Case Study
- Role Play

## Target Level

Superscale, Division I & II

## Competency Focus

STRATEGIC DIRECTION : Champion Vision and Values

## Superscale

- Provide the structure and systems to achieve the desired goals and create a shared sense of purpose
- Direct and oversee the execution of strategic plans to achieve organisational vision and values

## Division I & II

- Engineer changes and spearhead the development of strategies to accomplish organisational goal
- Align organisational goals and objectives in line with organisational vision and values
- Design and establish systems to measure accountability and consequences
- Assign responsibilities for follow-up and follow through functions to sustain momentum

## Language

English/Malay

## Pre-requisite

N/A

# PSE5001 RUKUN AKHLAK ETIKA KERJA PERKHIDMATAN AWAM

Jangkamasa - 3 Hari (19.5 Jam)

## Pengenalan

Warga Perkhidmatan Awam memainkan peranan utama dalam merealisasikan aspirasi dan Wawasan Brunei 2035. Ke arah tujuan itu, sebagai warga Perkhidmatan Awam adalah penting bagi setiap individu mempunyai serta menerapkan nilai-nilai murni dan positif dalam melaksanakan tugas dan tanggungjawab sehari-hari. Oleh yang demikian, mempunyai akhlak mulia dan etika kerja yang betul akan dapat mendokong ke arah pencapaian sebuah organisasi dan sumber tenaga manusia yang cemerlang dan terbilang.

## Objektif Kursus

Di akhir kursus, peserta akan dapat:

- Meningkatkan kesedaran akan kepentingan berakhhlak mulia dan etika kerja positif dalam melaksanakan tugas dan tanggungjawab harian
- Memahami hubungkait Rukun Akhlak dan Etika Kerja dalam pemberian perkhidmatan yang cemerlang
- Mengetahui dan memahami ciri-ciri Rukun Akhlak dan Etika Kerja sebagai contoh nilai-nilai seorang pemimpin yang cemerlang, keutamaan ilmu dalam melaksanakan tugas dan sebagainya
- Memberi kesan dan pengetahuan akan kepentingan bekerja secara berpasukan dalam meningkatkan produktiviti Perkhidmatan Awam

## Modul

- Ciri-ciri Rukun Akhlak dan Etika Kerja
- Keberkesanan perkhidmatan
- Membina pasukan cemerlang
- Prinsip komunikasi berkesan
- Halangan dan cabaran Perkhidmatan Awam cemerlang
- Nilai-nilai pemimpin cemerlang

## Metodologi

- Ceramah
- Demonstrasi
- Perbincangan
- Latihan Amali
- Kajian Kes

## Sasaran Peserta

Bahagian II, III, IV & V

## Fokus Kompetensi

Program ini mendokong kluster ‘Public Service Ethos’ iaitu merupakan prinsip dan nilai utama yang membimbing keupayaan Perkhidmatan Awam. Kluster ini ialah ‘crux’ atau titik penentu/element paling penting bagi menjayakan pembangunan keempat kluster keupayaan (Strategic Direction, People Engagement, Performance Culture and Organisation Capability) dengan kompetensi masing-masing.

## Bahasa

Melayu

# PSE5002 BIMBINGAN PENGERAK NEGARA ZIKIR

Jangkamasa - 3 Hari (19.5 Jam)

## Pengenalan

Dalam usaha membentuk dan menjana warga Perkhidmatan Awam ke arah kecemerlangan diri dengan menjadikan Negara Brunei Darussalam sebagai sebuah "Negara Zikir" sebagaimana hasrat Kebawah Duli Yang Maha Mulia Paduka Seri Baginda Sultan dan Yang Di-Pertuan Negara Brunei Darussalam, warga Perkhidmatan Awam adalah nadi jentera penggerak yang mendukung hasrat tersebut dengan mengamalkan dan menghayati ciri-ciri zikir sewaktu melaksanakan tugas dan kewajipan di dalam Perkhidmatan Awam.

## Objektif Kursus

Di akhir kursus ini, peserta akan dapat:

- Meningkatkan penghayatan negara zikir
- Memupuk peningkatan pemahaman terhadap pengajaran Al-Quran dalam menguruskan pekerjaan
- Menyerapkan pengajaran-pengajaran yang diperolehi daripada Al-Quran dan Sunnah ke dalam pekerjaan seharian

## Modul

- Pengenalan kepada Ummul Kitab
- Bimbingan bacaan Ummul Kitab
- Bimbingan bacaan ayat-ayat Al-Quran Pilihan
- Pengenalan kepada pengurusan mengikut Al-Quran
- Memimpin diri dan organisasi dengan lunas-lunas Al-Quran dan Sunnah
- Teori Pengurusan Islam dan Kepimpinan Diri
- Bimbingan Amalan Doa dan Zikir Pilihan
- Bimbingan Selawat Pilihan

## Metodologi

- Tasmiq
- Ceramah
- Perbincangan dan Amali
- Kerja Kumpulan

## Sasaran Peserta

Bahagian II, III, IV & V

## Fokus Kompetensi

Program ini mendokong kluster 'Public Service Ethos' iaitu merupakan prinsip dan nilai utama yang membimbing keupayaan Perkhidmatan Awam. Kluster ini ialah 'crux' atau titik penentu/element paling penting bagi menjayakan pembangunan keempat kluster keupayaan (Strategic Direction, People Engagement, Performance Culture and Organisation Capability) dengan kompetensi masing-masing.

## Bahasa

Melayu

# **PSE5003 PENERAPAN ETIKA MELALUI KEPIMPINAN ORGANISASI [NEW]**

**Jangkamasa - 2 Hari (13 Jam)**

## **Pengenalan**

Rukun Akhlak & Etika Kerja Perkhidmatan Awam (RAEK) mula diperkenalkan pada 1996 dan huraian 11 ciri dibukukan menjadi satu panduan akhlak dan tingkah laku bagi warga perkhidmatan awam. Program ini akan memberi tumpuan kepada para pemimpin dalam menerapkan ciri-ciri RAEK berkenaan ke dalam diri sendiri dan juga ke dalam pegawai dan kakitangan di bawah kepimpinan mereka. Pemimpin akan didedahkan kepada rangka kerja yang merumuskan 11 ciri RAEK dalam mengukuhkan lagi integriti serta etika kerja di organisasi masing-masing.

## **Sasaran Peserta**

Bahagian I & II

## **Fokus Kompetensi**

Program ini mendokong kluster ‘Public Service Ethos’ iaitu merupakan prinsip dan nilai utama yang membimbing keupayaan Perkhidmatan Awam. Kluster ini ialah ‘crux’ atau titik penentu/element paling penting bagi menjayakan pembangunan keempat kluster keupayaan (Strategic Direction, People Engagement, Performance Culture and Organisation Capability) dengan kompetensi masing-masing.

## **Objektif Kursus**

Di akhir kursus ini, peserta akan dapat:

- Mengongsikan kedudukan RAEK dalam Kerajaan Negara Brunei.
- Menekankan kepentingan RAEK di kalangan pemimpin.
- Menengahkan ilmu dan kaedah kepimpinan selaras dengan RAEK dalam menerapkan ciri-ciri di dalam organisasi.

## **Bahasa**

Melayu

## **Modul**

- Pengertian Etika Kerja
- Pengenalan terhadap Rukun Akhlak & Etika Kerja Perkhidmatan Awam (RAEK)
- Kedudukan RAEK dalam pentadbiran dan pengurusan perkhidmatan awam
- Rankga Kerja RAEK Bagi Pemimpin
  - Module 1: Self Leadership
  - Module 2: Organisational Development
  - Module 3: Decision Making
  - Module 4: Organisational Processes

## **Metodologi**

- Ceramah
- Perbincangan dan Amali
- Kerja Kumpulan

# Human Resource & Management

## PC3103 EFFECTIVE PROJECT MANAGEMENT

Duration - 5 Days (32.5 Hours)

### Overview

This course covers the Project Management where a successful Project Manager must simultaneously manage the five basic elements of a project: planning, resources, time, money, and most importantly, scope. All these elements are interrelated. Each must be managed effectively. All must be managed together if the project, and the Project Manager, is to be a success.

### Key Objectives

By the end of this program, the participants will be able to apply project management practices and utilise project management tools in order to drive performance by focusing on the outcome by:

- Preparing appropriate project documentation
- Understanding risk and quality management
- Using appropriate change control procedures
- Using key project management tools
- Describing the importance of handover and closure
- Understanding the need for a post-project review

### Modules

- Thinking “Project”
- Setting Up a Project
- Managing Resources
- Managing Work in Progress
- Going Live
- Using Microsoft Project as a Project Management Tool

### Methodology

- Instructor-Led Training
- Case Study
- Team Activities
- Group Discussion
- Practical/Hands-On

### Target Level

Division II & III (C3)

### Competency Focus

PERFORMANCE CULTURE :  
Outcome-Oriented Results

### Division II

- Develop priorities, team/units goals, strategies and plans
- Conduct research and analyse information
- Execute the delivery of intended outcome.

### Division III (C3)

- Understand the team/unit objectives and align operational activities accordingly
- Gather resources needed to complete tasks
- Assist and identify budgets, timeframes and standards

### Language

English/Malay

### Pre-Requisite

- Involved in project
- Able to use computer desktop application

# PC3106 MINDA HARMONI

Jangkamasa - 3 Hari (19.5 Jam)

## Pengenalan

Setiap tekanan atau stres yang berlaku merupakan rahmat dari Allah SWT dan boleh membawa kesan positif atau negatif. Jika stres tidak dapat ditangani dengan baik, iaanya akan menjatuhkan semangat, prestasi dan produktiviti seseorang individu dan memberi impak negatif kepada organisasi. Kursus ini boleh membantu melengkapkan individu dengan kemahiran menangani stres dengan berkesan.

Kursus 3 hari ini juga akan membantu menangani konflik dan memperkenalkan kemahiran untuk mengurangkan, menguruskan dan merundingkan konflik dengan kemahiran interpersonal yang baik yang perlu mereka sedar sepanjang masa mereka berkomunikasi dengan semua orang. Dengan kesedaran ini orang ramai akan mempunyai gambaran yang lebih baik dari semua kaitangan kerajaan yang mereka hubungi untuk pelbagai kerja.

## Objektif Kursus

Di akhir kursus, peserta-peserta akan dapat:

- Memahami punca-punca yang menyebabkan stres
- Menangani stres di tempat kerja
- Meningkatkan kemahiran mengawal stress
- Memahami kepentingan kemahiran interpersonal
- Dapat bekerja dengan orang yang sukar dalam situasi yang sukar
- Mengenal pasti faktor-faktor yang mewujudkan konflik di tempat kerja
- Memahami tingkah laku seseorang dan bagaimana ia boleh mempengaruhi orang lain
- Menggunakan kemahiran interpersonal yang akan membantu mengendalikan situasi yang sukar

## Modul

- Apakah yang dimaksudkan dengan stres?
- Stres di tempat kerja
- Kemahiran menangani stres
- Tahap mengawal stres
- Tanda-tanda dan kesan-kesan stres
- Punca-punca stres
- Petua-petua berkesan menangani stres
- Melindungi diri dari stres
- Metodologi menangani stress
- Prinsip asas kemahiran interpersonal
- Langkah-langkah untuk meningkatkan kemahiran interpersonal
- Mengenalpasti kemahiran anda dan mengenali pelbagai ego
- Menubuhkan hubungan yang berkesan
- Mengenal pasti konflik
- Menangani konflik

## Metodologi

- Ceramah
- Perbincangan
- Latihan Amali
- Demonstrasi

## Sasaran Peserta

Bahagian II, III, IV & V

## Fokus Kompetensi

PERFORMANCE CULTURE :  
Outcome-Oriented Results

## Bahasa

Melayu

# PC3108 COACHING AND MENTORING AT THE WORKPLACE [NEW]

Duration - 3 Days (19.5 Hours)

## Overview

This program is a skill-based program exploring the essential skills coaches and mentors need. The participants will learn how to coach and mentor using various tools and techniques which assures any session is remarkably effective and productive to meet current and future expectation within the workplace. It also includes knowledge of ethical guidelines in handling difficult coaching and mentoring situations.

## Key Objectives

By the end of the course, the participants will be able to:

- Identify the basic elements necessary to produce productive session results
- Develop coaching and mentoring steps
- Use coaching and mentoring models in the workplace
- Discover how to coach and mentor different personality types and building trust
- Develop practical coaching and mentoring skills and tools and how to use them
- Practise various coaching and mentoring techniques
- Get familiar with various coaching and mentoring methodologies

## Modules

- The differences of coaching and mentoring
- The steps to coaching
- Coaching tools and methods
- Using effective coaching models and techniques
- Developing coaching conversation and building relationship
- The steps to mentoring
- Mentoring tools and methods
- Using effective mentoring models and techniques
- Developing mentoring conversation and building relationship
- Ethical Guidelines and Professional Standards
- Positive psychology in coaching and mentoring
- Task-based coaching
- Coaching and mentoring for different personality types
- Identifying issues and setting realistic goals
- How to give and receive feedback

## Methodology

- Lectures
- Group Discussion
- Demonstration
- Role Plays
- Games/Quiz
- Activities & Sharing approach & Action Plans
- Practical Example
- Case Study
- Video

## Target Level

Division I, II & III (C3)

## Competency Focus

PERFORMANCE CULTURE :  
Outcome-Oriented Results

### Division I

- Translate priorities and ensure business plan goals are aligned to organisational objectives outcome through innovation and creativity
- Facilitate critical analysis to identify causal factors, the symptoms of the problems and recommend effective, creative and innovative solutions
- Oversee the delivery of intended outcome or solutions

### Division II

- Develop priorities, team/units goals, strategies and plans in creativity and innovation
- Conduct research and analyse information
- Execute the delivery of intended outcome

### Division III (C3)

- Understand the team/unit objectives and align operational activities accordingly
- Gather resources needed to complete tasks
- Assist and identify budgets, timeframes and standards

## Language

English

# PC3203 USING KEY PERFORMANCE INDICATORS TO MEASURE ORGANISATIONAL PERFORMANCE [KPI]

Duration - 2 Days (13 Hours)

## Overview

"If you can't measure it, you can't manage it" is a famous quote by Peter Drucker which still holds true today. Many struggle to develop and manage measures such as Key Performance Indicators (KPIs) to make better decisions. This 2-day program will help participants to identify meaningful KPIs, align measures to strategy, and use measures to drive improvement towards fulfilling objectives.

## Key Objectives

At the end of this course, participants will be able to:

- Define measures, metrics and KPIs and the role they play in measuring organisational and individual performance
- Differentiate between objectives and KPIs
- Understand KPI selection in different contexts
- Apply best practice techniques to KPI selection
- Document KPIs in a standardised template
- Align KPIs to organisational strategy and cascading objectives

## Modules

- Key Performance Indicators (KPIs)
- The Importance of Measuring
- Measures, Metrics and KPIs: The Main Differences
- Characteristics of Smart KPIs
- Types of KPIs: Quantitative
- Categories of KPI: Input, Process, Efficiency, Output and Outcome
- Align KPIs with the Organisation's Strategic Plan
- Working with Targets
- Data Collection Methods
- Identifying Properly Documenting KPIs
- Identifying KPI Ownership
- Performance Feedback through KPIs
- Cascade KPIs within Organisations

## Methodology

- Discussions
- Lectures
- Demonstrations
- Role Play
- Case Studies
- Group Exercises

## Target Level

Division II & III (C3)

## Competency Focus

PERFORMANCE CULTURE :  
Continuous Improvement

## Division II

- Execute continuous improvement plan or work tasks to agreed budgets, timeframes and standards
- Challenge others appropriately where they see room for improvement and continually improve work processes

## Division III (C3)

- Assist in the improvement of work tasks within set budgets, timeframes and standards
- Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness

## Language

English/Malay

## Pre-Requisite

- Senior Management
- Middle Management
- Supervisors

*"If you can't  
measure it,  
you can't manage it"*  
- Peter Drucker



# PC3205 KEMAHIRAN PENYELIAAN

Jangkamasa - 5 Hari (32.5 Jam)

## Pengenalan

Penyelia merupakan golongan yang amat penting dalam sebuah organisasi. Mereka adalah penggerak utama perancangan dan jentera operasi organisasi dan mereka juga adalah penghubung di antara para pekerja dengan pihak pengurusan. Kegagalan para Penyelia dalam memainkan peranan dan fungsi mereka yang sebenar boleh mengakibatkan kegagalan kepada organisasi secara keseluruhan.

## Objektif Kursus

Di akhir kursus, peserta akan dapat:

- Memahami peranan, tanggungjawab dan tugas-tugas seorang Penyelia dan pemimpin kumpulan kerja dalam organisasi
- Mengenalpasti sikap dan ciri-ciri yang perlu dibina ke arah menjadi seorang Penyelia yang berkesan
- Menyusun dan membahagikan kerja-kerja operasi secara lebih efektif dan produktif

## Modul

- Konsep dan Kepentingan Pengurusan bagi Penyeliaan
- Komunikasi Interpersonal
- Motivasi
- Komunikasi Berkesan
- Manual Prosedur Kerja (MPK)
- Menulis Laporan
- Mengendalikan Mesyuarat
- Keselamatan Dalam Bekerja
- Perkhidmatan Pelanggan
- Pengurusan Masa

## Metodologi

- Ceramah
- Perbincangan
- Demonstrasi
- Kajian-Kes

## Sasaran Peserta

Bahagian III (C3)

## Fokus Kompetensi

ORGANISATIONAL CAPABILITY:

Building Capability

PERFORMANCE CULTURE :

Continuous Improvement

## Bahagian III (C3)

- Mengumpulkan data untuk menghasilkan laporan sumber Manusia (HR) dengan tepat
- Mengumpul data kemajuan mengenai perkembangan pekerja dengan cekap
- Membantu dalam penambahbaikan tugas dalam rangka belanjawan, jangka masa dan piawaian yang ditetapkan
- Mengambil bahagian dalam dan menyumbang kepada inisiatif pasukan/unit untuk menyelesaikan isu-isu biasa atau halangan kepada keberkesanan

## Bahasa

Melayu

# PC3206 SECRETARIAL SKILLS

Duration - 3 Days (19.5 Hours)

## Overview

This course is designed to enhance secretarial and clerical skills in doing participants' routine tasks and to face their changing and challenging roles to support their respective organisations.

## Key Objectives

At the end of this course, the participants will be able to:

- Enhance their skills towards a changing and challenging roles by executing, assisting and improving their productivity and service delivery
- Understand the changing role of secretaries and what to expect
- Get the most out of a challenging work environment which will enhance the teamwork needed in today's business world
- Handle difficult situations by learning to prepare a plan of action
- Acquire job 'tips' which will improve productivity and effectiveness
- Learn about the Do's and Don'ts, the pitfalls and traps to avoid
- Resolve difficult situations where communication is a problem
- Utilise their skills for telephone conversations
- Learn to put people in their writing
- Understand the importance and benefits of projecting a professional image

## Modules

- The changing role of a Secretary and expectations in today's business world
- Dealing with Your Boss (Managing Up)
- The Art of Communication
- Working Smarter Through Technology and Applications
- Professional Image and Grooming
- Creative Problem Solving

## Methodology

- Lecture
- Discussion
- Case Study
- Role Play
- Group Activities

## Target Level

Division II, III & IV

## Competency Focus

PERFORMANCE CULTURE :  
Outcome-Oriented Results

## Division II

- Execute their changing and challenging tasks to agreed budgets, timeframes and standards.
- Challenge their staff appropriately where they see room for improvement and continually improves work processes.

## Division III

- Assist in the improvement of routine yet changing and challenging tasks within set budgets, timeframes and standards.
- Engage more participation and contribution from them in order to help resolve issues or barriers to effectiveness.

## Language

English

# PC3207 INDUKSI PERKHIDMATAN AWAM

Jangkamasa -7 Hari (45.5 Jam)

## Pengenalan

Kursus ini adalah pengenalan bagi Pegawai dan Kakitangan yang baru berkhidmat dengan Kerajaan Kebawah Duli Yang Maha Mulia Paduka Seri Baginda Sultan dan Yang Di-Pertuan Negara Brunei Darussalam.

## Objektif Kursus

Di akhir kursus, peserta akan dapat meningkatkan kefahaman, kesedaran dan pengetahuan antara lain mengenai peranan selaku warga Perkhidmatan Awam yang berintegriti dan beretika, infrastruktur dan hal ehwal pentadbiran Kerajaan serta peraturan-peraturan dan undang-undang Kerajaan.

## Modul

- Melayu Islam Beraja (MIB)
- Perlembagaan Negara Brunei Darussalam
- Sistem Pentadbiran Kerajaan KDYMM
- Wawasan Brunei 2035
- Wawasan Perkhidmatan Awam Abad 21
- Akta Suruhanjaya Perkhidmatan Awam PENGGAL A & B
  - Peraturan-Peraturan Am
  - Syarat-Syarat Perkhidmatan
  - Tata tertib
  - Kemudahan
- Peraturan Kewangan
- TAP/SCP
- 4CS – Character, Capacity, Condition & Capital
- Financial Planning
- Rukun Akhlak dan Etika Kerja Perkhidmatan Awam
- Undang-Undang, Akta-Akta BMR, BKN dan KDN
- Manual Prosedur Kerja
- Kaunseling
- Perintah Kanun Hukuman Jenayah Syariah
- Tekad Pemedulian Orang Ramai
- Adat Istiadat: Bahasa Dalam dan Terasul
- Penjimatan Tenaga
- Government Employee Management System (GEMS)
- Program Pembelajaran dan Pembangunan IPA
- Kumpuan Kerja Cemerlang
- Penilaian Prestasi
- Amalan Gaya Hidup Sihat

## Metodologi

- Aktiviti Latihan
- Perbincangan
- Ceramah
- Demonstrasi

## Sasaran Peserta

Bahagian II (B2), III, IV & V

## Fokus Kompetensi

STRATEGIC DIRECTION :  
Knowledge Capital

## Bahasa

Melayu

## Pra-Syarat

- Baru berkhidmat dengan Kerajaan KDYMM kurang dari satu tahun
- Peserta yang belum mengikuti Kursus Induksi yang lebih dari setahun perkhidmatan

# PC3208 PERSEDIAAN PERSARAAN

Jangkamasa - 8 Hari (52 Jam)

## Pengenalan

Bersara tidak bermakna putusnya sumbangan rakyat kepada negara. Kursus Persediaan Persaraan ini akan memberi pendedahan dan persiapan mental, kerohanian, kemasyarakatan serta peluang-peluang dan bidang-bidang perniagaan yang boleh diceburi oleh pegawai-pegawai dan kakitangan-kakitangan kerajaan yang bakal bersara.

## Objektif Kursus

Di akhir kursus, peserta akan memperolehi pengetahuan mengenai:

- Persediaan diri dari segi mental, fizikal dan rohani
- Perancangan persaraan
- Peluang-peluang penyertaan dalam bidang perniagaan/keusahawanan, kemasyarakatan, keagamaan dan sosial
- Pengurusan perniagaan dan keusahawanan

## Modul

### Modul 1

Persediaan dan perancangan persaraan:

- Kehidupan ketika bersara/paradigma persara
- Konsep kehidupan seimbang (Balanced Life)
- Pengurusan kewangan peribadi
- Menangani perubahan, peralihan dan psikologi
- Bijak kewangan

### Modul 2

Kerohanian, kesihatan dan kemasyarakatan:

- Memantapkan kerohanian
- Keseimbangan kesihatan
- Sosialisasi pesara dan penglibatan dalam masyarakat
- Rekreasi minda
- Hobi

### Modul 3

Peluang-peluang keusahawanan:

- Menerokai peluang-peluang keusahawanan
- Perniagaan dan pengurusannya
- Membina rangkaian keusahawanan
- Prosedur, undang-undang dan peraturan yang mengawal perniagaan

## Metodologi

- Ceramah/Taklimat/Forum
- Perbincangan
- Demonstrasi
- Lawatan Sambil Belajar

## Sasaran Peserta

Pegawai dan kakitangan yang bakal bersara sebelum 5 tahun persaraan perkhidmatan 55 atau 60 Tahun

## Bahasa

Melayu

# PC3211 MERAIH JALAN KEJAYAAN

Jangkamasa - 3 Hari 2 Malam (54.5 Jam)

## Pengenalan

Program ini bertujuan memberi perspektif menyeluruh terhadap faktor-faktor penentu kejayaan yang boleh membawa kepada kebahagiaan kehidupan yang seimbang. Ia turut membincangkan permasalahan yang biasa ditempuhi di dalam menyusuri ranjau kehidupan.

- Persimpangan organisasi
  - Watak-watak organisasi
  - Menangani permasalahan melalui kaunseling
- Kelebihan kepada proses peningkatan diri

## Objektif Kursus

Di akhir kursus ini, peserta-peserta akan dapat:

- Mengkaji kekuatan serta kelemahan diri dari pelbagai perspektif
- Memperolehi kaedah-kaedah yang berkesan ke arah mempertingkatkan keyakinan diri dalam melaksanakan tugas agar bertanggungjawab selaras dengan kehendak falsafah negara
- Memperkembangkan personaliti individu ke arah yang positif untuk menyelesaikan kerumitan-kerumitan dengan berkesan dalam kehidupannya
- Membuat kesimpulan jelas akan maksud kejayaan dan kebahagiaan kehidupan yang seimbang
- Memulakan persiapan awal bagi menempuh cabaran-cabaran masa depan dengan lebih objektif
- Menjalinkan 'network' dengan individu di sekeliling (pasangan, keluarga, majikan, rakan dan masyarakat) atau sesama peserta bagi mendapatkan sokongan faktor kejayaan selepas tamat kursus
- Membantu individu menyesuaikan dirinya dengan masyarakat dan menuruti masyarakat melalui perkembangan konsep sendiri
- Membekalkan pengalaman-pengalaman baru yang dapat mewujudkan peluang-peluang kepada klien supaya mereka memahami perbezaan diri mereka dengan kehidupannya menuju kejayaan

## Metodologi

- Ceramah
- Kaunseling Kelompok
- Ujian Personaliti
- Role Play
- Perbincangan
- Perkongsian Pengalaman

## Sasaran Peserta

Bahagian II (B2) & III

## Fokus Kompetensi

PERFORMANCE CULTURE :

Continuous Improvement

## Bahagian II (B2)

- Melaksana pelan pembaikan atau tugas secara berterusan seiring dengan belanjawan yang dipersetujui, jangka masa dan piawaian
- Mengutarakan pendapat sewajarnya apabila terdapat ruang untuk penambahbaikan dan terus memperbaiki proses kerja

## Bahagian III

- Membantu dalam penambahbaikan tugas dalam rangka belanjawan, jangka masa dan piawaian yang ditetapkan
- Mengambil bahagian dalam dan menyumbang kepada inisiatif pasukan/unit untuk menyelesaikan isu-isu biasa atau halangan kepada keberkesanan

## Bahasa

Melayu

## Modul

- Destinasi Utama: Mencari keredhaan Pencipta
- Persimpangan diri
  - Hormat diri tinggi
  - Melihat pencapaian diri
- Persimpangan keluarga
  - Keluarga sakinah, mawaddah dan rahmah
- Persimpangan kerjaya
  - Membina persiapan menghadapi cabaran kerjaya
  - Disiplin dan masa di tempat kerja

# PC3214S PROGRAM PENSIJILAN PERKERANIAN

Jangkamasa - 29 Hari (188.5 Jam) termasuk Ujian Penilaian

## Pengenalan

Program ini adalah penaiktarafan kursus Perkeranian yang sedia ada kepada program pensijilan yang diiktiraf. Penaiktarafan bertujuan untuk memantapkan lagi mutu perkhidmatan perkeranian di samping menambah ciri-ciri dan nilai murni dan kesan positif terhadap kerja yang akan dilaksanakan.

Memandangkan Kerani yang baru berkhidmat menurut Skim Perkhidmatan dikehendaki mengikuti kursus induksi, profesional dan pembinaan diri, mereka perlu melalui dua fasa iaitu Perkeranian Asas dan Perkeranian Lanjutan. Selesai menghadiri semua modul Perkeranian Asas, peserta akan dinilai bagi memastikan mereka layak untuk ke fasa Perkeranian Lanjutan.

## Objektif Kursus

Di akhir kursus, peserta akan dapat:

- Meningkatkan pengetahuan bidang perkeranian dan memahami tugas dan tanggungjawab sebagai seorang Kerani
- Meningkatkan motivasi diri dan menerapkan hasil pembelajaran di tempat kerja
- Memahami pengurusan dan keselamatan rekod kerajaan
- Mempelajari tatacara persuratan rasmi yang betul
- Mempelajari asas rekod dan sistem fail
- Meluaskan rangkaian kerja di kalangan Kerani-Kerani Jabatan/Kementerian

## Kandungan

### Modul 1

Induksi Perkhidmatan Awam (rujuk Isi Kandungan Program Induksi)

### Modul 2

#### Bengkel Perkeranian Asas

- Peranan dan tanggungjawab Kerani
- Ciri-ciri Kerani yang professional dan positif
- Asas Rekod dan Sistem Fail
- Keselamatan Rekod-Rekod Kerajaan
- Tatacara Persuratan Rasmi
- Komunikasi Bersama Pelanggan
- Basic English at the Workplace

### Bengkel Penggunaan ICT

- Microsoft Word
- Penyediaan ‘Template’ Persuratan Rasmi Melalui Elektronik
- Penyediaan Dokumen Melalui Mailmerge
- Email Outlook
- Microsoft Excel

### Bengkel Pembangunan Diri

- Pengurusan Stress
- Pengurusan Masa
- Motivasi Kerja
- Asas Komunikasi bagi Kerani

### Metodologi

- Ceramah
- Perbincangan
- Praktikal
- Penilaian

### Sasaran Peserta

Bahagian IV

### Fokus Kompetensi

ORGANISATIONAL CAPABILITY :  
Building Capability

PERFORMANCE CULTURE :  
Continuous Improvement

### Bahasa

Melayu & Inggeris

### Pra-Syarat

Memegang jawatan sebagai Kerani yang berkhidmat di bawah 2 tahun

# PC3215 PEMBANTU PEJABAT

Jangkamasa - 2 Hari (13 Jam)

## Pengenalan

Setiap warga Perkhidmatan Awam atau pun pekerja swasta mempunyai tanggungjawab dan peranan masing-masing mengikut peringkat jawatan. Tugas sebagai Pembantu Pejabat adalah nadi bagi sesebuah organisasi atau Jabatan. Dengan adanya kursus ini dapat mendedahkan serta memberi kefahaman yang luas tentang tugas seorang Pembantu Pejabat.

## Objektif Kursus

Di akhir kursus ini, peserta akan dapat:

- Mengetahui peranan dan tanggungjawab Pembantu Pejabat
- Meningkatkan etika dan integriti dalam menjalankan tugas
- Meningkatkan motivasi diri dalam bekerja
- Meningkatkan pengetahuan mengenai pentingnya komunikasi
- Memahami penggunaan sistem *despatch*
- Mempelajari asas pengurusan sistem fail dan rekod

## Modul

Peranan dan tanggungjawab Pembantu Pejabat

- Asas sistem rekod dan fail
- Tugas dan tanggungjawab
- Sistem *despatch*

Kualiti Pembantu Pejabat

- Etika dan integriti dalam menjalankan tugas
- Motivasi diri dan kerja
- Asas komunikasi

## Metodologi

- Ceramah / Atas talian
- Perbincangan
- Demonstrasi
- Kajian Kes

## Sasaran Peserta

Bahagian V dan sebanding dengannya

## Fokus Kompetensi

ORGANISATIONAL CAPABILITY :  
Building Capability

PERFORMANCE CULTURE :  
Continuous Improvement

## Bahasa

Melayu

## Pra-Syarat

Memegang jawatan sebagai Pembantu Pejabat dan sebanding dengannya

# OC4105 PRODUCTIVITY IMPROVEMENT

Duration – 3 Days (19.5 Hours)

## Overview

This course provides in-depth knowledge and application skills required in identifying opportunities for productivity measurement and improvement at the workplace, selecting and implementing relevant techniques and tools for productivity improvement, and monitoring and managing productivity at the workplace. It is designed especially for working professionals who are identified by their organisation to be champions of the Productivity Movement who can help steer the organisation towards world class excellence. The course enables participants to comprehensively understand how the various productivity tools and techniques can be implemented.

## Key Objectives

At the end of the course, the participant will be able to:

- Define the real meaning of productivity in relation to quality and its application
- Measure and improve on a continuous basis
- Relate the key concepts to effectiveness, productivity and deployment
- Comprehend the relationship between work and time
- Understand the relationship between positive attitudes and improved workplace productivity
- Improve productivity planning capability
- Enhance skills in understanding yourselves and managing people
- Acquire better work ethics
- Know the techniques of working intelligently and working smart
- Engage employees in a way that increase motivation, accountability and ownership
- Track performance gains for all stakeholders
- Create a high-performance & proactive problem-solving culture

## Modules

### Module 1

Introduction to Real Productivity

- Define Productivity
- Process of productivity;
- Benefits/Organisational goals
- Process of measuring productivity
- Relationship between the elements of productivity and production
- Process of communicating productivity
- Significance of enhancing productivity

### Module 2

Measuring Productivity

- Significance of estimation before change
- Total resource productivity proportions
- Models of productivity
- Relationship between attitude and productivity

### Module 3

Elements of productivity

- Elements influencing productivity
- Concept of best performance and paper model case
- Concept of Value Add in productivity
- Identify the challenges in productivity and the time wasters
- Overcoming resistance to productivity
- Identify your KPIs

### Module 4

Measuring Deployment and Effectiveness

- Most effective method to do testing
- Instructions to do sampling
- Time consider, rating, stipends and standard

### Module 5

Techniques to Enhance Productivity

- Techniques examination
- Strategy change
- Esteem examination
- Misfortune control
- Overcome conflict

### Module 6

Measure and enhance administration efficiency

- Guideline of self-administration, measuring administration usage
- Undertaking estimation & building up standard circumstance
- Setting up workloads by divisions and areas
- Enhancing administrative profitability

## **Module 7**

### **Efficiency**

- Defining efficiency and effectiveness
- How to achieve speed and accuracy in work performance
- Self-development, goal setting and prioritising tasks

## **Module 8**

### **Developing Productivity Improvement Program**

- Picking up administration duty
- Applying the TQM continuous improvement tools

## **Module 9**

### **Checklist of Productivity Improvement Program**

- Reasons for poor productivity, territories for investigation (time, thoughts, techniques, supplies, non-cooperation) agendas

## **Methodology**

- Online Learning
- Lectures
- Group Discussion
- Questionnaires
- Individual Reflections
- Role Plays
- Simulations
- Case Study

## **Target Level**

Division I, II & III (C3)

## **Competency Focus**

### **ORGANISATION CAPABILITY :**

Organisational Development

## **Division I**

- Guide and align the development of a planned and rational approach towards achieving organisational effectiveness
- Rectify areas for improvement based on informed diagnosis and oversee the execution of appropriate intervention strategies

## **Division II**

- Develop and execute well-planned and systematic approach to achieve organisational effectiveness
- Diagnose organisational performance, identify capability gaps and recommend appropriate intervention strategies

## **Division III (C3)**

- Apply initiatives through high-quality programs and services
- Acquire conceptual understanding on organisational developmental requirements

## **Language**

English

# OC4111 HUMAN RESOURCE MANAGEMENT [NEW]

Duration – 4 Days (26 Hours)

Overview	Modules	Methodology
<p>Human Resource is the core functional part of every organisation, to ensure all employees are happy and protected. This course will help the participants to maintain effective employee and employer relationships by supporting and motivating employees. This course will also help the participants to enhance the different role within the HR department to ensure employees have the correct skills needed for their roles.</p>	<p><b>People Management – Talent and Succession Planning</b></p> <ul style="list-style-type: none"><li>• An overview of strategic HRM activities</li><li>• Successful change management</li><li>• Human Resource Planning – securing the people resources</li><li>• Talent recognition and succession planning</li><li>• The critical issue of employee engagement</li><li>• Communications and employee voice</li><li>• Best practices</li></ul> <p><b>Recruiting – Use of Competencies and Rewarding Employees</b></p> <ul style="list-style-type: none"><li>• Job descriptions and person specifications</li><li>• Best Practice for recruitment and selection</li><li>• Pay and reward, compensation and benefits</li><li>• Understanding competencies and behavioural interviewing</li><li>• The new employee – induction planning and getting up to performance</li><li>• Retaining talented staff</li><li>• Best practices</li></ul> <p><b>Performance Management – Creating Employee Engagement</b></p> <ul style="list-style-type: none"><li>• The essential stages of Performance Management</li><li>• Setting objectives and evaluating performance</li><li>• Effective Performance Appraisals – making them work for all</li><li>• Building employee engagement, motivation and loyalty</li><li>• The use of assessment and development centres</li><li>• Managing absence effectively and managing discipline and grievance</li><li>• Best practices</li></ul> <p><b>Learning and Development – Methods of Learning for Current and Future Roles</b></p> <ul style="list-style-type: none"><li>• Training Needs Analysis- collection of data and identification of needs</li><li>• Team Development – Coaching and Feedback</li><li>• Training for current job needs and development for future challenges</li><li>• Methods of Adult Learning – not just training courses</li><li>• Identifying and Developing a Successor</li><li>• Personal Action Planning</li><li>• Best practices</li></ul>	<ul style="list-style-type: none"><li>• Online Learning</li><li>• Lecture</li><li>• Discussion</li><li>• Demonstration</li><li>• Case Study</li></ul>
<p><b>Key Objectives</b></p> <p>At the end of this program, the Participants will be able to:</p> <ul style="list-style-type: none"><li>• Understand the importance of Human Resource Management to the organisation</li><li>• Appreciate the key functions associated with Human Resource Management</li><li>• Implement a Human Resource Planning Process</li><li>• Understand the importance of Recruitment and Selection</li><li>• Detail the main types of Compensation and Benefits Systems</li><li>• Implement an effective Performance Appraisal Process</li><li>• Understand the function of Training and Development and its importance to the organisation</li></ul>	<p><b>Target Level</b></p> <p>Division I, II &amp; III (C3)</p>	<p><b>Competency Focus</b></p> <p>ORGANISATION CAPABILITY : Organisational Development</p>
<p><b>Modules</b></p> <p><b>HR Managers Roles and Responsibilities</b></p> <ul style="list-style-type: none"><li>• Traditional management responsibilities</li><li>• Relationship between HR and the line and devolving responsibility down the line</li><li>• The impact of HR outsourcing and working with an HR as strategic business partner</li><li>• Enabling HR policies and practices</li><li>• Directing and guiding the work of others</li><li>• Dealing with conflicting priorities and role overload</li></ul>	<p><b>Division I</b></p> <ul style="list-style-type: none"><li>• Guide and align the development of a planned and rational approach towards achieving organisational effectiveness</li><li>• Rectify areas for improvement based on informed diagnosis and oversee the execution of appropriate intervention strategies</li></ul> <p><b>Division II</b></p> <ul style="list-style-type: none"><li>• Develop and execute well-planned and systematic approach to achieve organisational effectiveness</li><li>• Diagnose organisational performance, identify capability gaps and recommend appropriate intervention strategies</li></ul> <p><b>Division III</b></p> <ul style="list-style-type: none"><li>• Apply initiatives through high-quality programs and services</li><li>• Acquire conceptual understanding on organisational developmental requirements</li></ul>	<p><b>Language</b></p> <p>English</p>

# OC4201 ACHIEVING LEARNING ORGANISATION

Duration – 2 Days (13 Hours)

## Overview

Learning Organisation is the term given to an organisation that facilitates the learning of its members and continuously transforms itself. Learning Organisation is developed as a result of the pressure facing modern organisations which enables them to remain competitive in the business environment. A learning organisation has five main features: system thinking, personal mastery, mental models, shared vision and team learning which encourage organisations to shift to a more interconnected way of thinking.

## Key Objectives

At the end of this course, the participants will be able to:

- Understand and appreciate the concepts of a Learning Organisation
- Identify the characteristics of a Learning Organisation
- Critically assess the performance of Government Departments and Ministries in the accomplishment of Learning Organisation
- Plan organisational strategies to achieve Learning Organisation

## Modules

- Why Learning Organisation is critical?
- Learning Organisation versus Traditional Organisation
- Understanding Learning Organisation-System Approach
- Learning Organisation: models and theories
- Characteristics of Learning Organisation
- Issues and challenges in becoming a Learning Organisation
- Roles of Change Management in becoming a Learning Organisation
- Skills of Learning Organisation
- Best practice in Learning Organisation

## Methodology

- Online Learning
- Lecture
- Discussion
- Case Study
- Role-Play

## Target Level

Division I, II & III (C3)

## Competency Focus

ORGANISATION CAPABILITY :

Building Capacity

### Division I

- Monitor and review role and functional development issues that includes diversity within the organisation, organisational structure and scheme of service
- Facilitate the appropriate HR functions in developing the performance management procedures

### Division II

- Implement HR Planning according to procedures
- Implement and monitor the process of development and talent management practices based on the set development framework

### Division III

- Collate data to produce an HR reports accurately
- Capture accurate progress data on the development of employees efficiently

## Language

English

# OC4209 COMPETENCY DEVELOPMENT [NEW]

Duration – 4 Days (26 Hours)

## Overview

This course aims to help participants to design, develop, utilise and assess Competencies and Competency Framework systems within their organisation.

## Key Objectives

At the end of this course, the participants will be able to:

- Understand and define competency and competencies
- Apply techniques to develop, design and implement a competency framework system for the organisation (technical/behavioural)
- Create and write competency terms for the framework, whether behavioural or technical
- Utilise the framework for recruitment, assessment identification and development purposes

## Modules

### Designing the Competency System

- Why have a framework? Defining the Business Purpose
- Aligning the Required Competencies to Business Objectives and Strategy
- Framework Structure: Technical or Behavioural – Specific or Generic?
- Data Gathering Methods
- Utilisation of the System: On-line or Paper-based?

### Developing the Competency Framework System

- Consideration of Assessment Factors
- Creating and Writing the Framework Terminology
- Examples of Frameworks: Keep It Simple
- Testing and Calibrating the Competency Framework
- Review the Framework: Continual Improvement

### Behavioural Frameworks: Design and Development

- Identification of the Behaviours to Measure
- Defining the Behavioural Competency Criteria and Levels
- Methods of Assessment and Utilisation: Psychometrics
- Competency Requirements of People to Assess
- Practical Assessment Exercise

### Technical Frameworks: Design and Development

- Defining the Technical Behaviours to be Measured
- Measurement Methods, Levels and Assessment
- Technical Data Gathering and Assessment
- Competency Requirements of People to Assess
- Practical Assessment Exercise

### Implementation and Assessment of the System

- Utilising the Frameworks for Recruitment, Assessment and Development
- Implementation Strategy Plan
- Communication Plan to ensure full-cooperation and buy-in
- Developing a Training Strategy of those Using the System
- Review and Feedback of the System
- Next Steps

### Methodology

- Lecture
- Discussion
- Demonstration
- Practical
- Case Study

### Target Level

Division I, II & III (C3)

### Competency Focus

ORGANISATION CAPABILITY :

Building Capacity

### Division I

- Monitor and review role and functional development issues that includes diversity within the organisation, organisational structure and scheme of service
- Facilitate the appropriate HR functions in developing the performance management procedures

### Division II

- Implement HR Planning according to procedures
- Implement and monitor the process of development and talent management practices based on the set development framework

### Division III

- Collate data to produce an HR reports accurately
- Capture accurate progress data on the development of employees efficiently

### Language

English

# OC4210 TRAINING OF TRAINERS [NEW]

Duration – 5 Days (32.5 Hours)

## Overview

Training people is not as easy as it seems and a trainer really need to be absolutely prepared to handle even the minutest queries and provide relevant solutions to their problems. It is necessary for the trainers to keep themselves abreast with the changes or latest developments in their respective genres. With the Training of Trainers course, participants have the chance to further develop their competences as a trainer. It will also provide the new trainers with the background knowledge, skills and practical experience to provide training in their organisation.

## Key Objectives

By the end of the course, the participants will be able to:

- Impart the knowledge, skills and behaviour transmitting knowledge by training
- Understand and facilitate individual and group learning processes
- Design educational programmes
- Use effective instructional methods to train people

## Modules

- Theory of Adult Learning
- The ADDIE Model
- Analysis
- Design training programme
- Setting learning objectives
- Lesson Plan
- Design and developing training materials
- Learner engagement & positive environment
- Training methodology and training aids: Games Trainers Play
- Effective presentation skills
- Evaluation

## Methodology

- Lectures
- Group Discussion
- Presentation
- Demonstration
- Games/Quiz
- Activities
- Practical Example
- Video

## Target Level

Division I, II & III (C3)

## Competency Focus

ORGANISATION CAPABILITY :

Building Capacity

## Division I

- Monitor and review role and functional development issues that includes diversity within the organisation, organisational structure and scheme of service
- Facilitate the appropriate HR functions in developing the performance management procedures

## Division II

- Implement HR Planning according to procedures
- Implement and monitor the process of development and talent management practices based on the set development framework

## Division III (C3)

- Collate data to produce an HR reports accurately
- Capture accurate progress data on the development of employees efficiently

## Language

English/Malay

# Communication & Customer Service

## PE2101 POWER OF NEGOTIATION

Duration – 3 Days (19.5 Hours)

### Overview

To communicate and influence more effectively when negotiating, strategies, knowledge of body language and emotions play pertinent role. This course is designed to improve your ability to conduct negotiations, not only by sharing current knowledge and research, but also by providing opportunities to practice and reflect on your skills.

### Key Objectives

At the end of this course, participants will be able to:

- Understand the types and phases of negotiations
- Analyse other people and try to see from their own point of view/perspective in negotiations
- Identify and utilise your own personal negotiation style

### Modules

- Understanding different types of negotiation
- Defining your personal negotiation style
- Using your own personal negotiation style
- Importance of communication in negotiations
- Phases of negotiation
  - Preparations
- Knowing who you are negotiating with
- Reading other people
- Seeing other points of view
  - Bargaining
- Negotiate upwards and downwards
- Knowing your bottom line
- Knowing what to give away and when to be firm
- Dealing with hidden agendas
  - Closing the deal

### Methodology

- Lecture
- Discussion
- Role Play

### Target Level

Division I, II & III (C3)

### Competency Focus

PEOPLE ENGAGEMENT :  
Communicate with Influence

### Division I

- Clarify complex concepts or ideas with relevant information, examples and demonstrations
- Engage audience in interactive communication and anticipate needs/questions and responded appropriately

### Division II

- Translate technical and complex data appropriately for intended audience
- Identify targeted audience for sharing fact-based information in timely manner

### Division III (C3)

- Explain technical and complex information clearly
- Identify the big picture and acknowledge hearing from different perspectives

### Language

English/Malay

# PE2103 KOMUNIKASI BERKESAN

Jangkamasa – 3 Hari (19.5 Jam)

## Pengenalan

Komunikasi merupakan asas kepada perhubungan interpersonal iaitu perhubungan antara seseorang dengan seseorang yang lain. Apabila komunikasi berlaku, ia boleh memberi impak yang besar terhadap perhubungan interpersonal dan begitu juga sebaliknya. Maka untuk mempunyai kemahiran interpersonal yang berkesan memerlukan pengetahuan dan pemahaman beberapa elemen-elemen yang boleh mempengaruhi proses komunikasi.

## Objektif Kursus

Di akhir kursus ini, peserta-peserta akan dapat:

- Meningkatkan kesedaran tentang pentingnya kemahiran berkomunikasi dan interpersonal yang baik untuk kemajuan organisasi
- Memahami proses komunikasi dan implikasi terhadap keberkesaan pengurusan
- Mendedahkan peserta kepada teknik berkomunikasi di peringkat individu dan kumpulan
- Mempraktik kemahiran berkomunikasi dengan yakin
- Menangani kesukaran dalam berkomunikasi
- Meningkatkan komunikasi untuk meningkatkan hubungan kerja

## Modul

- Pentingnya komunikasi dalam pengurusan organisasi
- Membina kemahiran interpersonal di kalangan kakitangan
- Proses komunikasi
- Jenis-jenis komunikasi
  - Komunikasi lisan dan bukan lisan
  - Komunikasi asertif, agresif dan pasif
  - Komunikasi tulisan
- Rangkaian komunikasi
- Strategi dalam berkomunikasi
- Kaedah komunikasi kreatif
- Halangan-halangan dalam komunikasi
- Meningkatkan komunikasi di tempat kerja
- Bagaimana pendapat orang lain tentang gaya komunikasi kita
- Memberi dan menerima kritikan

## Metodologi

- Ceramah
- Perbincangan
- Demonstrasi
- Kajian Kes
- Role Play

## Sasaran Peserta

Bahagian I, II, III, IV & V

## Fokus Kompetensi

PEOPLE ENGAGEMENT :  
Communicate with Influence

### Bahagian I

Memperjelas konsep atau idea dengan maklumat, contoh dan demonstrasi yang relevan dan memanfaatkan perbincangan dalam komunikasi interaktif

### Bahagian II

Terjemahkan data teknikal dan rumit yang sesuai untuk peserta yang dimaksudkan dan mengenal pasti peserta yang disasarkan untuk berkongsi maklumat berdasarkan fakta tepat

### Bahagian III

Menjelaskan maklumat teknikal dan rumit dengan jelas dan kenal pasti senario dan perspektif yang berbeza

## Bahasa

Melayu

# PE2104 PENYAMPAIAN BERKESAN

Jangkamasa – 4 Hari (26 Jam)

## Pengenalan

Kemahiran berucap boleh dipupuk dan diasah melalui proses pembelajaran, pendedahan dan amalan, dengan panduan dan bimbingan dari penyampai-penyampai yang terlatih dalam bidang ini. Akan tetapi ramai yang berfikiran sebaliknya dan merasakan kemahiran ini adalah semulajadi dan tidak boleh dipelajari. Ringkasnya, setiap individu yang normal boleh menjadi seorang penyampai yang berkesan sekiranya diberi peluang mengendalikan kemahiran-kemahiran yang disampaikan secara lebih terperinci dan sistematis.

## Objektif Kursus

Di akhir kursus ini, peserta-peserta akan dapat:

- Memahami teori dan teknik penyampaian berkesan
- Meningkatkan kemahiran dan keyakinan diri semasa memberi penyampaian
- Meningkatkan kemahiran dalam penggunaan ICT semasa penyampaian

## Modul

- Pandangan orang ramai terhadap komunikasi di khalayak ramai
- Kepentingan kemahiran penyampaian berkesan dalam organisasi
- Faktor-faktor memberi penyampaian yang berkesan
- Mengawal diri sendiri
  - Mengawal kegugupan
  - Keterampilan diri
- Mengawal audiens
  - Mengenali audiens
  - Menarik perhatian
  - Teknik mempengaruhi audiens
- Mengawal bahan penyampaian
  - Merangka penyampaian mengikut masa
  - Memastikan bahan relevan dengan matlamat penyampaian

- Penggunaan alat bantu pandang dengar (Audio Visual) dengan betul
- Menggunakan 'Microsoft PowerPoint' dalam membantu menyampaikan data secara berkesan
- Menangani masalah dalam penyampaian

## Metodologi

- Ceramah
- Perbincangan
- Latihan Amali
- Demonstrasi
- Kajian Kes

## Sasaran Peserta

Bahagian I, II & III (C3)

## Fokus Kompetensi

PEOPLE ENGAGEMENT :  
Communicate with Influence

## Bahagian I

Memperjelas konsep atau idea dengan maklumat, contoh dan demonstrasi yang relevan dan memanfaatkan perbincangan dalam komunikasi interaktif

## Bahagian II

Terjemahkan data teknikal dan rumit yang sesuai untuk hadirin yang dimaksudkan dan mengenal pasti hadirin yang disasarkan untuk berkongsi maklumat berdasarkan fakta tepat

## Bahagian III (C3)

Menjelaskan maklumat teknikal dan rumit dengan jelas dan kenal pasti senario dan perspektif yang berbeza

## Bahasa

Melayu

# PE2106 TATACARA PERSURATAN RASMI

Jangkamasa – 2 Hari (13 Jam)

## Pengenalan

Persuratan adalah salah satu alat perhubungan utama di antara sebuah Jabatan/Kementerian dengan Jabatan/Kementerian lain; Jabatan /Kementerian dengan orang ramai (awam) sebaliknya.

Penggunaan jenis-jenis persuratan yang betul perlu diselaraskan dan sentiasa diikuti mengikut panduan Tatacara Perhubungan Persuratan Dalam Sistem Berkementerian yang telah ditetapkan melalui Surat-Surat Keliling Jabatan Perdana Menteri Bil. 4/1985 dan Bil. 15/1987. Demikian juga kekeliruan dalam penyediaan beberapa bentuk surat rasmi dan kesalahan-kesalahan umum dalam format penulisan termasuk dari segi penggunaan kata-kata dan ungkapan-ungkapan bahasa yang sesuai perlu diatasi. Kesilapan dan kesalahan yang sering dilakukan dalam penulisan surat rasmi boleh menjelaskan imej sesebuah Kementerian atau Jabatan itu.

## Objektif Kursus

Diakhir bengkel ini peserta-peserta akan dapat:

- Meningkatkan pengetahuan tentang format surat rasmi yang digunakan di dalam Perkhidmatan Awam
- Meningkatkan kemahiran tentang tatacara penggunaan jenis-jenis surat rasmi yang betul
- Memperbaiki beberapa kesilapan dan kesilapan umum yang sering dilakukan semasa menulis surat rasmi

## Modul

- Pengenalan persuratan rasmi Kerajaan
- Ciri-ciri dalam format surat rasmi
- Penggunaan ungkapan khusus dalam surat rasmi
- Teknik/kaedah penulisan
- Kesalahan-kesalahan umum
- Tatacara Perhubungan Persuratan dalam Sistem Berkementerian
- Gaya dan tatabahasa yang betul
- Terasul (Bahasa Pengganti Diri)

## Metodologi

- Ceramah
- Perbincangan
- Aktiviti Kumpulan
- Kajian Kes

## Sasaran Peserta

Bahagian II, III, IV & V

## Fokus Kompetensi

PEOPLE ENGAGEMENT :  
Communicate with Influence

## Bahagian II

Terjemahkan data teknikal dan rumit yang sesuai untuk hadirin yang dimaksudkan dan mengenal pasti hadirin yang disasarkan untuk berkongsi maklumat berdasarkan fakta yang tepat

## Bahagian III

Menjelaskan maklumat teknikal dan rumit dengan jelas dan kenal pasti senario dan perspektif yang berbeza

## Bahasa

Melayu

# PE2108 CORPORATE COMMUNICATION AND BRANDING [UPDATED]

Duration – 3 Days (19.5 Hours)

## Overview

This course will explore how a strong corporate brand and communication can be the most important asset a company has for achieving growth. It will provide professionals the latest skills in developing the new brand and communication with a strategic managerial and an analytical approach. It also helps to achieve managerial and supervisory levels in branding, marketing communication, reputation management, advertising management, public affairs, stakeholder management, internal and external communication.

## Key Objectives

At the end of this course, the participants will be able to:

- Identify various communication's role within an organisation
- Develop key messages according to a specific context and set of objectives
- Construct a realistic communication plan
- Appreciate how communication affects an organisation
- Obtain the latest guidance in branding, corporate communication in marketing, reputation management, advertising management, public affairs, stakeholder management, social media, internal and external communication
- Bridge the gap between business and communication

## Modules

### What is corporate communication?

- Strategic planning and message development
- Creating a media tool kit
- Story pitching and media placement techniques (local, national and international)
- Communicating directly with key audiences and stakeholders
- Interactive and social media marketing communication
- Internal and external communication strategies

### Communications and the Internet

- Best practices in Internet design
- Writing for websites
- Corporate and marketing public relations
- Marketing
- Advertising creative and media strategy

### Crisis Communications

- Crisis communications planning
- Working with media in crisis
- Responding to stakeholders in crisis

### Branding: Building a better brand

- Understanding branding
- Message consistency
- Re-branding

### Methodology

- Lecture
- Discussion
- Demonstration
- Practical

### Target Level

Division I, II & III (C3)

### Competency Focus

PEOPLE ENGAGEMENT :  
Communicate with Influence

### Division I

- Clarify complex concepts or ideas with relevant information, examples and demonstrations in corporate communication
- Engage audience in interactive communication and anticipate needs/questions and respond appropriately

### Division II

- Translate technical and complex data appropriately for intended audience
- Identify targeted audience for sharing fact-based information in timely manner

### Division III (C3)

- Explain technical and complex information clearly
- Identify the big picture and acknowledge hearing from different perspectives

### Language

English/Malay

# PE2109 PREPARING REPORT AND WORKING PAPER MADE EASY [UPDATED]

Jangkamasa – 4 Hari (26 Jam)

## Pengenalan

Penyampaian laporan secara lisan dan bertulis sering berlaku di dalam bidang pengurusan dan adalah salah satu cara utama bagi pihak pengurusan atasan untuk mencapai keputusan. Selain itu, kertas kerja cadangan dan dasar yang terperinci boleh mempengaruhi penubuhan dasar dan perancangan yang tepat dalam menyampaikan urus tadbir baik (good governance). Kursus ini boleh membantu peserta meningkatkan kemahiran dalam menyediakan berbagai jenis laporan dan kertas kerja dengan berkesan dan mencapai matlamat yang dihasratkan.

## Objektif Kursus

Di akhir kursus ini peserta-peserta akan dapat:

- Mengenali format dan struktur laporan yang berkesan
- Menyediakan berbagai jenis laporan dan kertas kerja

## Modul

- Pengenalan laporan dan kertas kerja
- Keperluan laporan dan kertas kerja dalam pengurusan
- Cabaran dalam menulis dan membaca laporan
- Akibat laporan tidak bersistematik
- Teknik penyediaan laporan dan kertas kerja
- Persediaan awal menulis laporan
- Analisis dan pengumpulan data
- Kesalahan umum
- Format laporan dan kertas kerja menggunakan MS Word

## Metodologi

- Ceramah
- Perbincangan
- Demonstrasi
- Latihan Amali
- Kajian Kes

## Sasaran Peserta

Bahagian I, II & III (C3)

## Fokus Kompetensi

PEOPLE ENGAGEMENT :  
Communicate with Influence

### Bahagian I

Memperjelas konsep atau idea dengan maklumat, contoh dan demonstrasi yang relevan dan memanfaatkan perbincangan dalam komunikasi interaktif

### Bahagian II

Terjemahkan data teknikal dan rumit yang sesuai untuk peserta yang dimaksudkan dan mengenal pasti peserta yang disasarkan untuk berkongsi maklumat berasaskan fakta tepat

### Bahagian III (C3)

Menjelaskan maklumat teknikal dan rumit dengan jelas dan kenal pasti senario dan perspektif yang berbeza

## Bahasa

Melayu/English

# PE2202 EFFECTIVE STAKEHOLDER ENGAGEMENT

Duration – 3 Days (19.5 Hours)

## Overview

Organisations are increasingly expected to engage with their stakeholders. This course will introduce the participants to techniques in working with the stakeholders in multidimensional capacities. This will help participants to gain engagement and influencing skills in order to get more out of their interactions with other organisations.

## Key Objectives

At the end of the course, the participants will be able to:

- Understand what stakeholder engagement is
- Understand how stakeholder engagement is different from other forms of relationship management
- Understand the concept of stakeholding and its relevance to public relations practice
- Discover practical approaches to achieve organisational stakeholder engagement outcomes
- Identify and evaluate a range of actions that can be used to build stakeholder engagement

## Modules

- Introduction to stakeholder. Who is a stakeholder?
- Why stakeholder engagement is important? What will be the benefits of stakeholder engagement?
- The contemporary challenges facing organisations in working with stakeholders
- Untangling the language - in search of a definition. Bring clarity to the modes for working with stakeholders: representation, liaison, managing, consulting and engagement
- Designing a Stakeholder Engagement Plan
- Effective practical approaches to building engagement
- Principles for successful engagement

## Methodology

- Lectures
- Group Discussion
- Individual Reflections
- Role Plays
- Case Study
- Video

## Target Level

Division I, II & III (C3)

## Competency Focus

PEOPLE ENGAGEMENT :  
Collaborate and Engage

## Division I

- Collaborate and engage team members with a range of stakeholder
- Identify stakeholders, liaise and consults effectively across work areas

## Division II

- Execute collaboration across relevant work areas
- Engage others to ensure a collaborative approach and acknowledge the efforts and achievements of others

## Division III (C3)

- Encourage to work and collaborate with team members and clients
- Demonstrate as a productive and supportive team member

## Language

English

# PE2205 KERJA BERPASUKAN

Jangkamasa – 3 Hari 2 Malam (34.5 Jam)

## Pengenalan

Organisasi di tempat kerja terus berkembang. Justeru para pemimpin organisasi sedar bahawa peranan pasukan dalam organisasi masing-masing menjadi begitu penting. Penggabungan tenaga, idea, kemahiran dan pengetahuan secara kolektif diperlukan untuk menangani sebarang masalah organisasi oleh pemimpin. Pasukan memainkan peranan penting di dalam setiap organisasi. Ini adalah kerana pasukan mempunyai banyak kelebihan daripada individu secara perseorangan. Kelebihan begitu ketara dari segi pengalaman, kemahiran, perolehan maklumat, pembahagian kerja dan pengembelangan tenaga.

## Objektif Kursus

Di akhir bengkel ini peserta akan dapat:

- Menyedari bahawa setiap orang adalah penting dalam mana-mana organisasi
- Memahami bagaimana, personaliti, gender dan budaya mempengaruhi pemikiran, emosi dan stail pembelajaran
- Membangun Pelan Tindakan Diri untuk memastikan Satu Pasukan Kerja yang berkesan dapat diwujudkan
- Mengenalpasti dan mengaplikasi kerja berpasukan yang bersesuaian
- Mengenalpasti kebolehan setiap individu di dalam kerja berpasukan bagi meningkatkan keberkesanannya dalam pelaksanaan kerja
- Mempengaruhi kelakuan/sikap individu dalam pasukan dan mengatasi konflik di dalam kerja berpasukan
- Komunikasi berkesan untuk mendapat kesepakatan dalam mencapai objektif kumpulan
- Menghasilkan Pelan Tindakan bagi meningkatkan prestasi kerja berkumpulan

## Modul

- Definisi pasukan dan kerja berpasukan
  - Kerja berpasukan yang berprestasi tinggi
  - Perbezaan antara satu kumpulan dengan satu pasukan
- Peranan awda dan pasukan
  - Peranan awda
- Kepentingan kerja berpasukan dalam organisasi
  - Ciri-ciri pasukan yang berkesan
  - Pasukan yang kreatif
  - Kompetensi Kerja Berpasukan
  - Mengagihkan kerja dan peranan
- Kepelbagai dalam pasukan
  - Kenapa kita berbeza dalam berfikir
  - Bekerja dengan orang Lain
  - Pengaruh personaliti, gender dan budaya dalam berfikir
- Teknik berkomunikasi dan menghadapi konflik
- Kepimpinan dalam kerja berpasukan dan membentuk Kumpulan Dinamik
- Pelan Tindakan Pembangunan Diri (Personal Development Action Plan (PDAP))

## Metodologi

- Ceramah
- Perbincangan
- Demonstrasi
- Kerja Kumpulan

## Sasaran Peserta

Bahagian I, II, III, IV & V

## Fokus Kompetensi

PEOPLE ENGAGEMENT :  
Collaborate and Engage

### Bahagian I

Melihat secara menyeluruh pemberaan berterusan di dalam memberikan perkhidmatan dan memudahkan cara di dalam penyelidikan dan penilaian kritikal di dalam pemberaan berterusan

### Bahagian II

Melaksanakan pemberaan berterusan dan menggalakkan dan memberi sokongan di dalam melaksanakan pemberaan secara berterusan

### Bahagian III

Membantu di dalam melaksanakan pemberaan berterusan dan mengambil bahagian dan memberi sumbangan di dalam usaha pemberaan berterusan

## Bahasa

Melayu

# OC4103 PENGURUSAN PERKHIDMATAN PELANGGAN YANG CEMERLANG

Jangkamasa – 3 Hari (19.5 Jam)

## Pengenalan

Memahami dan memenuhi keperluan pelanggan adalah kemahiran yang penting untuk semua kakitangan dalam organisasi. Anda dan kakitangan anda perlu berfikir seperti pelanggan, bertindak balas terhadap keperluan mereka dan menepati janji.

Kursus ini akan membantu mengembangkan kemahiran komunikasi antara orang yang menjadi teras dalam penjagaan pelanggan yang berkualiti. Anda juga akan dapat mewujudkan pertemuan perkhidmatan yang mempesonakan dan menunjukkan tingkah laku perkhidmatan yang memuaskan pelanggan.

Ia juga akan membantu anda untuk mengembangkan minda dan sifat perkhidmatan yang memberi impak kepuasan pelanggan yang lebih baik.

## Objektif Kursus

Di akhir bengkel ini peserta akan dapat:

- Memahami kepentingan perkhidmatan pelanggan
- Berkomunikasi dengan berkesan dengan pelanggan
- Mengenali masalah yang timbul dalam rangkaian pelanggan dalam organisasi
- Bekerjasama lebih baik dengan rakan sekerja
- Memperkasa khidmat pelanggan dalam organisasi
- Mengukur dan memberi ganjaran kepada perkhidmatan pelanggan yang hebat

## Modul

### Pengenalan

- Perkhidmatan pelanggan
- Komponen perkhidmatan pelanggan yang cemerlang

### Kenapa perkhidmatan pelanggan penting?

- Kepentingan pelanggan
- Apa keperluan organisasi anda?
- Harapan pelanggan

### Kesetiaan pelanggan

- Bagaimana untuk menggembirakan pelanggan dan menyampaikan perkhidmatan hebat?
- Meletakkan pelanggan terlebih dahulu
- Apa yang anda perlukan untuk perkhidmatan pelanggan yang baik?
- Kualiti adalah penting
- Mengambil tanggungjawab
- Kuasa permulaan dan pengakhiran
- Berfikir seperti pelanggan
- Menjadi proaktif

### Bagaimana untuk berkomunikasi dengan berkesan dengan pelanggan?

- Apakah komunikasi yang baik?
- Kemahiran mendengar
- Komunikasi bertuliskan
- Menggunakan e-mel dan bentuk e-komunikasi lain

### Mengubah aduan menjadi peluang

- Manfaat aduan
- Memahami keperluan pelanggan
- Menghapuskan punca aduan yang biasa
- Mengendalikan aduan
- Berurusan dengan pelanggan yang marah dan sukar

### Memperkasa perkhidmatan pelanggan yang hebat

- Semua orang memainkan peranan
- Pelanggan luaran dan dalaman

### Mengukur perkhidmatan pelanggan

- Pengukuran kepuasan pelanggan
- Menghargai ahli pasukan
- Pemulihan perkhidmatan di sektor awam

## Metodologi

- Ceramah
- Perbincangan
- Kerja Kumpulan
- Main Peranan

## Sasaran Peserta

Bahagian II & III (C3)

## Fokus Kompetensi

PERFORMANCE CULTURE :  
Outcome-Oriented Results

## Bahagian II

- Membangunkan keutamaan, matlamat pasukan/unit, strategi dan rancangan dalam pemberian perkhidmatan pelanggan
- Menjalankan penyelidikan dan menganalisis maklumat berkaitan pemberian perkhidmatan pelanggan
- Melaksanakan proses untuk hasil yang dikehendaki

## Bahagian III (C3)

- Memahami objektif pasukan/unit dan menyelaraskan aktiviti operasi dengan sewajarnya
- Mengumpul sumber yang diperlukan untuk menyelesaikan tugas
- Membantu dan mengenal pasti belanjawan, jangka masa dan standard piawaian

## Bahasa

Melayu

# OC4104 PERKHIDMATAN PELANGGAN YANG BERKUALITI - FRONTLINERS

Jangkamasa - 4 Hari (26 Jam)

## Pengenalan

Setiap organisasi perlu berpegang teguh kepada prinsip mengutamakan pelanggan dalam semua aspek pengurusannya. Adalah menjadi tanggungjawab kita semua dalam sama-sama meningkatkan imej organisasi dan keterampilan diri masing-masing. Setiap pekerja mestilah sentiasa sensitif kepada kehendak pelanggan dengan membuat perubahan kepada proses, kerja, peraturan, sistem dan prosedur dalam memberi perkhidmatan yang boleh dimanfaatkan oleh kedua-dua pihak.

## Objektif Kursus

- Memahami konsep dan memberi kesedaran betapa pentingnya perkhidmatan pelanggan
- Mengenalpasti ciri perkhidmatan pelanggan berkualiti dan kehendak dan ekspektasi pelanggan
- Memahami dengan lebih mendalam mengenai prinsip-prinsip dan kepentingan perkhidmatan kaunter
- Meningkatkan pengetahuan, kemahiran dan membentuk budaya serta sikap yang betul dalam memberikan perkhidmatan kaunter yang berkualiti
- Mengamalkan kaedah-kaedah dan cara-cara perkhidmatan kaunter mengikut standard minima Perkhidmatan Awam di samping mengekalkan imej yang profesional
- Meningkatkan pengetahuan mengenai prinsip-prinsip penggunaan dan pengendalian telefon yang berkualiti
- Meningkatkan kemahiran komunikasi disamping mengamalkan etika penggunaan telefon yang berkualiti semasa menjalankan tugas
- Memberi kesedaran tentang kepentingan pengendalian telefon sebagai pintu masuk maklumat Jabatan

- Membentuk budaya perhubungan pelanggan yang berkualiti dengan menangani setiap aduan pelanggan secara profesional
- Mengamalkan beberapa teknik mengendali aduan dan pelanggan yang mencabar

## Modul

### Modul 1

- Konsep perkhidmatan pelanggan
- Konsep perkhidmatan pelanggan berkualiti
- Matlamat organisasi dan matlamat kerja
- Kefahaman tugas dan tanggungjawab
- Mengetahui produk atau perkhidmatan organisasi
- Bagaimana melayan pelanggan

### Modul 2

- Asas Komunikasi
- Bentuk-bentuk komunikasi
- Komunikasi dan perhubungan awam
- Cara komunikasi efektif

### Modul 3

- Keterampilan interpersonal
- Keterampilan diri
- Kepentingan imej
- Membina imej

### Modul 4

- Kecerdasan emosi
- Memahami emosi diri
- Memahami emosi dan perilaku pelanggan

### Modul 5

- Teknik pengendalian telefon
- Ciri-ciri pengendalian panggilan telefon yang berkualiti
- Teknik pengendalian panggilan telefon dengan berkesan dan berkualiti

### Modul 6

- Pelanggan marah
- Melayani dan mengendali aduan dan pelanggan bermasalah

### Modul 7

- Mengendalikan Aduan Pelanggan
- Mengendali aduan dan pelanggan bermasalah

### Modul 8

- Motivasi diri
- Membangun motivasi diri
- Membangun motivasi untuk memberi sumbangan kepada yang lain

## Metodologi

- Ceramah
- Perbincangan
- Latihan
- Demonstrasi
- Main Peranan (Role Play)
- Kajian Kes
- Aktiviti Interaktif
- Video
- Perkongsian
- Refleksi diri

## Sasaran Peserta

Bahagian IV & V

## Fokus Kompetensi

PERFORMANCE CULTURE :  
Outcome-Oriented Results

Bahagian IV dan V khususnya yang bertugas di Bahagian Perkhidmatan Pelanggan (Kaunter atau Operator) dan mana-mana kakitangan yang selalu berdepan dan berurusan dengan orang awam/pelanggan.

## Bahasa

Melayu

# Innovation & Info-Communication Technology

## SD1402 DATA ANALYSIS AND DECISION MAKING WITH MICROSOFT EXCEL [UPDATED]

Duration - 5 Days (32.5 Hours)

### Overview

Microsoft (MS) Excel is a common application and learning how to use it is an investment for your professional life. Excel makes it easy to monitor financial performance, such as business profit or loss, calculate payments on large purchases, plan a budget or stay organised with checklists. It is a versatile application used as multiple workbooks, sensitivity analysis and decision support problems.

Additionally, it allows data to be imported from other software, analyse data tables and use pivot tables to make a summary of information. MS Excel can be a powerful analytical tool in assisting decision makers to come to an informed result. This course will provide participants with the knowledge to utilise various functions within MS Excel to organise and manipulate data into visuals and interpretations that can be understood by the end user.

### Key Objectives

At the end of this course, the participants will be able to:

- Use Database features in Excel
- Integrate electronic spreadsheets with other application software
- Working with multiple sets of worksheets and workbooks
- Use an electronic spreadsheet to make useful alternatives to support in making decisions
- Make summaries for data that is too large
- Import data from other applications and the internet
- Sort and filter data using spreadsheet functions
- Represent data visually (Dashboards) using pivot tables and various charts
- Interpret raw data into useful data for decision makers

### Modules

- Module 1: Introduction to Decision Support System
- Module 2: Worksheets Link in Workbook
- Module 3: Various Workbook Links
- Module 4: Using Logical and Lookup Functions
- Module 5: Using Multiple Files
- Module 6: Using Advanced Formats in Worksheets and Charts
- Module 7: Using Data List
- Module 8: Filtering and Extracting Data Functions
- Module 9: Analyse Tools and Pivot Tables
- Module 10: Creating a Dashboard Using Pivot Tables
- Module 11: Creating Toolbar and Menu

- Module 12: Using Macros for Assignment Automation
- Module 13: Importing, Exporting and Combining Data into another Application
- Module 14: Using Templates
- Module 15: Using Graphics and Embedded Objects
- Module 16: Interpreting Data into Useful Data for Decision Making
- Module 17: Conclusion

### Methodology

- Instructor-Led Training
- Hands-On Laboratory
- Demonstration
- Case-Study

### Target Level

Division II, III & IV

### Competency Focus

STRATEGIC DIRECTION :  
Business Development  
Knowledge Capital

### Division II

- Analyse and synthesise information using relevant methodology and techniques accurately
- Collate and analyse data to explore range of possibilities and create effective alternatives actions during the implementation process

### Division III

- Select tools or techniques tailored to the scope or the needs to problem-solving
- Maintain effective tools and procedures to assist in decision making process

### Language

English/Malay

### Pre-Requisite

Basic knowledge in Microsoft Excel

# SD1502 DATA ANALYTICS FOR PUBLIC SECTOR [UPDATED]

Duration - 3 Days (19.5 Hours)

## Overview

Information has become an important commodity in making critical decisions. In the digital era, information can be quickly collected and stored digitally. However, the amount of data is often quite large and can be quite overwhelming. It requires computers and sophisticated algorithms to help convert the data into useful information. Most policy makers are not equipped to understand the complexity of 'Big Data' let alone make sense of the data. In order to aid policy makers to make informed decisions, they must first be accustomed to the process and technology involved in data analytics. This course will introduce participants to the various jargons and procedures involved in 'Big Data' as well as cover the basic principles of Data Analytics.

## Key Objectives

At the end of this course, the participants will be able to:

- Understand the important relationship between data analysis and decision-making
- Differentiate between traditional analytics and Big Data analytics
- Understand how data visualisation can help influence stakeholders
- Recognise the processes involved in data analytics
- Utilise information gathered and analysed to make informed decisions

## Modules

- Introduction to 'Big Data' analytics
- Knowledge/data management
- What is Data Analytics and how it can be used in Public Management?
- The rise of Data Driven Organisations
- Types of Data
- Common programs used in Data Analytics
- Identifying a problem and pinpointing the necessary data to collect
- The importance of Data visualisation in getting stakeholder engagement and agreement
- Data analysis and interpretation for informed decisions in Public Policy
- Theories and elements of Decision Analysis

## Methodology

- Lectures
- Case Studies
- Group Discussions

## Target Level

Division I & II

## Competency Focus

STRATEGIC DIRECTION :  
Business Acumen  
Business Development  
Knowledge Capital

## Division I

- Assess current trends and remedy variances from project plans or frameworks by monitoring project performance
- Recognise and assess several likely causes or ways of interpreting available information
- Build on information and knowledge of financial principles and academic models/concepts that leads to effective policy making and business processes

## Division II

- Manage resources and transitions between project stages through information sharing, communication and collaboration across the organisation
- Analyse and synthesise information using relevant methodology and techniques accurately
- Collate and analyse data to explore range of possibilities and create effective alternatives actions during the implementation process

## Language

English

# PC3104 DEVELOPING DATABASE USING MICROSOFT ACCESS WITH VISUAL BASIC

Duration - 5 Days (32.5 Hours)

## Overview

Microsoft Access has emerged as a rapid application development tool providing sophisticated database capabilities for quickly retrieving and manipulating enterprise data. This course provides a thorough working knowledge of Access programming techniques.

## Key Objectives

By the end of the course, the participants will be able to:

- Create simple applications using Microsoft Access 2016 VBA
- Develop an application using built in Macros to automate applications hence, it could improve their service delivery and productivity

## Modules

### Module 1 - Getting started with wizards

- Use wizard for application development
- Create a database with database wizard
- Add object to application

### Module 2 - Customising an application with visual basic

- Customise a command button
- Modify a command button created using the wizard
- Make a form read-only by default
- Create a command button without the wizard
- Create event procedures for form events
- Display a message to the user

### Module 3 - Finding and filtering records in a form

- Create a combo box to find records
- Filter data

### Module 4 - Responding to data entry events

- Understand form and control events
- Perform actions as the user moves in a form or changes data
- Respond to keyboard events
- Validate data

### Module 5 - Using the write functions

- Understand modules and procedures
- Create general procedures in a standard module
- Use general procedures on a form
- Create general functions in a form module

### Module 6 - Monitoring and debugging code

- Step through code line by line
- Find and fix bugs in code
- Replace standard error messages
- Respond to a combo box error
- Create error-handling routines

### Module 7 - Gather information in a dialog box

- Create an application and use dialog boxes
- Create dialog box to a specific record
- Filter data in a report
- Make forms work together
- Display related records in pop-up form
- Open a form to add related records

### Module 8 - Displaying custom menus and toolbars

- Use menus and toolbars in user interface
- Create customer menu bar
- Customise toolbars
- Control how application starts
- Prepare to distribute application to users

### Module 9 - Working with data and objects

- Introduce issue application
- Understand objects and collections
- Use the for each statement with a collection
- Use a multiple-selection list box
- Work directly with database objects
- Find and change data in a record set
- Create and run an action query

### Module 10 - Customising reports with visual basic

- Use standard reporting features
- Respond to report events
- Calculate totals while a report is printing

### Module 11 - Sharing data with other applications

- Use automating objects
- Send commands to Microsoft Word
- Get information from another application
- Work with folders in Microsoft Outlook

### Module 12 - Connecting to the web

- Use hyperlinks
- Create web pages for application
- Course profile

## Methodology

- Instructor-Led Training
- Hands-On Laboratory
- Demonstration

## Target Level

Division II and III (C3)

## Competency Focus

PERFORMANCE CULTURE :  
Outcome-Oriented Results

### Division II

- Develop priorities, team/units goals, strategies and plans
- Conduct research and analyse information
- Execute the delivery of intended outcome

### Division III (C3)

- Understand the team/unit objectives and align operational activities accordingly
- Gather resources needed to complete tasks
- Assist and identify time frames and standards

## Language

English/Malay

## Pre-Requisite

Working knowledge of Microsoft Access application

## Duration - 5 Days (32.5 Hours)

### Overview

This course covers the Project Management Concepts and Applications using Microsoft Project version 2016 or later. Microsoft® Project 2016 helps users to manage projects more effectively. It enables users to plan, schedule and allocate resources, collaborate on projects, analyse project information and manage project teams.

### Key Objectives

At the end of the course, the participants will be able to:

- Understand the Project Management Fundamentals;
- Manage the Project Resources and the Schedule
- Create Reports based on the Project
- Monitor the Project;
- Customise the Project Environment

### Modules

#### Module 1 - Understanding the project management fundamentals

- Project Management Fundamentals

#### Module 2 - Introduction

- What is Microsoft Project?
- Overview of Microsoft Project

#### Module 3 - Creating a project

- The basics of setting up a new project
- Enter tasks, project start and finish dates
- Modifying tasks
- Establishing task relationships
- Understanding Lead/Lag Time
- Overview to the Project
- Applying Project Filter

#### Module 4 - Managing resources

- How to enter resources
- Create calendar
- Customise calendar
- Use scheduling
- Display different combination views of project info
- Review resource allocation
- Adjust resource allocation
- Sort the order in which tasks/resources are displayed
- Review project costs
- Adjust project costs

- Create and send Status Report
- Submit Status Report
- Complete Status Report
- View Status Report
- Distribute Status Report
- Send updated Project 2002 data into Project Server

### Methodology

- Instructor-Led Training
- Hands-On Laboratory
- Demonstration

### Target Level

Division II & III (C3)

### Competency Focus

PERFORMANCE CULTURE :  
Outcome-oriented Results  
Continuous Improvement

#### Division II

- Develop priorities, team/unit goals, strategies and plans

#### Division III (C3)

- Understand the team/unit objectives and align operational activities accordingly
- Gather resources needed to complete tasks
- Assist and identify budgets, timeframes and standards

### Language

English

# SD1503 IT SECURITY AWARENESS FOR END USERS [NEW]

Duration - 1 Day (7.5 Hours)

## Overview

The Security Awareness Training for End User enables organisations to improve by giving employees the knowledge and understanding they need to better protect valuable information assets through proactive, security conscious behaviour. It is critical for any supporting staff to be aware and literate in the core component of information Security Strategy.

## Learning Outcomes

Upon completion of this program, participants will have gained knowledge and skills on:

- Fundamental of information security
- Staying ahead on today's cyber threats
- learn how to protect your computer and your account by password construction and management
- securing emails and safe Internet surfing
- Digital rights management (DRM) including piracy
- what exactly computer virus and worms are
- identify phisher, hackers, shoulder surfer and dumpster diver
- what should do when a security incident happens

## Modules

- Module 1 | Information security basics
- Module 2 | online security treads and its countermeasures
- Module 3 | General security traits and its countermeasures
- Module 4 | incident handling

## Methodology

- Lecture
- Discussions
- Demonstrations
- Case Studies
- Hands-On Practical

## Target Level

Division II, III, IV & V

## Competency Focus

This programme will focus on Strategic Direction (SD) capability cluster, emphasising on Knowledge Capital competencies, which is the ability to leverage on information and to explore range of possibilities and creative alternatives to contribute to systems, processes and business improvement that encourage the practise of a learning organization.

### ES2 (Division 2)

This target level will be able to:

- **Implement** new policies and business process effectively

### ES3 (Division 3)

This target level will be able to:

- **Synthesise** data and feedback and generate reliable and accurate information capital.

## Language

English

# PC3109 PENYEDIAAN DOKUMEN MELALUI MAILMERGE [NEW]

Jangkamasa – 2 hari (13 jam)

## Pengenalan

Kemudahan-kemudahan I.T. disediakan di pejabat-pejabat bagi memudahkan pegawai dan kakitangan dalam mengendalikan tugas-tugas sehari-hari. Sebahagian besar tugas yang dilakukan menggunakan komputer ialah mengendali dan mengurus persuratan. Ramai yang menggunakan I.T. untuk tujuan tersebut, tetapi tidak ramai yang dapat menguasai pengendalian persuratan dengan cara yang lebih efisien dan efektif serta meningkatkan produktiviti dan mutu kerja.

Melalui kursus ini, pegawai dan kakitangan yang bertanggungjawab dalam pengendalian persuratan akan diberi pendedahan tentang perbezaan diantara data dengan maklumat dan pengolahannya untuk digunakan secara jangka panjang. Selain dari itu, pengguna akan diketengahkan dengan satu kaedah praktikal yang dipanggil ‘Mail Merge’ yang terdapat dalam perisian Microsoft Word. Kaedah ini memberi kemudahan cara yang paling efisien untuk mengendalikan persuratan dari proses masukkan kepada proses pengeluaran.

## Objektif Kursus

Diakhir kursus ini, peserta akan dapat menyelesaikan tugas dengan lebih efisien dan teratur dengan mengetahui perkara seperti berikut:

- Peranan “Data” dan “Maklumat”
- Ciri-ciri Pangkalan Data
- Penghasilan pelbagai jenis maklumat melalui pangkalan data; Perkongsian maklumat
- Peningkatan pengetahuan yang diperolehi dari data dan maklumat
- Peningkatan mutu kerja secara amnya

## Modul

### BAHAGIAN I - PENGENALAN

Modul 1 : Objektif

Modul 2 : Data, Maklumat dan Pengetahuan

Modul 3 : Penyimpanan Data dan Maklumat

Modul 4 : Pelaksanaan Data dan Makluma

### BAHAGIAN II – MAIL MERGE

Modul 1 : Pengendalian Persuratan

Modul 2 : Memproses Data dan Maklumat Melalui Word Processor

Modul 3 : Konsep dan Langkah-Langkah Mail Merge di dalam Microsoft Word

### BAHAGIAN III - PROSES PENGUBAHSUAIAN/SUMBER DATA DAN DOKUMEN UTAMA

Modul 1 : Proses Mengubahsuai Maklumat dalam Sumber Data

Modul 2 : Proses Menghapus Maklumat dalam Sumber Data

Modul 3 : Mengedit Dokumen Utama

## Methodologi

- Ceramah
- Perbincangan
- Demonstrasi
- Latihan Praktikal
- Kajian Kes

## Sasaran peserta

Bahagian III, IV & V

## Fokus Kompetensi

### Performance Culture

Outcome-oriented Results

Continuous Improvement

Kursus ini akan memfokuskan pembangunan terhadap *Performance Culture* yang menekankan hasil berorientasikan keputusan dan pemberian berterusan yang meliputi kecekapan dalam menggunakan aplikasi Mail Merge dalam mengurus data bagi memproses persuratan serta maklumat dengan lebih efisien.

**Bahagian III** - Kumpulan sasaran ini akan dapat memahami objektif bahagian/unit dan menyelaras aktiviti-aktiviti operasi dengan teratur, mengumpul sumber yang diperlukan untuk menyelesaikan tugas serta membantu memperbaiki tugas kerja dalam jangka masa dan standard yang ditetapkan.

## Language

Melayu / Inggeris

# PC3201 BUSINESS PROCESS ANALYSIS WITH BUSINESS PROCESS REENGINEERING (BPR)

Duration - 4 Days (26 Hours)

## Overview

How many times do we hear complaints from the public concerning the government's slow processes? Bureaucracy everywhere? There are many factors contributing to the issues and one major contributor would be the complexities of the process itself. This course will enhance knowledge and skill of participants in identifying, analysing, redesigning the business workflow and process to increase operational efficiency.

## Key Objectives

At the end of course, participants will be able to:

- Improve effectiveness of service delivery and challenging the status quo
- Focus on the analysis and design of workflows and business processes within an organisation
- Help to restructure the organisation by focusing on the ground-up design of their business processes

## Modules

- Understanding transformational and public services reformation needs
- Introduction to Business Process Reengineering (BPR), Business Process Management (BPM) and Business Process Improvement (BPI)
- BPR Framework
- Setting goals and vision
- Identify, analysing and improving current process
- Redesign process
- Change management and implementation
- Case study
- Action plan

## Methodology

- Lecture
- Discussion
- Demonstration
- Case Study

## Target Level

Division I, II & III (C3)

## Competency Focus

PERFORMANCE CULTURE :  
Continuous Improvement

### Division I

- Oversee continuous improvement on service delivery or work processes
- Facilitate investigation and critical evaluation to issues for continuous improvement

### Division II

- Execute continuous improvement plan or work tasks to agreed budgets, timeframe
- Challenge others appropriately where they see room for improvement and continually improves work processes

### Division III (C3)

- Assist in the improvement of work tasks within set budgets, timeframes and standards
- Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness

## Language

English

# PC3202 KUMPULAN KERJA CEMERLANG 'TEAM-BASED'

Jangkamasa - 4 Hari (26 Jam)

## Pengenalan

Kursus ini diadakan untuk mengetahui kaedah dan teknik yang betul digunakan dalam Kumpulan Kerja Cemerlang.

## Objektif Kursus

Di akhir bengkel ini peserta-peserta akan dapat:

- Kemahiran dalam melaksanakan tugas-tugas di dalam membentuk, melatih, membimbing ahli-ahli KKC melalui pendedahan kepada teknik metodologi latihan
- Mengetahui konsep, struktur, prinsip-prinsip dan amalan yang terdapat di dalam KKC
- Memupuk sikap bekerja secara kumpulan dan juga memahami serta mempelajari alat-alat dan teknik-teknik menyelesaikan masalah
- Membina etika kerja yang positif melalui pengurusan secara penyertaan (Participative Management)

## Modul

### Konsep, Prinsip dan Amalan KKC

- Pengurusan Secara Penyertaan
- Perancangan dan Pelaksanaan KKC
- Alat dan Teknik KKC
- Putaran Rancang-Laksana-Semak-Tindak (RLST)
- Percambahan Fikiran
- Pemilihan Masalah
- Analisis Sebab Akibat
- Analisis Proses Kerja
- Pengumpulan Data Analisis
- Lembaran Semak
- Rajah Pareto
- Analisis Keputusan
- Penyediaan Pelan Tindakan KKC

## Metodologi

- Ceramah
- Perbincangan
- Demonstrasi
- Kajian-Kes

## Sasaran Peserta

Bahagian I, II, III, IV & V

## Fokus Kompetensi

PERFORMANCE CULTURE :  
Continuous Improvement

### Bahagian I

Melihat secara menyeluruh pemberian berterusan di dalam memberikan perkhidmatan dan memudahkan cara di dalam penyelidikan dan penilaian kritikal di dalam pemberian berterusan.

### Bahagian II

Melaksanakan pemberian berterusan dan menggalakkan dan memberi sokongan di dalam melaksanakan pemberian secara berterusan.

### Bahagian III

Membantu di dalam melaksanakan pemberian berterusan dan mengambil bahagian dan memberi sumbangan di dalam usaha pemberian berterusan.

## Bahasa

Melayu

## Pra-Syarat

Terdiri daripada satu kumpulan yang membuat projek KKC

# PC3210 MENANGANI PERUBAHAN

Jangkamasa - 3 Hari (19.5 Jam)

## Pengenalan

Kursus ini adalah sebagai persediaan bagi peserta-peserta kursus supaya dapat menangani perubahan disebabkan oleh era globalisasi yang sering berubah mengikut peredaran masa. Dengan mengetahui cara untuk menangani perubahan-perubahan ini, peserta akan lebih bersedia dari segi emosi, fizikal dan ketahanan diri.

## Objektif Kursus

Di akhir kursus ini, peserta akan:

- Mengenali apa dia perubahan
- Bersedia dan berupaya menangani perubahan dengan baik
- Mengetahui jenis-jenis perubahan yang terancang dan tidak terancang
- Mengetahui faktor-faktor yang mengakibatkan perubahan

## Modul

- Pengenalan mengenai perubahan
- Persediaan menangani perubahan dari segi ‘mind-set’, anjakan paradigma, era globalisasi, dunia tanpa sempadan
- Perubahan dari segi faktor politik, ekonomi, sosio, teknologi, undang-undang dan persekitaran
- Jenis-jenis perubahan (perubahan terancang dan perubahan tidak terancang)
- Teknik menangani perubahan
- Menangani konflik dalam perubahan

## Metodologi

- Ceramah
- Perbincangan

## Sasaran Peserta

Bahagian II, III, IV & V

## Fokus Kompetensi

PERFORMANCE CULTURE :  
Continuous Improvement

### Bahagian II

- Melaksana pelan pembakaian atau tugas secara berterusan seiring dengan belanjawan yang dipersetujui, jangka masa dan piawaian
- Mengutarakan pendapat sewajarnya apabila terdapat ruang untuk penambahbaikan dan terus memperbaiki proses kerja

### Bahagian III

- Membantu dalam penambahbaikan tugas dalam rangka belanjawan, jangka masa dan piawaian yang ditetapkan
- Mengambil bahagian dalam dan menyumbang kepada inisiatif pasukan/unit untuk menyelesaikan isu-isu biasa atau halangan kepada keberkesanan

## Bahasa

Melayu

# OC4101 STRATEGIC ORGANISATIONAL DEVELOPMENT AND TRANSFORMATION

Duration - 4 Days (26 Hours)

## Overview

Organisational Development (OD) is a long range effort to improve organisation, its problem solving and renewal processes, particularly through more effective and collaborative management of organisational culture. OD differs from other planned change effort, such as technological intervention, training and development, or new product/services development, in that the focus is on building the agency's ability to access its current functioning and achieve its goals.

## Key Objectives

At the end of this program, participants will be able to:

- Develop the holistic understanding of OD and its practices
- Understand factors affecting OD
- Enhance congruence among organisational structure, process, strategy, people and culture
- Develop new and creative organisational solutions
- Manage planned OD interventions and institutionalise change
- Develop structured OD intervention plan

## Modules

- What is OD?
- What are the characteristics of OD Practitioner?
- Process of OD
- Diagnose problem
- Collecting and analysing
- Designing intervention
  1. Human Process intervention
  2. Techno-Structural intervention
  3. Human Resource Management intervention
  4. Strategic intervention
- Managing planned change
- Evaluating and Institutionalise intervention
- Organisational Development Strategy & Key Challenges
- Transformation and Strategic Change Management
- Performance Management, Creativity and Innovation
- Relationship between OD and Human Resource
- Talent Management, Succession Planning and Organisational Development
- Transparency, Social Responsibility and Compliance
- Putting OD into practice
- Develop OD Action Plan

## Methodology

- Lecture
- Discussion
- Demonstration
- Case Study

## Target Level

Division I, II & III (C3)

## Competency Focus

ORGANISATION CAPABILITY :  
Organisational Development

### Division I

- Guide and align the development of a planned and rational approach towards achieving organisational effectiveness
- Rectify areas for improvement based on informed diagnosis and oversee the execution of appropriate intervention strategies

### Division II

- Develop and execute well-planned and systematic approach to achieve organisational effectiveness
- Diagnose organisational performance, identify capability gaps and recommend appropriate intervention strategies

### Division III (C3)

- Apply initiatives through high-quality programs and services
- Acquire conceptual understanding on organisational developmental requirements

## Language

English

# OC4108 DESIGN THINKING

Duration - 3 Days (19.5 Hours)

## Overview

Focused on listening, empathy, whole-brain thinking, collaboration, and experimentation, design thinking can be applied in any field—from architecture and design to healthcare and product development to urban planning and beyond. As you put your knowledge to work in several design challenges, you'll learn how to harness the power of design thinking to create a path to innovation, unveil new possibilities, and make a greater contribution to your organisation's future success.

## Key Objectives

At the end of the course, participants will be able to:

- Learn the fundamentals of design thinking to improve organisational performance
- Solve complex challenges through the process of structured design thinking
- Drive better results by combining design thinking with analytical decision making
- Establish a framework for building an environment that fosters creativity
- Develop new ways to collaborate across all functions of the organisation

## Modules

- Implementing design thinking processes and tools to drive innovation
- Understanding the role of people in successful design thinking
- Transitioning through the phases of inspiration, ideation, and implementation
- Using tools like visualisation, mapping, and storytelling to create solutions
- Applying the design thinking methodology to your specific challenges
- Testing, refining, and improving new ideas, business models, and processes

## Methodology

- Lecture
- Interactive Activities
- Team Activities
- Group Discussion

## Target Level

Division I, II & III (C3)

## Competency Focus

ORGANISATION CAPABILITY :  
Organisational Development

### Division I

- Guide and align the development of a planned and rational approach towards achieving organisational effectiveness
- Rectify areas for improvement based on informed diagnosis and oversee the execution of appropriate intervention strategies

### Division II

- Develop and execute well-planned and systematic approach to achieve organisational effectiveness
- Diagnose organisational performance, identify capability gaps and recommend appropriate intervention strategies

### Division III (C3)

- Apply initiatives through high-quality programs and services
- Acquire conceptual understanding on organisational developmental requirements

## Language

English

# OC4109 BREAK THE PATTERN

Duration - 3 Days (19.5 Hours)

## Overview

As human beings, we use patterns in the development of skills because it requires practice and repetition: building and repeating a pattern of movement, action or thinking. But at times we also need to break the patterns. Therefore, this course will help participants to impart practical guidelines for the leaders who have strong desire to create transformational value to reject long-held patterns of behaviour or assumptions that have proved incorrect or of limited use and move on in the learning process to achieve new output.

## Key Objectives

By the end of the program, the participants will be able to:

- Understand why break the pattern is very important for productivity and development
- Identify behaviour patterns that needed to change
- Learn the strategies to change
- Apply a number of strategies to change
- Practice new behaviour pattern

## Modules

- Understanding human behaviour and thinking
- Common obstacles to break old behaviour pattern
- Behaviour change on environmental issues
- Setting goals of new behaviour pattern
- Strategies in breaking behaviour pattern
- Principles in changing behaviour pattern
- Rules in changing behaviour pattern
- Framework in changing behaviour pattern
- Motivation in new behaviour pattern

## Methodology

- Lectures
- Group Discussion
- Individual Reflections
- Role Plays
- Simulations
- Case Study
- Video

## Target Level

DIVISION I, II & III (C3)

## Competency Focus

ORGANISATION CAPABILITY :  
Organisational Development

### Division I

- Guide and align the development of a planned and rational approach towards achieving organisational effectiveness
- Rectify areas for improvement based on informed diagnosis and oversee the execution of appropriate intervention strategies

### Division II

- Develop and execute well-planned and systematic approach to achieve organisational effectiveness
- Diagnose organisational performance, identify capability gaps and recommend appropriate intervention strategies

### Division III (C3)

- Apply initiatives through high-quality programs and services
- Acquire conceptual understanding on organisational developmental requirements

## Language

English

# OC4110 BLUE OCEAN STRATEGY

Duration - 3 Days (19.5 Hours)

## Overview

Blue Ocean Strategy is a transformative training through a systematic process to create your own blue ocean move. Many entrepreneurs, corporate leaders and managers see the Blue Ocean Strategy as the innovative way to develop their business strategy and it presents a proven analytical framework and the tools for successfully creating and capturing blue oceans. Instead of fighting to differentiate your market, why not start sailing into the wide blue ocean by learning to navigate your business to avoid crashes and burns.

## Key Objectives

At the end of the course, participants will be able to:

- Understand Blue Ocean Strategy to be applied in the organisation
- Analyse and identify the company's strengths and weaknesses
- Identify, classify and unlock non-customers to create new demand for the company
- Gain the necessary skill and mind sets to diminish the relevancy of competition

## Modules

- Introduction on Blue Ocean Strategy
- The differences between Blue Ocean and Red Ocean
- Value Innovation, the cornerstone of Blue Ocean Strategy
- The Importance of Blue Ocean Markets
- Steps to Create a Blue Ocean Strategy
- Holistic approach of sustainability
- The Blue Ocean Strategy Tools
- Formulating Blue Ocean Strategy; creating a conducive environment for innovation
- Executing; how your organisation can be sustainable and strong
- Aligning organisational culture with business strategy

## Methodology

- Lecture
- Interactive Activities
- Team Activities
- Group Discussion
- Case Studies

## Target Level

Division I, II & III (C3)

## Competency Focus

ORGANISATION CAPABILITY :  
Organisational Development

### Division I

- Guide and align the development of a planned and rational approach towards achieving organisational effectiveness
- Rectify areas for improvement based on informed diagnosis and oversee the execution of appropriate intervention strategies

### Division II

- Develop and execute well-planned and systematic approach to achieve organisational effectiveness
- Diagnose organisational performance, identify capability gaps and recommend appropriate intervention strategies

### Division III (C3)

- Apply initiatives through high-quality programs and services
- Acquire conceptual understanding on organisational developmental requirements

## Language

English

# OC4112 CRITICAL THINKING, PROBLEM SOLVING AND DECISION MAKING [NEW]

Duration - 3 Days (19.5 Hours)

## Overview

Critical thinking, problem solving and decision making belong together. You cannot solve a problem without thinking critically and making a decision. It is critical to have these skills to work professionally, yet most people learn these skills through trial and error and receive minimal formal training in these disciplines. This course will explore a structured way to approach and dismantle problems with a view toward optimum outcomes. It aims for participants to be an inventive, logical decision maker by understanding the principles behind critical thinking and the tools used to consistently identify and select the best decision among multiple alternatives.

## Key Objectives

At the end of the course, participants will be able to:

- Dismantle complex problems
- Understand the inputs and implications of your thought processes
- Applying the techniques of critical thinking
- Develop positions and arrive at decisions that are logical and explicable to others
- Approach a problem systematically
- Identify alternate solutions to problems at work
- Generate a wider variety of quality solutions
- Recognise and avoid common pitfalls

## Modules

### Introduction to Decision Making

- What's a decision?
- High Quality vs. Low Quality Decisions
- Becoming a Better Decision-Maker

### Barriers to Brilliant Decisions

- Instinctive Decision-Making
- Barriers to Sound Reasoning
- Outlook vs. Reality
- Common pitfalls

### Critical Thinking

- What Is Critical Thinking?
- Structures of Thinking
- Thinking with Standards
- Sophistry and Intellectual Ethics

### Problem Analysis Guidelines

- Opening the mind
- 10 Best Practice Guidelines
- Structuring techniques
- Putting It All Together
- Creative problem solving
- Problems in making decisions
- Evidence-based decision making
- Non-evidence based decision making

### The Decision

- Who Should Decide?
- How to decide?
- Strategies in making good decision

## Methodology

- Lectures
- Group Discussion
- Demonstration
- Presentation
- Team and Individual Challenges and Exercises
- Games/Quiz
- Practical Example
- Case Study
- Video

## Target Level

Division I, II & III (C3)

## Competency Focus

ORGANISATION CAPABILITY :

Building Capability

### Division I

- Translate priorities and ensure business plan goals are aligned to organisational objectives outcome through innovation and creativity
- Facilitate critical analysis to identify causal factors, the symptoms of the problems and recommend effective, creative and innovative solutions
- Oversee the delivery of intended outcome or solutions

### Division II

- Develop priorities, team/units goals, strategies and plans in creativity and innovation
- Conduct research and analyse information
- Execute the delivery of intended outcome

### Division III (C3)

- Understand the team/unit objectives and align operational activities accordingly
- Gather resources needed to complete tasks
- Assist and identify budgets, time frames and standards

## Language

English

# OC4202 IGNITE YOUR CREATIVITY AND INNOVATION

Duration - 3 Days (19.5 Hours)

## Overview

In an era where customers' needs are ever changing and evolving, innovation is required to keep ahead of such needs and demands. Innovation is the process of channelling creativity into effective processes. This course focuses on the development of innovation within the organisation and how to align them to organisational strategies. It helps participants to explore their personal ability to be more creative so that they translate their ideas into action as well as being receptive to ideas from their peers. This course is also designed to give significant impact to the organisation and its workforce by introducing innovation tools that facilitate the process of thinking outside the box, problem solving and managing ideas make the right decisions.

## Key Objectives

By the end of the course, participants will be able to:

- Understand creativity and innovation
- Understand why some people are naturally creative, but also how everyone can develop their creative skills
- Use a range of creative thinking methods, tools and techniques to generate ideas and solve problems
- Apply the methods and tools to generate ideas for improving areas of their own work
- Use new techniques to capture information more easily, completely and with clarity
- Think innovatively and creatively to solve problems
- Develop a framework for thinking that provides more open and creative environment for discussion
- Develop alternative and innovative solutions
- Practice creativity at work and innovative process improvement as part of daily performance responsibilities
- Explore personal ability to be more creative and innovative in life
- Solve daily problems in innovative and creative ways possible at organisation, department, team and personal level

## Modules

- What is creativity and innovation?
- Knowing the creative people
- Benefits of using creative approach
- Recognising the difference between creativity and innovation
- Understanding the cycle of innovation
- Identifying how creative we are
- Enabling creativity
- Simple methods and techniques to develop creativity
- Identify ways to further develop creative thinking

- Methods and tools for generating creativity
- Creative problem solving
- Applying creativity in learning

## Methodology

- Lectures
- Group Discussion
- Demonstration
- Role Play
- Presentation
- Team and Individual Challenges and Exercises
- Games/Quiz
- Activities and Sharing Approach and Action Plans
- Practical Example
- Case Study
- Video

## Target Level

Division I, II & III (C3)

## Competency Focus

ORGANISATION CAPABILITY :  
Building Capability

### Division I

- Monitor and review role and functional development issues that includes diversity within the organisation, organisational structure and scheme of service
- Facilitate the appropriate HR functions in developing the performance management procedures

### Division II

- Implement HR Planning according to procedures
- Implement and monitor the process of development and talent management practices based on the set development framework

### Division III (C3)

- Collate data to produce an HR reports accurately
- Capture accurate progress data on the development of employees efficiently

## Language

English

# OC4206 LEADING INNOVATION

Duration - 3 Days (19.5 Hours)

## Overview

Innovation is no longer an option for an organisation to be the leading organisation—and for this to happen, the organisation requires leaders who are able to generate a culture of inspired innovation and able to guide the people through the implementation of innovative ideas and solutions. This workshop will impart skills and tools needed to effectively lead innovation oriented teams and organisations for participants to manage the people side of innovation. They will also learn how to tap their team members' creativity for the benefit of the team and organisation.

## Key Objectives

By the end of the program, participants will be able to:

- Understand “Innovation” and “Innovation Value Chain”
- Identify characteristics of innovative organisations
- Identify the elements of an innovation-friendly environment
- Learn how to assess organisational readiness for innovation
- Carry out steps in the innovation process and ways an organisation can innovate
- Demonstrate the leadership behaviours required to encourage and lead innovation

## Modules

- What Innovation Is and Is Not?
- Ways to Innovate
- An Innovation-Friendly Environment
- The Innovation Value Chain
- Innovation Leadership Behaviours
- Encourage and Support Idea Generation
- Basic Elements of Innovation
- Reward and Recognise
- Developing with the Building Blocks of Innovation
- Measuring Innovation

## Methodology

- Discussion
- Case Study
- Practical Activities
- Role Play
- Case Study

## Target Level

Division I, II & III (C3)

## Competency Focus

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## Language

English

# OC4207 TOWARDS INNOVATIVE CULTURE AND MINDSET

Duration - 3 Days (19.5 Hours)

## Overview

This course will help you identify the organisational barriers to innovation and provide you with the tools to assess your innovation readiness. You will learn new skills, capabilities and strategies that will help you drive innovation in your team or organisation. It also helps to develop skills in creating organisational cultures and structures that support innovation, build capacity and resources in your team and organisation.

## Key Objectives

At the end of the course, participants will be able to:

- Use the components required to build innovation as a capability
- Set innovation strategy and build capacity and resources for innovation
- Understand the barriers to innovation/innovation readiness
- Manage organisational change resulting from innovation
- Design and managing organisational structures and cultures for innovation
- Ensure innovation is value based

## Modules

- Concepts of innovation, innovation capacity and capabilities
- Barriers to innovation/innovation readiness
- Innovation capacity and resources (find resources and build capacity to innovate)
- Change management
- Structuring for innovation

## Methodology

- Lecture
- Interactive Activities
- Team Activities
- Group Discussion
- Case Studies
- Innovation kit

## Target Level

Division I, II & III (C3)

## Competency Focus

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## Language

English

# OC4208 APPLYING 4IR IN ORGANISATION [NEW]

Duration - 1 Day (6.5 Hours)

## Overview

Civil servants must embrace and stay relevant in facing the Fourth Industrial Revolution and improve the concept of public service delivery while facing complex challenges in their workplace. Participants will learn about the 4IR and how the latest technologies in 4IR could provide a welcome boost to government service delivery.

## Key Objectives

By the end of the course, participants will be able to:

- Understand what the 4IR is and its likely impact
- Know how you can evolve your role to better suit the changing environment
- Learn how we can support the government in the 4IR era

## Modules

- What is an Industrial Revolution and the history of the 4IR?
- The impact of the 4IR
- What has changed in service delivery and your role?
- An overview of the technologies comprising the 4IR
- Skills needed in 4IR
- How to embrace 4IR?

## Methodology

- Lectures
- Case Study
- Video

## Target Level

Division I, II & III (C3)

## Competency Focus

ORGANISATION CAPABILITY :

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## Division III (C3)

- Collate data to produce an HR reports accurately
- Capture accurate progress data on the development of employees efficiently

## Language

English

# Get In Touch



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