

IBTE STRATEGIC PLAN

2019-2024



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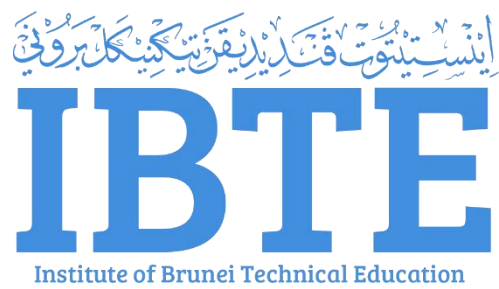
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INSTITUTE OF BRUNEI TECHNICAL EDUCATION
STRATEGIC PLAN 2019-2024



TITAH EXCERPT

By His Majesty Sultan Haji Hassanal Bolkiah
Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji
Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan
and Yang di-Pertuan of Brunei Darussalam



HIS MAJESTY'S TITAH ON TECHNICAL EDUCATION

".. In this regard, it is also appropriate for the Ministry of Education to re-assess the position of technical and vocational education to ensure that this education can contribute to the requirements of industries and employment for locals.."

**Translation of excerpt from His Majesty's Titah in conjunction
with the New Year 2013**

* * *



“

Indeed, Allah will not change the condition of a people until they change what is in themselves.

Surah Ar-Ra'ad 13:11



MESSAGE FROM CHIEF EXECUTIVE OFFICER

Dr. Haji Mohd Zamri bin Haji Sabli

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

It is my greatest pleasure to present to you the IBTE 2019-2024 strategic plan which will guide us through the next six years, outlining the strategic goals and key directions we have identified to help IBTE realize its mission in nurturing learners to be highly competent and socially responsible towards building a dynamic economy.

IBTE is committed to support the Ministry of Education and as such the strategic plan is structured around three key strategic goals which are aligned to the strategic objectives outlined in the Ministry of Education Strategic Plan 2018-2022

To achieve our vision to be a dynamic technical educational institution embracing lifelong learning, we have put forward strategies for our development not only in response to changing needs but also as an active and participating agent to drive intellectual, social and economic changes through quality teaching and learning, sustainable corporate governance and effective collaboration with stakeholders.

Guided by the strategic initiatives defined in this book, Insha Allah we will be able to produce highly competent, socially responsible learners towards building a dynamic economy

Lastly, I would like to take this opportunity to offer my sincere gratitude to all those who have contributed to the various stages of the formulation of this Strategic Plan. I hope that this plan will be a source of inspiration for the entire IBTE community and working together, we will be able to vigorously pursue our collective ambitions too make this plan a success.

Dr Hj Mohd Zamri bin Hj Sabli
Acting CEO
IBTE

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A photograph of a male worker in a blue industrial uniform, focused on his task. He is using a hammer to work on a wooden structure. The background is a blurred industrial environment with overhead lights. A large blue diagonal graphic element is overlaid on the bottom right of the image.

01

THE STRATEGIC CONTEXT

Strategic Plan Overview

VISION

A Dynamic Technical Educational Institution
Embracing Lifelong Learning

MISSION

Nurturing Learners To Be Highly Competent and Socially
Responsible Towards Building A Dynamic Economy

STRATEGIC GOALS



**Quality Teaching
and Learning**



**Sustainable
Corporate
Governance**



**Effective
Strategic
Collaboration
with
stakeholders**

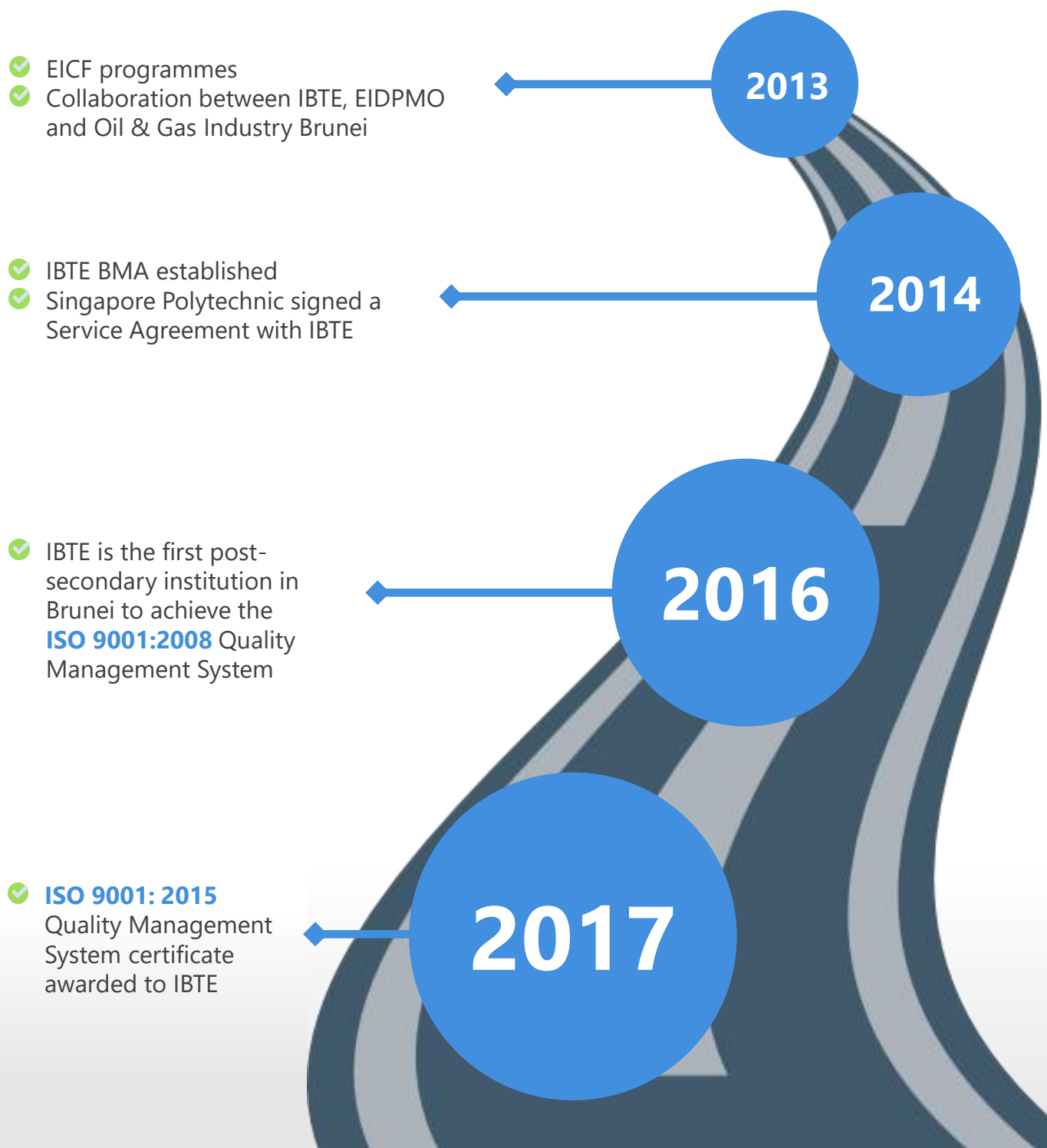


02

Our Achievement

MILESTONES UNDER IBTE STRATEGIC PLAN (2013-2018)

In the five years transformation period, IBTE has achieved several significant milestones that helps define and ensure IBTE's promise of delivering consistent quality in the provision of technical education and training in Brunei Darussalam.



KEY ACHIEVEMENTS UNDER IBTE STRATEGIC PLAN (2013-2018)

Since IBTE's inception in 2014, the Institute have implemented several projects to achieve the six strategic initiatives outlined in the 5 year strategic plan:

6 IBTE STRATEGIC INITIATIVES

Course Restructuring

- ✓ Conducted Feature analysis study (ranking analysis system)
- ✓ Implementation of CBA and CBT for instructors and programme leaders
- ✓ Implementing AAR to evaluate programme delivery
- ✓ New programmes offered, more collaboration with relevant stakeholders in conducting training programmes

Expanding Apprenticeship Scheme

- ✓ Increased collaboration with industry partners

Progression Opportunities

- ✓ Formation of IBTE academic council
- ✓ Revised minimum entry requirements for each level of programmes offered
- ✓ Accreditation of IBTE programmes by BDNAC
- ✓ Implementation of merit system based in GPA

Updating the Training Environment

- ✓ Establishment of Development Board Standing Committees to oversee strategic direction and to give guidance in policy matters relating to physical and infrastructure development
- ✓ Establishment of Authentic Learning Centres

Scheme of Service

- ✓ Establishment of Finance Board Standing Committee to oversee strategic direction and to give guidance in policy matters relating to human resource and finance

Renaming DTE and Vocational Institutes

- ✓ Conducted rebranding initiatives
- ✓ Launched IBTE official logo
- ✓ Centralization of IBTE campuses under One Umbrella



03

What's Next?

FOLLOW UP – INITIATIVES FROM IBTE STRATEGIC PLAN (2013-2018)

Course Restructuring

- Improving the quality of programme delivery
- Strengthening the Implementation of Life Skills

Expanding Apprenticeship Scheme

- Expand Apprenticeship Trades in other Industry Sectors
- Conduct impact study on apprenticeship programmes
- Increase intake capacity

Progression Opportunities

- Restructure CET system
- Optimise Students Enrolment into IBTE
- Implementation of Recognition of Prior Learning, RPL system

Updating the Training Environment

- Develop and expand authentic learning centres
- Establish centralised estate management
- To implement Health, Safety and Environment (HSE) policy in IBTE Headquarters and its campuses

Scheme of Service

- Develop and endorse IBTE Human Resource Policy
- Migration of employees into new Scheme of Service
- Develop and endorse IBTE Finance Policy

Renaming DTE and Vocational Institutes

- Develop a corporate image
- Strengthen essential linkages with industry partners and key external stakeholders
- Socialise the two-network of schools

A photograph of a white Kubota combine harvester in a lush green field. Two workers are standing next to the machine; one is wearing a yellow shirt and a black cap, and the other is wearing a white shirt, a yellow hard hat, and a face mask. In the background, there is a wooden observation tower and a line of hay bales. The image is partially covered by a blue diagonal overlay on the left side.

04

WHERE DO WE
WANT TO BE?

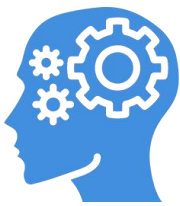
Vision

A Dynamic Technical Educational
Institution Embracing Lifelong Learning



Dynamic Technical Education

Readiness to adapt to the fast-changing global economy and technological advancement in line with the social and economic needs of the country. A technical education that is future-ready to meet the stakeholders' expectations as well as the country's manpower requirement to sustain economic growth.



Lifelong Learning

The concept of continuously learning and improving the knowledge, skills and competencies throughout life, which is one of the important factors in meeting the needs of a changing labour market. Lifelong learning is the voluntary act and conscious decision to learn and provide better future opportunities towards improving the quality of life.

Mission

Nurturing Learners To Be Highly Competent and Socially Responsible Towards Building A Dynamic Economy



Highly Competent and Socially Responsible

IBTE as an institution that nurtures students' growth and promote holistic student development – intellectual, emotional, social, physical, creative and spiritual potentials and hence producing competent, knowledgeable and socially responsible individuals that can contribute positively towards Brunei Darussalam's development.



Dynamic Economy

A technical and educational training system equipped with a dynamic curriculum that is capable of responding to the ever-changing economic landscape of the region as well as changes in global trends that can affect the quality of the workforce such as the emergence of the fourth industrial revolution.



Core Values

C**Competence****C****Collaborative****I****Integrity****I****Innovative****T****Teamwork****E****Excellence**

A photograph of a male worker in a blue industrial uniform and black gloves, focused on working with a long metal rod. He is in a workshop setting with various tools and equipment visible in the background. The image is partially obscured by a large blue triangle on the left and a white triangle on the right.

IBTE Strategic Goals



Goal 1

Quality Teaching and Learning



Placing high priority on quality teaching and learning with a focus on a responsive curriculum delivered by experienced and qualified instructors will allow IBTE to produce highly competent, future-ready, marketable and socially responsible lifelong learners who are responsive to a changing economy.



Goal 2

Sustainable Corporate Governance



IBTE continues to develop its policies and procedures to build, maintain and support its sustainable corporate governance system, enforce legal and ethical compliance, and to be accountable to our stakeholders to maximize its performance and achieve desirable success. To improve the effectiveness of IBTE's sustainable corporate governance, IBTE Board of Governors appoints Standing and Special Committees to better regulate certain functions to assist the Board on governance, development, and technical education and training.



Goal 3



Effective Strategic Collaboration with stakeholders



IBTE is devoted to establish effective strategic collaboration with industries, communities and international partners towards the development of a dynamic technical educational institution that will strategically advance IBTE nationally and regionally. Stakeholders are strategically engaged in various disciplines of IBTE core businesses such as curriculum, teaching and learning, professional teacher development, life skills development, student activities, community work, quality assurance and certification.



IBTE Key Performance Indicator

- KPI 1  % students enrolled to IBTE programmes
- KPI 2  % students successfully completing IBTE programmes
- KPI 3  % IBTE graduates employed six months after graduation
- KPI 4  % employers satisfied on overall work and performance of hired IBTE graduates
- KPI 5  # industry collaboration / engagements through work placement and attachment

Expected Outcomes

Within the next 5 years, IBTE hopes to achieve these outcomes:

- Highly competent and future-ready graduates
- Socially responsible and holistic lifelong learners
- Committed and well-qualified staff
- Efficient corporate governance system
- Engaged and valued partners



05

THE BIGGER PICTURE



ALIGNMENT BETWEEN IBTE & MOE



3 Goals

3 Strategic objectives

Goal 1

Quality Teaching and Learning



Strategic Objective 2

Provide equal and equitable access to quality education

Goal 2

Sustainable Corporate Governance



Strategic Objective 1

Transform our organisation human resources towards a performance-driven culture

Goal 3

Effective Strategic Collaboration with Stakeholders



Strategic Objective 3

Enhance shared accountability with stakeholders in the development of teaching and learning

06

IBTE STRATEGIC ROAD MAP



Goal 1

QUALITY TEACHING AND LEARNING



Responsive curriculum

A curriculum that responds to the emerging societal needs and the changing needs of students and the world of work

Profiling & recruitment

A coherent and effective system for recruitment, selection, induction and professional development of teaching staff based on clearly defined competencies



Holistic Educational Experience

Creating an educational experience that seeks to engage students in the teaching/learning process , encouraging development of the student's intellectual, emotional, social, physical, artistic, creative and spiritual potentials.



Goal 2

SUSTAINABLE CORPORATE GOVERNANCE



Strong Leadership

To achieve performance success, strong leadership skills are needed to balance talent development with organizational goal achievement.



Capacity building

Capacity building in terms of human resource development, financial management (diversification of funding sources), organizational learning, leadership development aim at ensuring organizational success and sustainability.



Financial Autonomy

The ability to manage its funds and allocate its budget independently.

Goal 3



EFFECTIVE STRATEGIC COLLABORATION WITH STAKEHOLDERS

Stronger collaboration

Strengthening ties with stakeholders allowing the exchange of ideas and expert contribution for the benefit of a shared objective towards developing Brunei Darussalam.



Continuous learning

Cultivate and promote a culture of lifelong learning and personal development to expand skill sets and competencies in order to develop future opportunities.



Socially responsible learners

Encourage students to apply their knowledge, passion, and skills in the pursuit of social goals and promoting global citizenship and ethical conduct



A man with dark hair and glasses, wearing a red jacket over a dark shirt, is focused on working on a circuit board. He is in a laboratory or workshop setting, with shelves of equipment and components visible in the background. The image is overlaid with a large blue diagonal graphic that contains the text.

07

HOW WILL WE GET THERE?

MAPPING THE STRATEGIES

The strategic plan will be implemented by executing the strategic goals that will be operationalised through the strategic actions (or *strategies*) to address our gaps and take us closer in meeting our vision.

3 STRATEGIC GOALS



Goal 1

Quality Teaching and Learning



Goal 2

Sustainable Corporate Governance



Goal 3

Effective Strategic Collaboration with Stakeholders

CORE STRATEGIES

Responsive curriculum, well qualified instructors, conducive learning environment and providing opportunities for students to partake in co-curricular activities and events contributing to the holistic development of the students.

To build and maintain a sustainable corporate governance system and standard that adhere to the right behaviors and highest ethical standards.

To establish effective strategic collaboration with the industries, communities and international partners in the development of a dynamic technical educational institution that will strategically advance IBTE nationally and regionally

9 STRATEGIES

1

Adopt Responsive Curriculum

4

Implement Effective Human Resource

7

Establish Effective Collaboration with Industries

2

Implement Effective Teaching, Learning Strategies and Capacity

5

Implement Enhance Financial Autonomy

8

Establish Effective Collaboration with Communities

3

Provide Holistic Students' Experience

6

Provide Support for the Establishment of Corporate Enterprise

9

Establish Effective Collaboration with international partners



Goal 1

QUALITY TEACHING AND LEARNING

Performance Measure

- Develop and offer high quality programmes that meets industry needs
- Develop and implement quality assurance framework
- Develop admission and inclusion policies and guidelines
- Develop and implement admission opportunities and pathways
- Develop and provide inclusive support system for disadvantaged and under-represented individuals
- Optimize Campus Infrastructure
- Realign lifelong learning programmes to lifelong learning policy and guidelines
- Provide opportunities for learners to nurture 21st century skills and recognize their achievements



Goal 1

QUALITY TEACHING AND LEARNING

To provide quality teaching and learning through responsive curriculum, qualified instructors, conducive learning environment and providing opportunities for students to partake in co-curricular activities and events contributing to the holistic development of the students. Industrial standard and requirement / industrial competency framework / national occupational skills standards need to be looked into in order to stay relevant and responsive to industry needs and expectations.

3

Strategies

6

Initiatives

STRATEGIES

STRATEGY 1

Adopt Responsive Curriculum

STRATEGY 2

Implement Effective Teaching, Learning Strategies and Capacity

STRATEGY 3

Provide Holistic Students' Experience

INITIATIVES

1.1 Review curricula and programmes

2.1 Develop and implement quality assurance framework

2.2 Develop admission and inclusion policies and guidelines

2.3 Build TVEI capacity

2.4 Realign lifelong learning programmes to lifelong learning policy and guidelines

3.1 Provide opportunities for learners to nurture 21st century skills and recognise their achievements



Goal 2

SUSTAINABLE CORPORATE GOVERNANCE

Performance Measure

- Develop and document Competency framework for TVEI Leaders and Instructors
- Review and document TVEI leaders and instructors career development pathways and progression plan
- Develop and document Competency assessment tool for TVEI leaders and instructors
- Develop and document Competency-based training programmes for TVEI instructors and leaders
- TVEI leaders and instructors introduced and trained to use their career development pathways and progression plan
- Implement Capacity development for TVEI leaders and instructors
- Review and document selection and recruitment policy for TVEI instructors and leaders
- Key posts filled by the right TVEI leaders and instructors
- TVEI Leaders, instructors and support staff optimized
- Set up and implement IBTE Financial Autonomy
- Establish IBTE Corporate enterprises
- Implement the operations of IBTE corporate enterprises



Goal 2

SUSTAINABLE CORPORATE GOVERNANCE

To build and maintain a sustainable corporate governance system and standard that adhere to the right behaviors and highest ethical standards.

3

Strategic Action

11

Initiatives

STRATEGIES

STRATEGY 4

Implement Effective Human Resources

STRATEGY 5

Implement Enhance Financial Autonomy

STRATEGY 6

Provide Support for the Establishment of Corporate Enterprise

INITIATIVES

- 4.1 Develop competency framework and assessment tool
- 4.2 Review career development pathways and progression plan
- 4.3 Implement career development pathways and progression plan
- 4.4 Review and adopt selection and recruitment policy
- 4.5 Identify relevant competencies and develop competency-based training programmes
- 4.6 Implement competency-based training programmes
- 4.7 Monitor HR competencies development
- 4.8 Manage and evaluate HR competencies development

- 5.1 Set up and implement IBTE Financial Autonomy

- 6.1 Establish IBTE corporate enterprises
- 6.2 Implement the operations of IBTE corporate enterprises



EFFECTIVE STRATEGIC COLLABORATION WITH STAKEHOLDERS

Performance Measure

- Review and implement collaboration with stakeholders (industries, communities and international partners) in running IBTE programmes



Goal 3

EFFECTIVE STRATEGIC COLLABORATION WITH STAKEHOLDERS

To establish effective strategic collaboration with the industries, communities and international partners in the development of a dynamic technical educational institution that will strategically advance IBTE nationally and regionally

3

Strategic Action

3

Initiatives

STRATEGIES

STRATEGY 7

**Establish Effective
Collaborative with
Industries**

STRATEGY 8

**Establish Effective
Collaboration with
Communities**

STRATEGY 9

**Establish Effective
Collaboration with
Partners**

INITIATIVES

7.1 Establish stakeholders
management process with
industries

8.1 Establish stakeholders
management process with
communities

9.1 Establish stakeholders
management process with
international partners

SUMMARY OF
**STRATEGIC GOALS,
CORE STRATEGIES,
STRATEGIC ACTIONS
AND INITIATIVES**



3 STRATEGIC GOALS



Goal 1

Quality Teaching and Learning



Goal 2

Sustainable Corporate Governance



Goal 3

Effective Strategic Collaboration with Stakeholders

CORE STRATEGIES

Responsive curriculum, well qualified instructors, conducive learning environment and providing opportunities for students to partake in co-curricular activities and events contributing to the holistic development of the students.

To build and maintain a sustainable corporate governance system and standard that adhere to the right behaviors and highest ethical standards.

To establish effective strategic collaboration with the industries, communities and international partners in the development of a dynamic technical educational institution that will strategically advance IBTE nationally and regionally

9 STRATEGIES

STRATEGY 1

Adopt Responsive Curriculum

- 1.1 Review curricula and programmes

STRATEGY 2

Implement Effective Teaching, Learning Strategies and Capacity

- 2.1 Develop and implement quality assurance framework
- 2.2 Develop admission and inclusion policies and guidelines
- 2.3 Build TVEI capacity
- 2.4 Realign lifelong learning programmes to lifelong learning policy and guidelines

STRATEGY 3

Provide Holistic Students' Experience

- 3.1 Provide opportunities for learners to nurture 21st century skills and recognise their achievements

STRATEGY 4

Implement Effective Human Resources

- 4.1 Develop competency framework and assessment tool
- 4.2 Review career development pathways and progression plan
- 4.3 Implement career development pathways and progression plan
- 4.4 Review and adopt selection and recruitment policy
- 4.5 Identify relevant competencies and develop competency-based training programmes
- 4.6 Implement competency-based training programmes
- 4.7 Monitor HR competencies development
- 4.8 Manage and evaluate HR competencies development

STRATEGY 5

Implement Enhance Financial Autonomy

- 5.1 Set up and implement IBTE Financial Autonomy

STRATEGY 6

Provide Support for the Establishment of Corporate Enterprise

- 6.1 Establish IBTE corporate enterprises
- 6.2 Implement the operations of IBTE corporate enterprises

STRATEGY 7

Establish Effective Collaboration With Industries

- 7.1 Establish stakeholders management process with industries

STRATEGY 8

Establish Effective Collaboration With Communities

- 8.1 Establish stakeholders management process with communities

STRATEGY 9

Establish Effective Collaboration With Partners

- 9.1 Establish stakeholders management process with international partners



08

LOOKING AHEAD



WAY FORWARD

IBTE will continue to create an inspiring and nurturing educational environment that provides students with the academic knowledge, technical skills and competencies that will enable them to succeed in future careers and to become lifelong learners. IBTE will achieve its vision by developing industry-led curriculum with work-based learning to prepare students to be employable, industry-ready and equipped with the relevant skills.

IBTE's commitment lies in addressing the growing skills gap that still exists between graduates and employers' expectations by continuous engagement and strengthening cooperation with its established and new partners and stakeholders. This is to ensure that IBTE programmes are aligned and meet the emerging skills needs and competence requirements of the labour market.

With values such as compassion, integrity and mutual respect at the core of IBTE's education system, IBTE aims to produce quality human capital that is not only knowledgeable and skillful but also in line with Brunei Darussalam's concept of MIB.

ACKNOWLEDGEMENTS

Institute of Brunei Technical Education would like to express its sincerest gratitude to all that were involved, for the time, effort and dedication, in the development and publication of the Institute of Brunei Technical Education Strategic Plan 2019-2024.





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