



# CAREER PATHWAYS FOR TEACHERS & EDUCATIONAL LEADERS IN BRUNEI DARUSSALAM

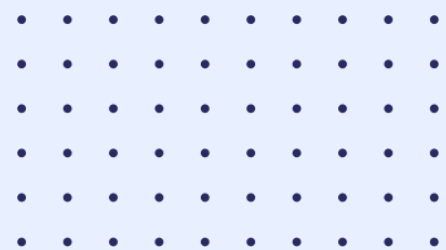
52ND NATIONAL PAFTE CONVENTION & 13TH INTERNATIONAL  
CONVENTION

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SHBIE, UBD



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# WHY CAREER DEVELOPMENT IS IMPORTANT?

- Staying relevant & effective
- Relevance and effectiveness as key factors in high-quality education
- Opportunities for Advancement
- Career development opens doors for new challenges and responsibilities.
- Potential for personal and professional growth.
- Leads to increased job satisfaction and higher salaries.
- Building a Strong Professional Network

# EDUCATION SYSTEM IN BRUNEI

- SPN 21 is an acronym of the National Education System for the 21st Century (Sistem Pendidikan Negara Abad ke-21).



[www.moe.edu.bn](http://www.moe.edu.bn)

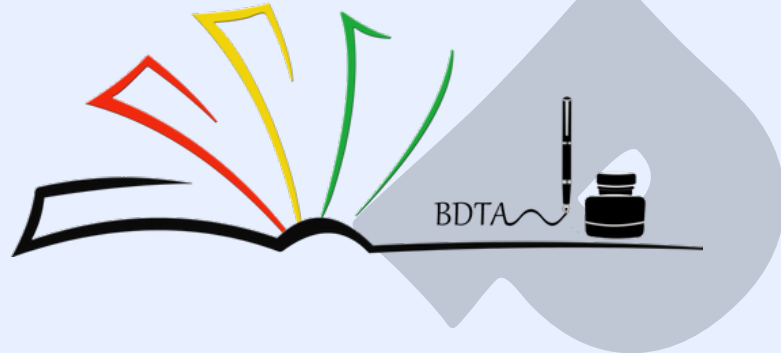
- SPN21 introduced in 2008 by stages & complete introduction in 2011.

SPN21 aims to:

- Meet the social and economic challenges of the 21st Century
- Realise the Ministry of Education's vision and mission
- Equip students with 21st Century skills
- Fulfil the Strategic Themes as outlined in the Ministry of Education's Strategic Plan (2007 - 2011).



أكاديمية كوروني دارالسلام  
BRUNEI DARUSSALAM TEACHER ACADEMY



# BDLTA

- Vision

An Excellent Centre for Teacher Professional Development

- Mission

To Provide Continuous and Quality Professional Development Programmes for Teachers Towards Students' Excellence

- 3 Units

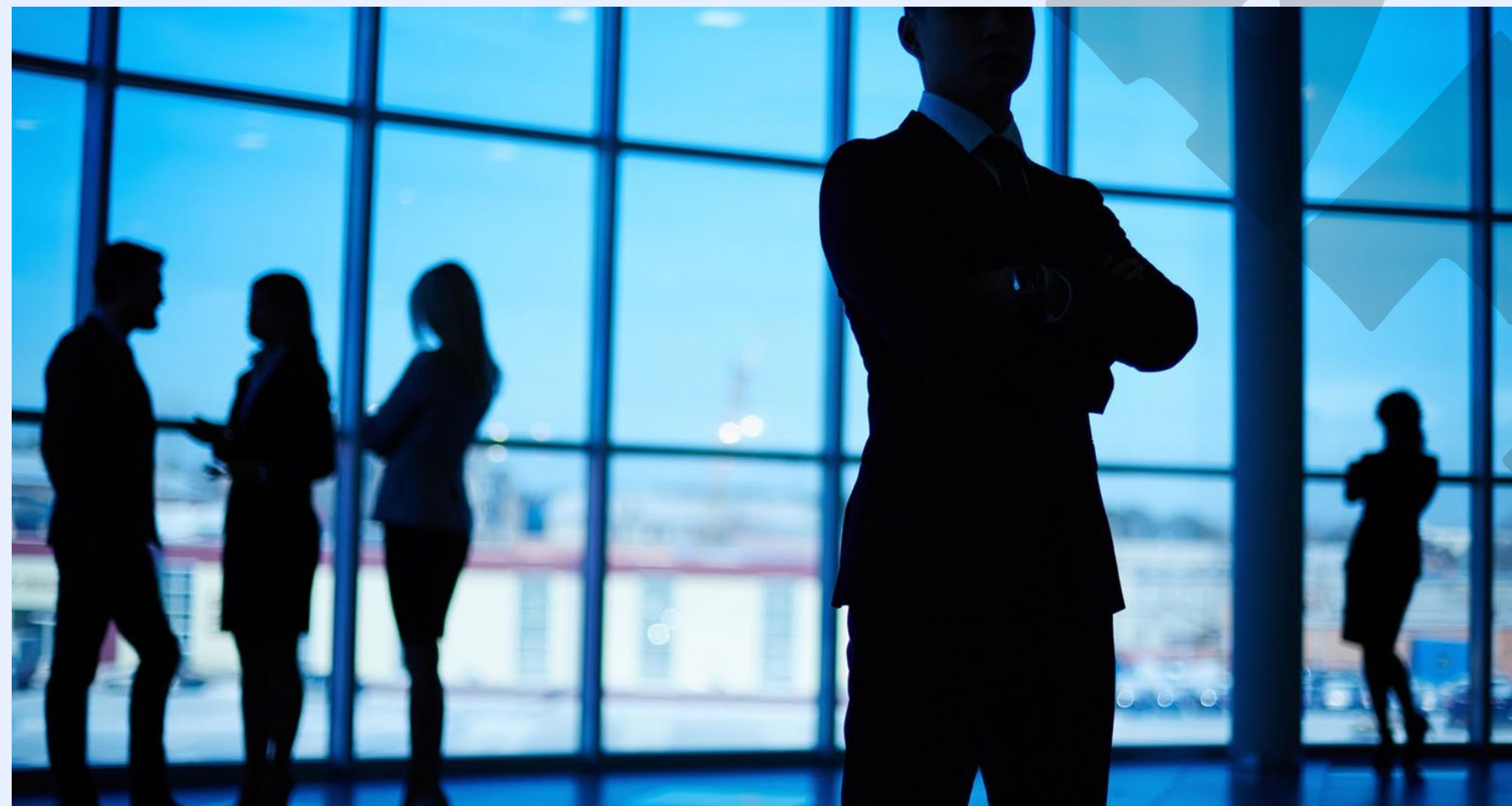
- 1) Teacher Unit
- 2) School Leadership Unit
- 2) Specialist Unit



# EDUCATIONAL LEADERS

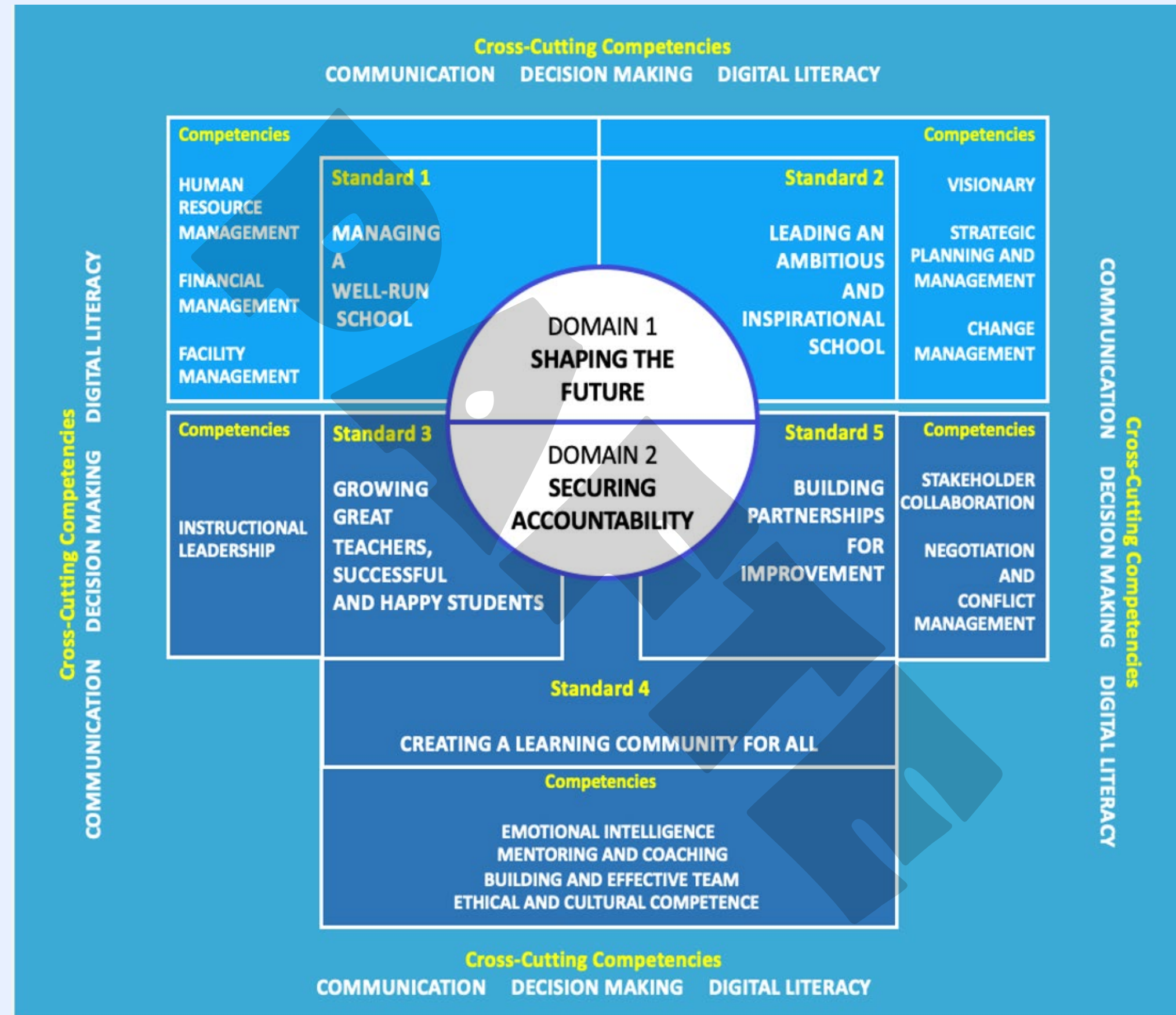
There are five leadership series in the School Leadership Programme:

- Modular Series
- Toolbox Series
- Signature Series
- Masterclass
- Bespoke



The courses in the School Leadership Programme are mapped to the Brunei Darussalam School Leadership Standards and Competency Framework, which aims to enable school leaders to advance and master their set of leadership competencies. The School Leadership Programme provides opportunities for continuous professional development to school leaders holding various leadership positions in schools.

# THE BRUNEI DARUSSALAM SCHOOL LEADERSHIP STANDARDS & COMPETENCY FRAMEWORK



In the Ministry's continuous effort to support school leaders, the Competency Framework was developed in 2019 during the School Leaders Convention which involves school leaders and officers from the Ministry.

# AIMS BDSLS COMPETENCY FRAMEWORK



- Develop a clear leadership competency framework tailored to the Brunei Darussalam School Leadership Standard, outlining the knowledge, skills and behaviours expected of effective school leaders who are future-oriented;
- Ensure greater connectivity in the human resource development process to achieve the KPIs of improving the quality of school leaders according to BDSLS and its competencies;
- Use the leadership competency framework as a basis to design and implement more structured professional development programmes and courses that cater to the needs of aspiring, newly appointed and current school leaders for leadership development.





# 16 COMPETENCIES

- Human resource management
- Financial management
- Facility management
- Visionary
- Strategic Planning & development
- Change management
- Negotiation & Conflict management
- Emotional Intelligence
- Mentoring & Coaching
- Building an effective team
- Ethical & Cultural Competence
- Stakeholder Collaboration
- Communication
- Decision Making
- Digital Literacy
- Instructional Leadership





## HOW THESE ARE NURTURED IN BRUNEI?

These competencies are nurtured and developed by various stakeholders of MOE's departments, and the following information below are only professional development initiatives from the School Leadership Unit, BDLTA.


The professional developments offered by the School Leadership Unit are aligned to the Brunei Darussalam School Leadership Standards and Competency Framework, which aims to enable school leaders to advance and master their set of leadership competencies. Competencies covered in the 4-tiered Signature Programmes are as shown in the next diagram

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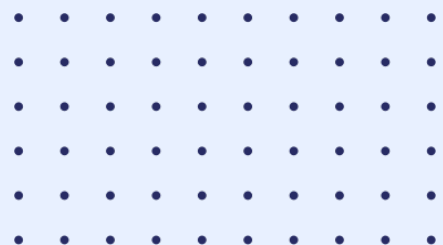
# 4 TIER SIGNATURE PROGRAMME



# THE LEADERSHIP SERIES



SIGNATURE SERIES	01
MODULAR SERIES	02
TOOL BOX SERIES	03
MASTERCLASS SERIES	04
BESPOKE PROGRAMME	05



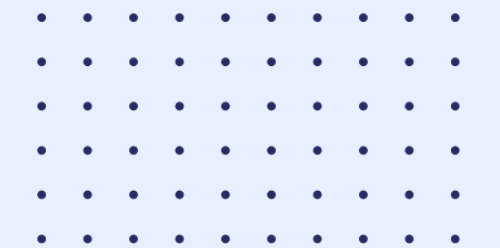
# SIGNATURE SERIES

- The Signature Series is a 4-tiered signature programme uniquely designed to build leadership capacity for aspiring school leaders towards principalship over a series of semesters.
- The 4-tiered signature programme provides professional leadership learning that are specifically build for their individual development and career stages.
- It caters to aspiring and current school leaders ranging from Head of Departments, Senior Masters or Senior Mistresses, Deputy Principals, Assistant Headmasters or Headmistresses, to Principals.
- It employs an action-based approach where school leaders combine practice, theories and research into their learning



# MODULAR SERIES

The Modular Series offers lifelong learning opportunities to current school leaders via short continuous professional developments. School leaders holding various leadership positions in school can apply to the modular series according to their needs and/or interests, or they can be nominated to participate in a series of the 16 competencies modulares to upskill their leadership knowledge and skills.



# TOOLBOX SERIES

The Tool Box Series provides learning opportunities for school leaders on trending, evidence-informed or technology-mediated knowledge solutions and innovations in educational leadership practices. It provides hand-on practical use of strategies or tools found to be effective and beneficial. The Tool Box Series also provides a platform for school leaders to share ideas, learn practical and effective approaches to problem-solving skills as well as network with experts and peers.



# MASTERCLASS SERIES

The Masterclass Series offer a collection of learning opportunities in the forms of dialogue or webinars that build awareness of innovative and strategic thinking on educational and leadership issues led by visionary leaders or renowned practitioners of respective fields. This series is designed to inspire school leaders to lead and build school communities that continue to strive for the best, innovate and push boundaries.





# BESPOKE PROGRAMME

- Bespoke Programmes are customized and tailored to the needs of the school community or clients, where programmes are specifically crafted to the needs and requirements of the clients.



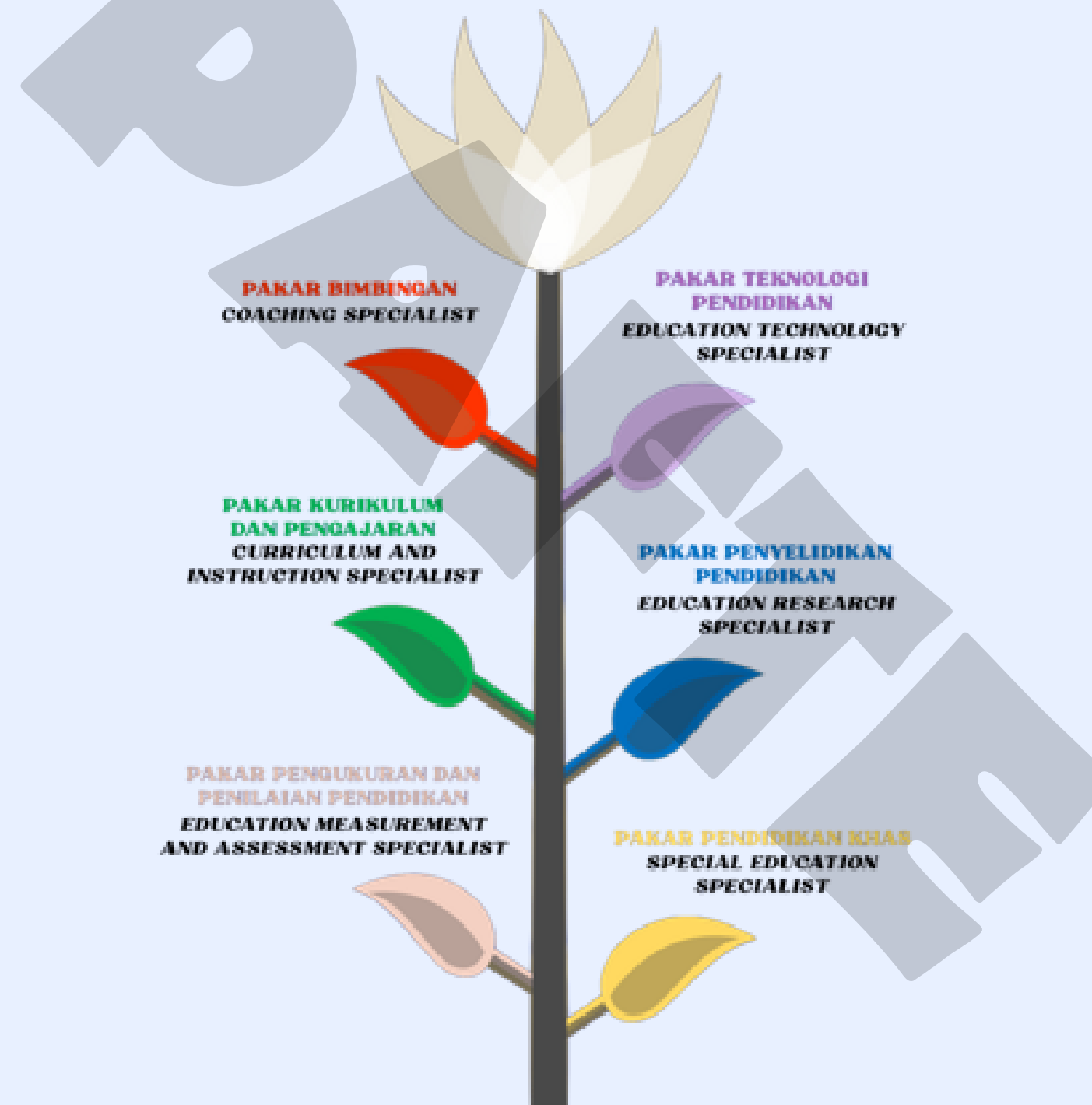
# CAREER PATHWAYS FOR TEACHERS

## Teacher Development Programme

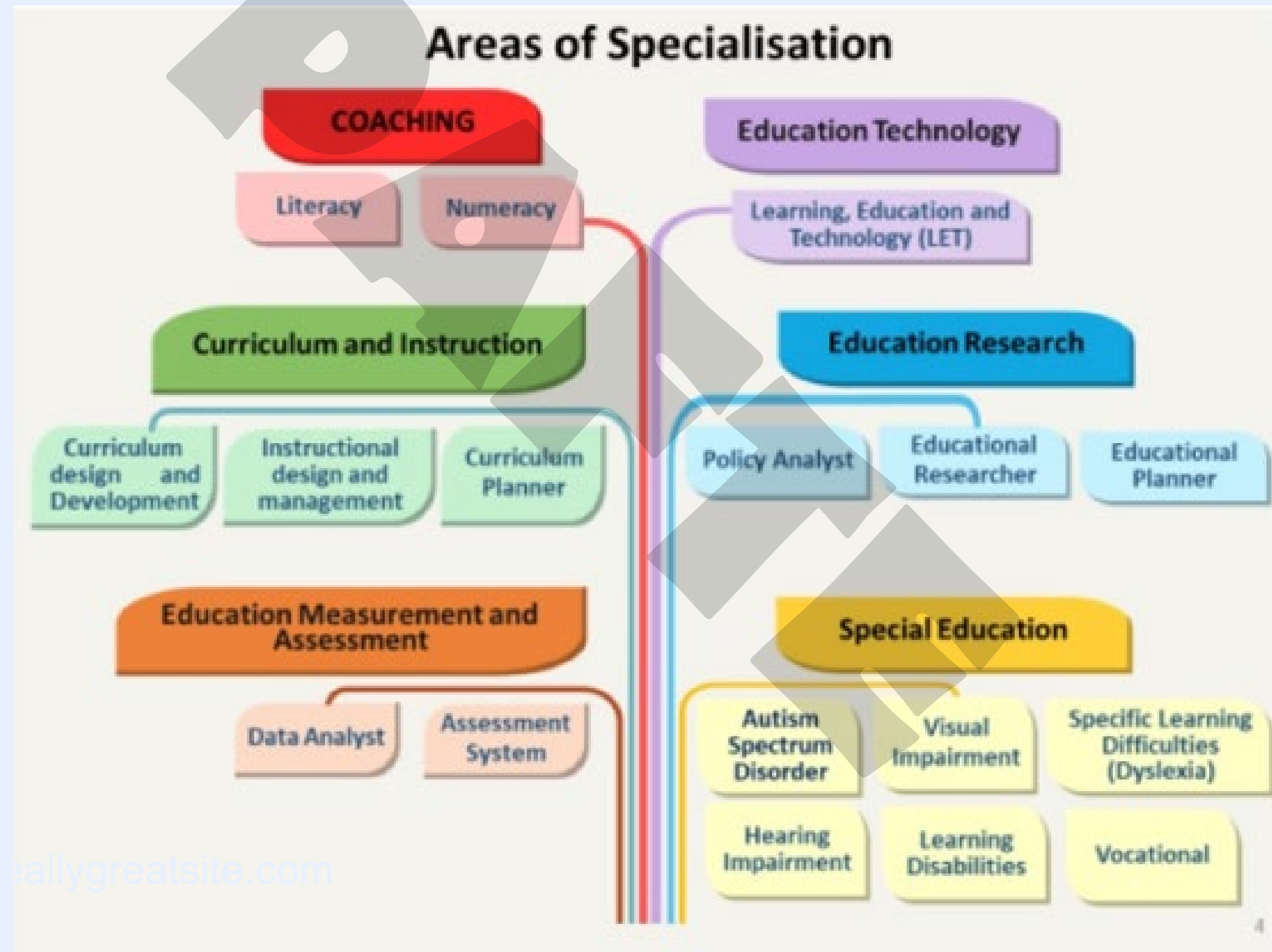
## Education Specialist Pathway

As of March 2020, there are about 7061 teachers teaching across 153 Brunei government schools. Approximately 1236 teachers (17.5%) are Masters and PhD graduates. Of these graduates, approximately 100 of them are graduates in specialised programmes such as curriculum and assessment, educational technology, special education. With such expertise exist in our system, we must bring together these group of remarkable people to lead and become teachers as change agents in delivering high-quality education across the system. They will become our teacher specialists.

# EDUCATION SPECIALIST



# EDUCATION SPECIALIST



# SELECTION CRITERIA

## Competencies

Knowledge, skills, abilities,  
actions and behaviours

## Performance

Achieving success through  
affective and metacognitive  
competencies

## Cognitive

Knowledge and skills through  
acquisition and experiences

## Metacognition

Self-assessment, awareness,  
self-reflection through  
knowledge, tasks and strategies

## Emotions

happy, fear, sadness, anger,  
excitement, satisfaction,  
relief

## Affective

Mindset, Beliefs, values  
and attitudes

# TEACHER DEVELOPMENT PROGRAMME

- Modular Series
- Signature Series
- Toolbox Series
- Bespoke Series



# REFLECTIONS

- Career pathways for teachers are still developing: novice teachers, middle teachers and experienced teachers
- Academic qualifications still play a role in selecting teachers in different pathways.
- Experiences and higher performing teachers (TPA grade 4 & above) will be recruited as an education specialist
- Assessment of school leaders & education specialists will be under Department of Schools (TPA)
- More clarity in terms of career pathways and assessment of training from taking the series of trainings.

**THANK YOU**

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