

Training and Development: The Case of Radio Television Brunei

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Abstract

This paper presents an outlook on the current phase of research and development at the Radio Television Brunei (RTB). RTB provides basic production and technical skills training while other advanced and specialized needs are outsourced from overseas or by sending personnel abroad. Courses range from short durations of about two-three days or weeks to about six and 12 months. RTB also has training MOUs with Indonesia and Singapore, mainly in technical broadcasting areas.

Among human development professionals, training and development are sometimes used, interchangeably to primarily denote the betterment of one's ability to meet or exceed expectations of performance. More specifically, the three terms may be defined as follows:

- Training is a set of programmes (and their implementation) concerned with learning and improving a skill or ability so that one can perform as expected.
- Development is a set of programmes which deals with the growth of sharpening of analytical and leadership skills and acquiring an understanding of supervisory and management functions.
- Education on the other hand is the acquisition of knowledge which can be applied to improve human faculties, behaviour, and skills through training and development.

Broadcasting is based on the tradition that it is a public service provided in the electronic media-Radio and Television, governed by broad requirements and objectives defined by the government of the nation, but are otherwise independent in the day-to-day activities.

Broadcasting began in Brunei Darussalam in the early fifties; Radio first launched its first broadcast in May 1957 while Television (in full colour) programmes started its test transmission in March 1975, but was officially launched on its test on 9 July 1975. Both services are operated by Radio Television Brunei, a Government national network which is designed to

serve as a positive link between His Majesty's Government of Brunei Darussalam and the people and vice versa, in trying to achieve its goal towards nation building, development, prosperity and harmony of the nation, as well as portraying a good and positive image of the country in the international arena.

Centre For Broadcasting Development, RTB

Pursuant to the creation of the Centre for Broadcasting Development, RTB, the initial task is to review the training activities. Prior to this creation, the approach and process of training and development is more of a "fire fighting" and on an ad hoc basis. Hence the task is to develop a consistent approach to training and development. The role of the centre becomes more significant, and assumes more responsibility.

Development of staff and learning activities are actively conducted in the centre as an effort to produce very high calibre RTB staffs. Prior to the existence of this centre, training in Negara Brunei Darussalam was mainly held overseas, especially during the sixties and seventies.

The Civil Service Institute (CSI) is responsible for the training of staff for all the ministries and government departments. In the early seventies, the CSI only handled overseas training.

Later, in the eighties, it expanded by creating another division dealing with local training activities. It caters for clerical, administrative and management courses. Some departments are technically oriented and need specialized training, which is beyond the CSI capabilities. Therefore, departments like the Telecommunications, Electrical Services, Public Works, Radio Television and Information need to create their own training divisions. Radio Television Brunei (RTB) established its training functions in 1982 with two training divisions – one for the Programmes and News Divisions and the other for the Engineering Division. Two Training officers were appointed to take charge of the programmes/news and technical training respectively, either in-house or in-country.

Prior to this, the staff were sent to the United Kingdom (BBC), Singapore (TCS/RCS) and Malaysia (RTM/AIBD). The scope of training became wider since 1984, after Brunei Darussalam achieved its international status. It gets invitations to participate or is sometimes chosen as host country, for training institutions from the other ASEAN member countries. On top of that RTB also gets training offers from other counter-parts all over the world and especially nearer home, e.g. the ABU, AIBD, ADAB, AAMIP, ASIA – VISION, JICA and others.

Both the training functions (programmes/news & engineering) in RTB are now placed together under the Centre For Broadcasting Development. Training, Management and Organisational Development and Research are functions under this Centre.

Objectives

The objectives therefore are:

- i. To provide in-service training for RTB staff at every level.
- ii. To provide complete training to prospective employees
- iii. To cater training for selected Regional, In-Country, National and In-House.
- iv. To consider requirements of other divisions in RTB
- v. To include the latest techniques of training and development
- vi. To offer advice, recommendation and suggestion wherever appropriate.

Approach

To develop an appropriate approach for training, the following needs to be kept in mind:-

- i. RTB's vision and mission
- ii. To meet the vision and mission the staff need to be skilfully equipped.
- iii. Asses current competencies and to validate them
- iv. Availability of training and development within and outside RTB
- v. Identify the suppliers of training courses, seminars and workshops

Training Levels and Curricula

There is a need for training activities to be more structured. To meet these needs the format of the training will be modular.

Module one

- Every newly recruited personnel must undergo this module. This is a basic (must know) training requirement. This varies between three days to two weeks of basic training course.
- For personnel in the TV, Radio, News Production and Technical Sections, the minimum requirement is two weeks.
- For personnel in other functions like non-production and non-technical areas, it varies from three days to one week.

Module two

This is the second stage of the training, where the practical parts will take place. It also depends on the background of the personnel, whether they are from the technical or non-technical line. The duration is based on the basic requirement to complete one project.

- For the production side a TV production staff will need a minimum of four to six weeks duration to complete a programme. In this module, each participant will produce a 'pilot' programme. Similarly the participants in Radio and News Production will do the same "pilot" for the final project. The duration will depend on the basic requirement for completing one programme. But the minimum requirement will be not less than two weeks.
- For the technical side the practical will be the 'hands-on and on-the -job training'; however in the practical terms, a trainee has to complete one project which will be not less than two weeks.
- For the others, they will have to produce a project during a one week training programme.

Modules one and two may or may not be joined together depending on the situation. But between these two modules, the employee would have been working in RTB between six to twelve months.

Note: A newly recruited employee will have to take these two modules which are compulsory and which are part and parcel of the Scheme of Service. He/She will be issued a certificate by RTB and it shall have accreditation by a higher educational institution.

Module three

After the participant has completed the two modules, he/she is ready to work as full fledged employee of RTB. He/She will be entitled to be nominated to a special training activity

(courses, workshops, seminars and etc) either offered in-house, by other departments/ministries, nationally (IPA etc), In – Country or regionally (AIBD, ASEAN-COCI, ABU, JICA, BBC etc). This would be a “one-off” training activity to enhance their present training qualifications.

But the nomination has to come from the Training Committee of RTB. To be considered for this module, an employee, not only has to pass the first two modules, but also has to work with RTB, not less than 18 months.

Module four

The last module is the last stage of training for an employee in RTB. Once again he/she has to complete the three modules before being considered for this module. The stage of training is where the employee is ready to take up higher qualification in his/her line of duties i.e. Certificate, Diploma, First Degree, Post-graduate studies. The department will select the chosen candidates as per the career development and management development programmes.

An employee has to work a minimum of three years to be entitled for this module. He/she also has to fulfil the conditions as stipulated in the terms and conditions for “further studies” issued by the Public Services Department.

Determining Training Needs and Evaluation Techniques.

Generally, the training needs are heavily relied upon:-

- Inputs from Committee members of DTEC who are themselves heads of main sections and divisions.
- The training officers
- The individual applicants for overseas training
- Training invitation (offers) from training institution overseas.

Normally evaluation was conducted in four ways:

1. Verbal feedback held after course participants had attended a course. A panel of Training Committee members will listen/question the participants on four areas viz: Course Objectives, Course Contents, Participants’ suggestion/recommendation and participants’ future action plan.
2. A set of questionnaires
3. Feedback from participants’ line managers
4. Post mortem of the course by the DTEC.

Management Development Programme

- Over and above this modular training structure, managers should make sure that a member of his staff must undergo at least seven days of his working year in training and development.
- At the annual performance appraisal managers should determine this minimum 7 days training and to be included in the Forward Job Plan. This is done either pro-actively – further development of current skills for future/forward/succession planning; or actively – training or re-training to remedy any performance

discrepancies or filling the gaps.

- The managers must assess the staff performance against the framework which outlines what he/she needs to be good at to meet the pre-requisite standards.
- The managers and the division heads should agree upon the current and desired performance and discuss options to close the gap.

They must recommend to the Training Committee the following frameworks to reinforce their discussion, after assessment.

- Courses, Seminars and Workshops, conducted by Development & Research Division.
- Development in the working context.
- Outside RTB Courses.
- Division and Section Heads will co-ordinate and prepare an annual training plan which match the needs of their staff and recommend this to the Training Committee.

What training options are available?

What is the most effective way of improving performance?

Learning result in a sustained change in performance involves:

1. Knowing what one needs to do and how to do it.
2. Practising the knowledge, skills and behaviours in the working context.
3. Having a person with the time and skills and who is prepared to discuss methods and outcomes, offer help and encouragement; and most importantly constructive ideas and feedback.

The development mix.

Filling the knowledge, skills and behaviour gap successfully involves identifying the best mix of the following options to meet the needs of the staff and individual managers.

There are four options:-

- **Off the job Courses and Workshops**
These offer the opportunity to stand back from RTB issues, to share experiences and view points, to challenge and be challenged while gaining a broader perspective. At the same time providing the chance to take a long close look at one's own performance and in a safe environment plan what and how to change. This is Module 3 and particularly useful for individual development.
- **RTB courses and Seminar and Workshops**
These offer the opportunity to get away from work pressures and to work with colleagues who understand RTB to dissect common issues and problems, to discuss the implications and ramifications across RTB and together build solutions. This is Module 3 and particularly useful for organizational development.
- **Development In the Working Context**
This includes activities:-
 1. within one's job role and function
 2. attachments, assignments, trailing and special projects within RTB
 3. secondments outside the Divisions.
 These offer the opportunity to put knowledge, skills and behaviour into practice within the working environment and learn from experience of what works and

what does not work, within the culture and the organizational environment. This is Module 3 and particularly useful for individual development.

- Checking Progress – This include activities such as:
 - Constructive help, encouragement and feedback
 - Personal coaching
 - Mentoring.

National and Organisational Training Needs.

- i. TV, Radio, News and Current Affairs production techniques.
- ii. TV, Radio and News Presentation
- iii. Specialized technical and engineering skills
- iv. Specialized supervisory skills eg, communication skills, Inter-personal skills, Supervisor-Subordinate relations and the likes.
- v. Coaching/Counselling techniques
- vi. Negotiation skills
- vii. Problems solving techniques

RTB only provide basic production and technical skills training. Specialized and more advanced training are catered either by calling experts from overseas or by sending our staff overseas. On the non-technical areas we also provide Supervisory skills (basic and intermedicate) but more on a general/surface area. For more specialized ones we either send our staff to the National Training Institute or overseas.

There are more than ten training personnel with four support staff in Radio Television Brunei [RTB] looking after Engineering, Programmes, News/Current Affairs, Commercial and Administration Divisions. The Development and Research Division has been given this task.

National training is looked after by Civil Service Institute (CSI) but the number of participants chosen from our establishment is rather limited as the CSI is catering for 13 Ministries and 52 departments but more on the fields of clerical, supervisory and administration. Therefore it cannot fulfil broadcasting training needs in the field of electronic media.

REGIONAL NATIONAL BODIES

Asia-Pacific Institute of Broadcasting Development (AIBD), based in Kuala Lumpur, is the most appropriate regional training Institution that caters to our training needs; RTB became a member since 1988, but in terms of training opportunities, we have to compete with more than 20 other member countries. There are other training institutions (regionally), but the opportunity is not as good as those from AIBD.

NATIONAL AND REGIONAL INSTITUTIONS COLLABORATION IN PLANNING TRAINING ACTIVITIES

Being the only electronic media station in the country, RTB had just developed the training set-up by combining the former two training functions (*Engineering and Programmes, News and Current Affairs*) into one – The Development and Research Division in February 1996 – and followed by the birth of CfBD (Centre For Broadcasting Development) in Berakas. CfBD has its own building not within RTB building, to cater for the national needs. This “Division” could help co-ordinate any regional training from other regions by hosting the activities.

Having said that, however, both regional and national institutions should have meetings of

understanding [MoU] to see to each others' needs, whereby, whatever training activities are currently "on going" should be fully utilized by each other. In other words, let each Institution be a specialist in one activity rather than duplicating each other's work. Once an institution is being recognized as specializing in an area let it be acknowledged by making it the centre both nationally and regionally. Furthermore, there ought to be a "WHO's WHO" or directory of Trainers/Specialists which should be disseminated to other Institutions.

EXCHANGE OF TRAINERS/RESOURCES, REGIONAL TO NATIONAL

Nationally, the Civil Service Institute [CSI] has managed to acquire/identify a handful of Trainers/Resource persons from various Ministries and Department to cater to our own needs. This is initially done in our desire to have the 'multiple effects'. However these 'trainers' are rather tied down by their own jobs/works and projects.

Regionally, the Asia-Pacific Institute for Broadcasting Development [AIBD] is also selecting 'Trainers' from member countries to be used in regional training activities. This is a good gesture, not only providing opportunity to practise their capabilities, but also to upgrade them from national to regional levels by giving adequate exposures.

TRAINING FOR MEDIA PERSONNEL

Our establishment is very concerned with the training of our media personnel. In fact, Memorandums Of Understanding [MOUs] in broadcasting between Brunei Darussalam, Indonesia and Singapore had been signed.

FUTURE NEEDS

RTB needs training activities (as a whole/package) or in a series (continuously) of activities in areas that can influence/change (if possible) in the general attitudes of people towards better development of "self" and "nation wide" in terms of progressing towards ability to keep pace with the technologies of the future.

As RTB sees it, one is always late or left behind in keeping pace with the advancement of technologies. There are many constraints towards achieving this and one of them is a problem of 'attitude'. Secondly, the resistance to change is another factor/constraint. There is no sense in providing training activities if one is not prepared to accept changes.

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