



ROYAL BRUNEI AIR FORCE

CORE VALUES

HANDBOOK

'Service Above Self. Team Work. Excellence'

CONTENT

- FOREWORD BY THE COMMANDER OF
THE ROYAL BRUNEI AIR FORCE
- INTRODUCTION
- IMPORTANCE OF THE CORE VALUES
- FORMULATION OF TUDB CORE VALUES
- SERVICE-ABOVE– SELF
- TEAMWORK
- EXCELLENCE & SAFETY
- IMPLEMENTATION
- THE WAY AHEAD

FOREWORD

Assalamualaikum Warahmatullahi Wabarakatuh

As the Commander of the Royal Brunei Air Force, it is my duty and utmost responsibility to lead our service in achieving its mission. We strive to achieve our vision primarily in delivering excellent air service to our brother services and other National requirements in the effort to defend the territorial integrity and the sovereignty of our beloved country Brunei Darussalam.



From the onset, TUDB has always been proud of her tradition in achieving excellence in her performance. It is our duty to dedicate ourselves to the service beyond what is required from others.

This handbook focuses on three important values namely Service-Above Self, Teamwork and Excellence, which are vitally acquainted to our service that deals with a distinctive level of standards. It acts as our guiding principle on how we conduct ourselves and perform our duties. These values will act as a foundation of our leadership, shape our organizational behavior, strengthen our trust and esprit de corps within the Royal Brunei Air Force.

In good and hard times, these values serve as an important ethos to propel us forward and more importantly for TUDB to continue delivering her excellence service to our beloved nation.

I sincerely request for all TUDB personnel to read and understand this Handbook and live by these values, as it will not only reflect your own personal approach to life but also how TUDB is seen by others.

Haji Wardi Bin Abdul Latip
Brigadier General (U)
Commander of Royal Brunei Airforce

EXCERPT FROM THE LETTER OF COMMISSIONING

...Sebagai seorang Pegawai bertauliah hendaklah menjalankan kewajiban dan tanggungjawab dengan teliti dan rajin pada setiap masa disamping menguatkuasakan serta memelihara tatatertib tentera kepada pegawai-pegawai dan mereka yang berpangkat rendah yang berkhidmat dibawah perintah atau arahan dengan menggunakan kuasa kebolehan dan keupayaan untuk menentukan agar mereka sentiasa bertatertib...

**His Majesty Sultan Haji Hassanal Bolkiah Muizzaddin Waddaulah
ibni Al-Marhum Sultan Haji Omar Ali Saifuddien
Sa'adul Khairi Waddien,**
Sultan and Yang Di-Pertuan of Negara Brunei Darussalam,
Minister of Defence
and Supreme Commander of the Royal Brunei Armed Forces

ROYAL BRUNEI AIR FORCE CORE VALUES HAND BOOK

“.....Value of a man depends upon his courage; his veracity depends upon his self-respect and his chastity depends upon his sense of honour....”

Sayyidina Ali bin Abi Talib
Fourth Caliph of Islam

Introduction

The mission of the Royal Brunei Air Force (TUDB) is ‘to provide air support to other services in order to defend the sovereignty and territorial integrity of the Nation’. Every personnel from the supporting element to the front line, strategic to tactical level must fully understand the definition of the TUDB mission and strive to achieve its vision.

“If you are successful, it is because somewhere, sometime, someone gave you a life or an idea that started you off in the right direction”

Melinda Gates
Founder of Bill & Melinda Gates Foundation

This handbook will explain the importance of Core Values and why TUDB needs to emphasize particular values for its organization. Subsequently, this book will give a brief explanation on the three values and emphasizes on the safety mindset as well as the implementation of these Core Values in TUDB.



18TH APRIL 1996
HIS MAJESTY BESTOWED THE ROYAL COLOURS UPON
THE ROYAL BRUNEI AIR FORCE

The importance of Core Values

Values are the soul from deep within that determines all our actions, practice and conduct. It acts as a principle that guides our organisation in achieving our mission. It strengthens the ‘esprit de corps’, eliminates negativity and drives every personnel to present themselves as part of the organization that uphold the standards.

To serve in the armed forces requires selfless dedication, commitment and sacrifice. As an organization that upholds standards, it requires a strong set of Core Values that is more focused and relevant to its nature.

“And by the soul and that (power) which designed it and inspired it with knowledge of evil and piety, those who purify their souls will certainly have everlasting happiness and those who corrupt their souls will certainly be deprived (of happiness)”

The Holy Quran (91: 7-10)

Personnel who have strong Core Values will be incredibly effective in producing top quality results. They have the ability to think like a commander and plan their strategies systematically in achieving the commander’s intent. They learn from everyone regardless of their seniority or rank, listen to others, care for their men, women and comrades, lead everyone to success and respond appropriately to the rapidly changing environment. The positive traits act as catalysts in influencing their peers and ultimately bring the organization to another level of excellence.

Formulation of TUDB Core Values

The formulation of the TUDB Core Values is not aimed to 're-invent the wheel' from the RBAF Core Values of Takwa, Setia, Berani and Professional. However, the formulation of TUDB Core Values is to focus on the values that are more relevant to the organization pertaining to its nature in dealing with aviation to achieve its mission.

One must understand, that every component in TUDB relies on each other, it is not solely about the world of flying; instead, its about delivering excellent air service to the nation especially in this new era of globalization, technology exploitation as well as the transformation of conventional to non-traditional roles such as the Human Assistance Disaster Relief (HADR) in the National or International level.



Figure 1: The Relationship between RBAF and TUDB Core Values

These bring forth the question as to why TUDB Leadership emphasized the three important values derived from the main RBAF Core Values that must be indoctrinated in the mindset of every TUDB Officer, SNCO and NCO in performing their duties.

“...Respect in all manners, be it commitment, sacrifices, time, promises...”

Col (U) Shahril Anwar bin Haji Ma'awiyah
Director of Force Capability Development



SERVICE ABOVE SELF

‘SERVICE REQUIREMENT TAKE PRECEDENCE
OVER PERSONAL DESIRE’



The definition of this value is to put the needs of the service ahead of one's self. It makes one to think less about his or her own personal interest and focuses more on the interest of the organization. This value eliminates the sense of selfishness and self-interest where every personnel dedicates themselves to their faith, His Majesty, the country and the organisation. Service-Above-Self requires a strong spirit of belonging followed by effort, passion, compassion, and sincerity.

“...I sacrifice my life to the way of Allah...”

General Khalid Al -Waleed
Commander of a Muslim Army

Personnel with the value of Service Above Self will act selflessly in nature and will always be mentally ready to contribute his or her service whenever required. However, this value must always be inculcated wisely with a well-balanced approach. To a certain extent, it should not render one's self to neglect their own responsibilities namely their religion, health and family.

“...All that I ask from my men is that they put the needs of others before their own, nothing more, nothing less”

Capt (U) Razanol Hardi bin Abd Razak
Officer Commanding of Parachute Airborne Tactical Delivery Unit



TUDB has always been a one-team organization from its officer corps to SNCOs and NCOs. One needs to understand that it is the responsibility of every leader to look after the welfare of his men and women and vice versa. The subordinates are responsible to do their best for their leader in achieving the organizational goal. Teamwork entails a collective effort and not the other way round. Therefore, every TUDB personnel at every level must understand their roles and responsibilities so that everybody will be able to do their job effectively.

The operational and supporting elements under the TUDB umbrella ultimately, need each other in achieving the organizational goal and vision. It will be ineffective if every wing or personnel work on that vision independently.

We must always remember, that ‘we are on the same team striving to achieve the same goal’. It is the responsibility of every leader to build a strong and effective team. The aura of TUDB’s success could be felt entirely, when it is achieved through the collective effort of all members of the organisation.

“...Eliminate the phrase ‘This is not my Job’...”

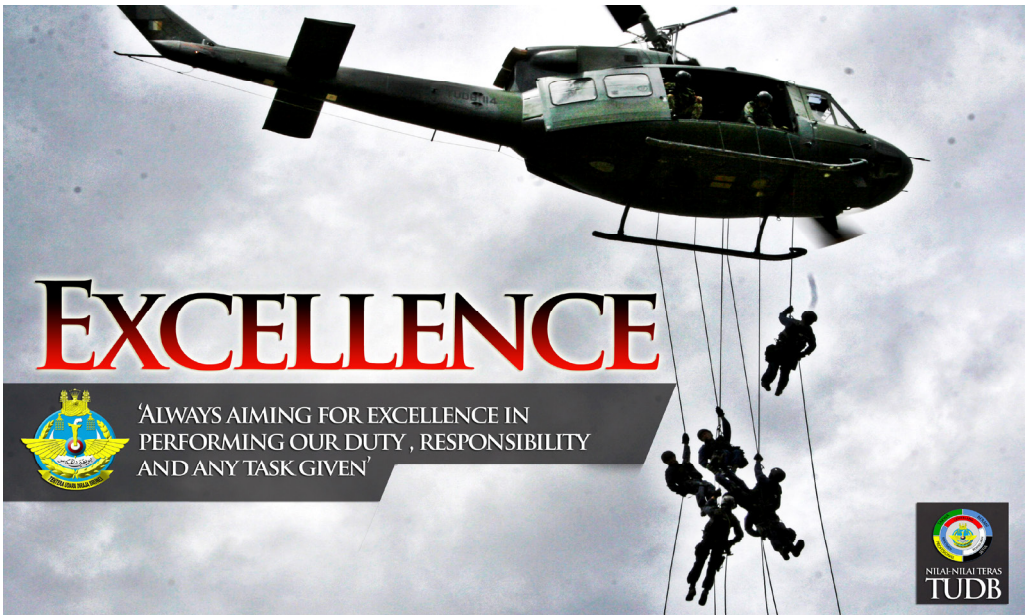
Brig Gen (U) Hj Wardi bin Hj Abd Latip
Commander of the Royal Brunei Air Force

As stated in the RBAF military doctrine 1995 - Command in the RBAF is defined as “the authority vested in an individual for the direction, co-ordination and control of military forces. One effective military philosophy that needs to be practiced is known as Mission Command. It represents decentralised leadership where subordinates are being given empowerment by their leaders to achieve the desired end-state. It requires ‘mutual trust’ as it enables initiative and freedom of action from all levels of command in achieving the mission in line with the commanders intent.

Without empowerment means there is no delegation, without delegation there is no experience and without experience there is no development. Therefore, without empowerment there is no trust and without trust, teamwork is non-existent.

“...Regardless of who you are, no matter what rank you hold, trade or role, your contribution is the key element to the smooth running of TUDB operation...”

Maj (U) Pg Hj Md Hasreen bin Pg Hj Ali Hassan
Former Officer Commanding of Supply Squadron



Excellence means the best; it is the quality of how we conduct, plan and perform to produce results. This value must be indoctrinated in the mindset of every personnel. This value does not aim at perfection, instead focuses on how to achieve excellent results. This value will give a strong impact to the organizational behavior when it is practiced by the officers and the SNCOs as the role model of the organization they aspire to become.

“A leader is best when people barely know he exists, when his work is done, his aim is fulfilled, they will say: we did it ourselves”

-Lao Tzu
Philosopher

If TUDB were to bring the whole organization to another level of excellence; the leadership and organizational management must instill the mindset to move forward. The mentality of change or the term “Change Management” must always be set, in eliminating all the unnecessary efforts.

“...Seek knowledge and teach it to people, learn dignity and tranquility, and be humble towards those from whom you learn and be humble towards those to whom you teach...”

Sayidina Umar bin Al-Khattab
Second Caliph of Islam

With this rapidly changing, challenging and complex world, unforeseen tasks and duties requires leadership, command and management training in producing effective, organized and an excellent work place. Without proper and adequate training and exposure, the organization will not develop and will not be able to move forward.

The leadership and management training is a vital tool in elevating TUDB to perform at a different level of excellence. Training and exposure will produce positive intangible experiences. The experience consists of an improved thinking capacity, leadership and management skills, open mindedness, professionalism and ultimately will create a big difference in TUDB's leadership, management and operational edge.

“Excellence is the product of vision, motivation and perseverance”

Lt Col (U) Hj Alirupendi bin Hj Perudin
Former Commanding Officer of Air Regiment

Safety Culture

One of the important values needed in achieving excellence is Courage derived from one of the RBAF Core Values. As an organization that upholds standards, one needs to understand the importance of Moral Courage when complacency is identified. It is the ability to stand up for the right thing and to do what is right especially where safety is concerned.

‘...Truth is bitter; nevertheless Falsehood appears to be good but poisonous in its effect...’

-Sayidina Ali bin Abi Thalib
Fourth Caliph of Islam

In skills related professions such as Pilots and Engineers, investment of TUDB personnel in training must always be prioritized. Attending skills to know-how qualified courses and to keep themselves updated are heavily needed in order to meet standards. In Flight Safety Terms, standards must never be compromised. History has taught us that safety is a matter that should always be taken seriously. Responsibility and accountability must be set in every personnel so that TUDB will be able to deliver her excellent Air Service to the nation.

*‘...If you see something unethical, prevent it with your hand, then
Your words but if you are still unable to, then prevent it with your heart and that’s the
weakest of Iman...’*

-Prophet Muhammad SAW Pbuh
Final Messenger of Islam

Safety generates positive work environment. It enhances performance, builds confidence and ultimately develops credibility. Safety is seen as the entity in which all aspects of the core values are bounded by. Instilling the safety culture must be exemplified by leaders. Hence, any tasks and operations can be carried out effectively with minimum and control risks that will enable TUDB to fulfill its roles and responsibilities.

Implementation

All of the above Core Values however, would not transpire without the support of its leadership within TUDB. Leaders and Managers that do not see the importance of Core Values are the hindrance in building a strong cohesive and professional organization.

*“...always reflect back to our oath on the day we signed up
for the armed forces...”*

Lt Col (U) Hj Haszahaidi bin Hj Ahmad Daud
Commanding Officer of Training Wing

TUDB Core Values must be inculcated in all TUDB personnel regardless of their specialized skills, ranks and appointments. Every personnel must live by the Core Values and have the integrity to self reflect upon the values in performing their duties. Mindset needs to change when it impedes progress within the organization. However, all of the above mentioned must not be taken literally instead it has to be comprehended sensibly with an open heart and an open mind. It is imperative therefore; that the Core Values Hand Book must be read, practiced, reflected upon and continually nurtured from the first day he or she serves until the day they leave the organization.

The Way Ahead

The unfortunate tragedy of helicopter crash on the 20th of July 2012 should in particular; serve as a wake up call for every TUDB personnel that a change in mindset is required. As previously mentioned, the emphasis of these values should act as a guiding principle for every TUDB personnel at all levels. These Core Values will shape the TUDB organizational culture, indoctrinated with an excellent mindset that should be nurtured in the hearts and minds of all TUDB personnel.

‘...The success of future military operation depends on leaders and soldier to think creatively, exploit technology, decide promptly, adapt easily and act as a team...’

-Steven.L.Goldberg

Act Technical Director of US Army Research Unit

The exploitation of new technologies and aircraft such as the Blackhawk S70i, Maritime Patrol Aircraft and Medium Range Air Defense will inevitably increase and enhance the role of TUDB in supporting RBAF in accomplishing its mission. The leadership and management sphere must be able to inculcate and sustain the values. They must also be able to create the environment needed to produce effective personnel who uphold standards. This is how excellent air service can be delivered. Last but not least, lesson must be learnt, weakness must be identified, strength must be intensified and challenges must be seen as an opportunity to improve, develop and importantly change for the benefit of the organization.

This Handbook is designed and produced

By: TUDB Core Values Team

15 Syaaban 1434

24 June 2013

In conjunction with TUDB 47th Anniversary

