

PUBLIC SECTOR REFORMS - MALAYSIA'S PERSPECTIVE



STOCKTAKE 10TH MALAYSIA 2011 -2015



10 big ideas, 5 strategic thrusts and 85 initiatives under 10MP

Initiatives cut across 30 national programmes and encapsulate objectives of other national agenda

10MP national programmes
(30 programmes)

Supported by other
national agenda

Vision 2020 Developed high-income economy

10 big ideas

5 strategic thrusts

85 initiatives

- | | | |
|--|---|--|
| 1. Enhancing national competitiveness | 11. Poverty eradication | 21. Natural resources, energy & environmental mgmt |
| 2. Strengthening ecosystem for new sources of growth with high value added | 12. Increasing income | 22. Societal development |
| 3. Stimulating creativity and innovation | 13. Integrated rural development | 23. Strengthening unity |
| 4. Enhancing market & business friendly environment | 14. Integrated entrepreneurial development | 24. Cultural development |
| 5. Supporting system for businesses & entrepreneurship | 15. Increasing Bumiputera participation in corporate sector | 25. Housing development |
| 6. Enhancing student quality | 16. Regional development | 26. Urban services |
| 7. Mainstreaming vocational & skills training | 17. National security and public order | 27. Inculcating good governance |
| 8. Increasing competency of graduates | 18. Health sector development | 28. Improving customer-friendly delivery system |
| 9. Increasing research & innovation capability | 19. Sports and recreational development | 29. Enhancing planning & integrated project management |
| 10. Increasing labour market efficiency | 20. Enhancing efficiency of public transport system | 30. Public service human resource transformation |



1Malaysia



Government
Transformation Program



New Economic Model /
Economic Transformation
Report



Others

(Bumiputera Development
Agenda, other ministerial /
state-level / sectoral
plans)

TENTH MALAYSIA PLAN - 10 BIG IDEAS

- Internally driven, externally aware
- Leveraging on diversity internationally
- Transforming to high-income through specialisation
- **Unleashing productivity-led growth and innovation**
- Nurturing, attracting and retaining top talent
- Ensuring quality of opportunities and safeguarding the vulnerable
- Concentrated growth, inclusive development
- Supporting effective and smart partnerships
- Valuing environment endowments
- Government as a competitive corporation



ELEVENTH MALAYSIA PLAN

2016-2020

ANCHORING GROWTH ON PEOPLE



Malaysia's Journey towards High Income Advanced Economy



Eleventh Malaysia Plan, 2016-2020



ECONOMICALLY

POLITICALLY

SOCIALLY

SPIRITUALLY

PSYCHOLOGICALLY

CULTURALLY

TRANSFORMATION IS CRITICAL
PART OF THE JOURNEY
TOWARD VISION 2020

Maintain **Status quo** is
NOT an option



ELEVENTH MALAYSIA PLAN'S TARGET

Top 10 in the **Government Efficiency** sub-index of the **World Competitiveness Yearbook**



Rationalising public sector institutions for **greater productivity** and **performance**

Top 15 in the **Online Service** sub-index of the **UN e-Government Development Index**



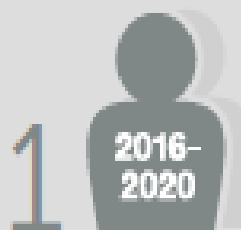
Top 30 nation in the **Corruption Perception Index** by Transparency International



Enhancing service delivery with **citizens** at the centre



ELEVENTH MALAYSIA PLAN 2016-2020



Eleventh Malaysia Plan: Anchoring growth on people



Strengthening macroeconomic resilience for sustained growth



Enhancing inclusiveness towards an equitable society



Improving wellbeing for all



Accelerating human capital development for an advanced nation

ELEVENTH MALAYSIA PLAN

2016-2020

ANCHORING GROWTH ON PEOPLE



Pursuing green growth for sustainability and resilience



Strengthening infrastructure to support economic expansion



Re-engineering economic growth for greater prosperity

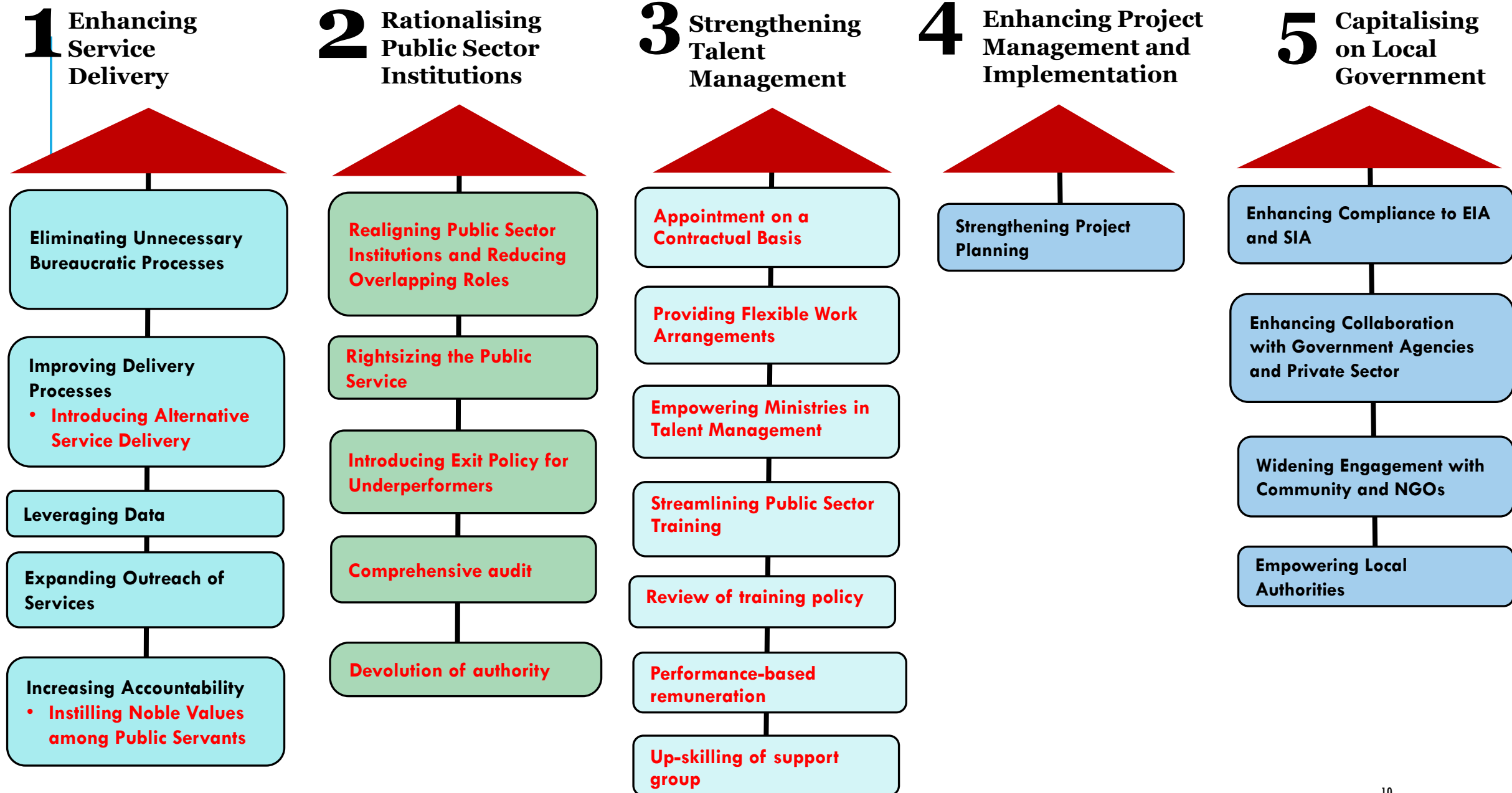


Transforming public service for productivity



Malaysia beyond 2020

11th MP Chapter 9: TRANSFORMING PUBLIC SERVICE

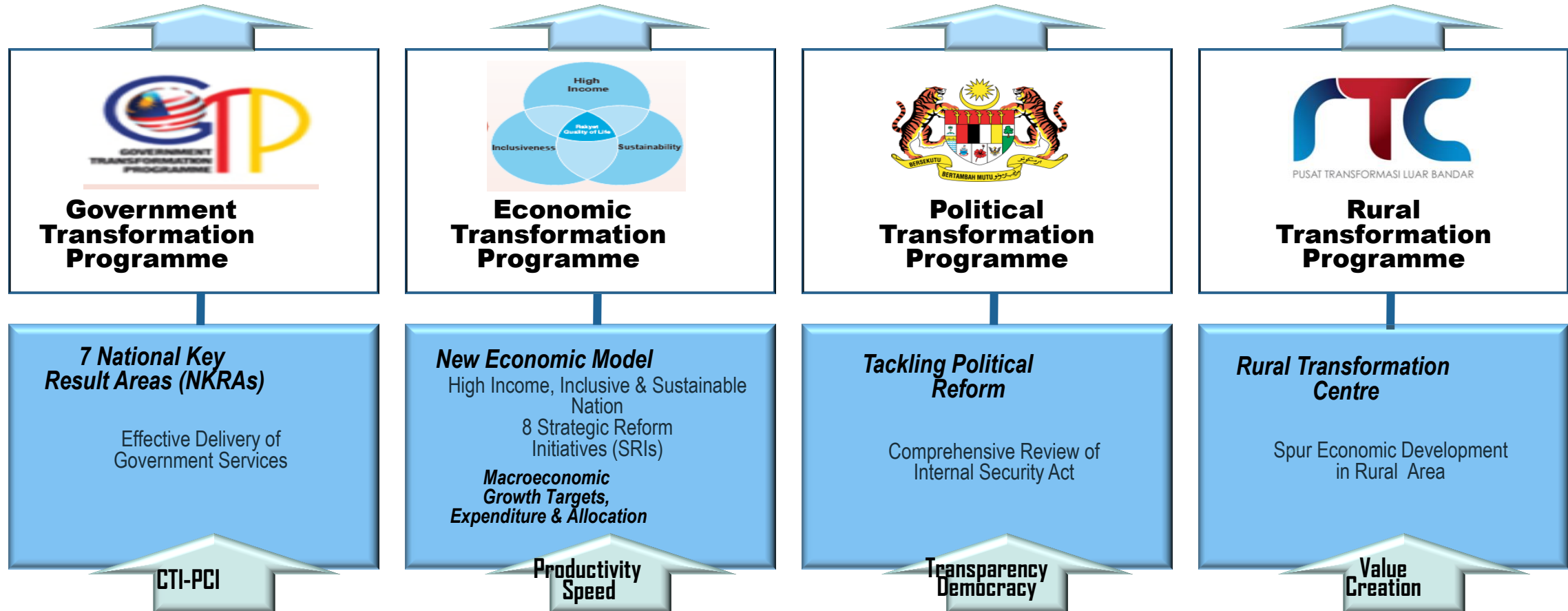


4 PILLARS OF GOVERNMENT TRANSFORMATION



MALAYSIA: PEOPLE FIRST, PERFORMANCE NOW

Preservation & Enhancement of Unity in Diversity



NATIONAL MISSION

**“INNOVATION IS THE CENTRAL ISSUE IN
ECONOMIC PROSPERITY.”**

MICHAEL PORTER



Transformation is a long
and difficult journey. It requires
tenacity and **persistence**

Productivity is never an accident.
It is always the result of a commitment
to excellence, intelligent planning,
and focused effort.

– Paul J. Meyer

Public Servants must be encouraged to act and think as entrepreneurs

Able to
**see big
picture**

Have the
**hunger for
success**

ESSENTIAL TRAITS

- **Courage**
- **Competence**
- **Effective decision making skills**

Public servants should
transform their
mindset

***“Do more with less FOR
MORE” mindset***

CHANGING GLOBAL LANDSCAPE



CURRENT FEATURES OF GOVERNMENT SHARED SERVICES

**Increase Efficiencies of
Government system**

**Increase Cost-Effectiveness of
Government system**

**Enable Customer-centric
support deliveries**

**Leveraging on digital
technology**

**Leveraging social media to get
relevant ideas from the people**

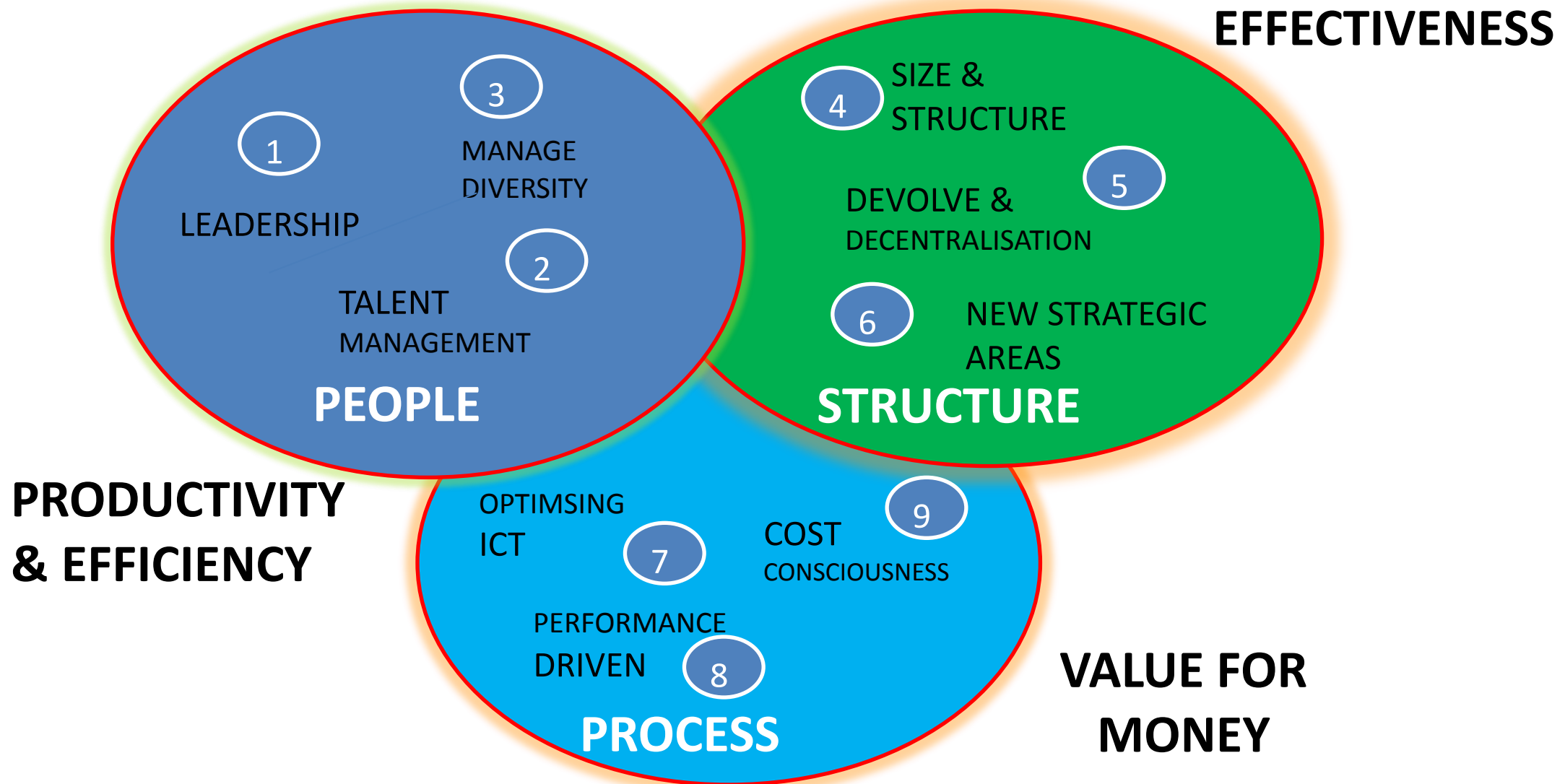
**Digital Malaysia
Initiative**

**Citizen
Engagement**

**Youngsters as the backbone
of nation building process**



MALAYSIAN PUBLIC SERVICE





CORE BUSINESS

PUBLIC SERVICE DEPARTMENT OF MALAYSIA

CLIENTS

PENSIONERS

660,000

GOVERNMENT
AGENCIES

738



PUBLIC PERSONNEL

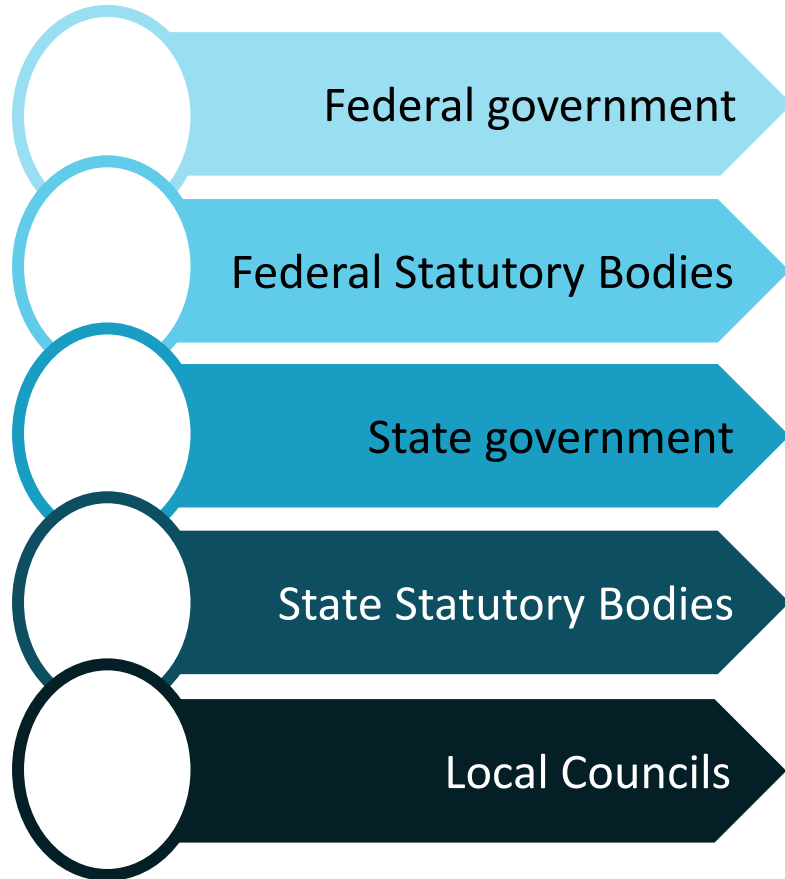
1,610,000

SPONSORED
STUDENTS

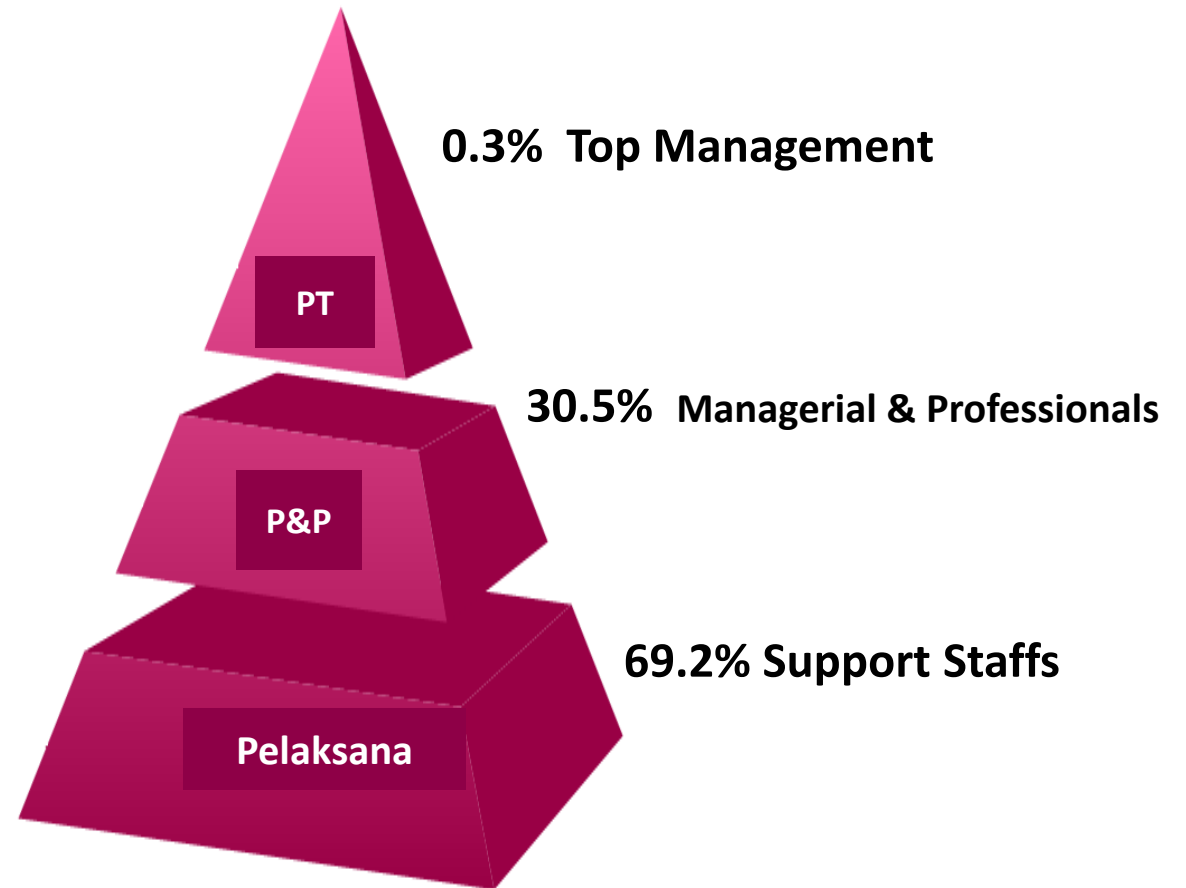
53,233

*as of 31 March 2015

1.61 Million of Public Servants



Categories Of Public Servants



PUBLIC SERVICE

Transformation Programme



HIGHLIGHT of ACHIEVEMENTS

PUBLIC SERVICE

Transformation Programme

1. Public Service Transformation Programme

- a. 25 Quick Win Initiatives (2013)
- b. 100 Initiatives (Ti-100) currently under implementation (2014)

2. Ministry-led initiatives under the Public Service Transformation Framework



Break the silo mentality and increase consultation



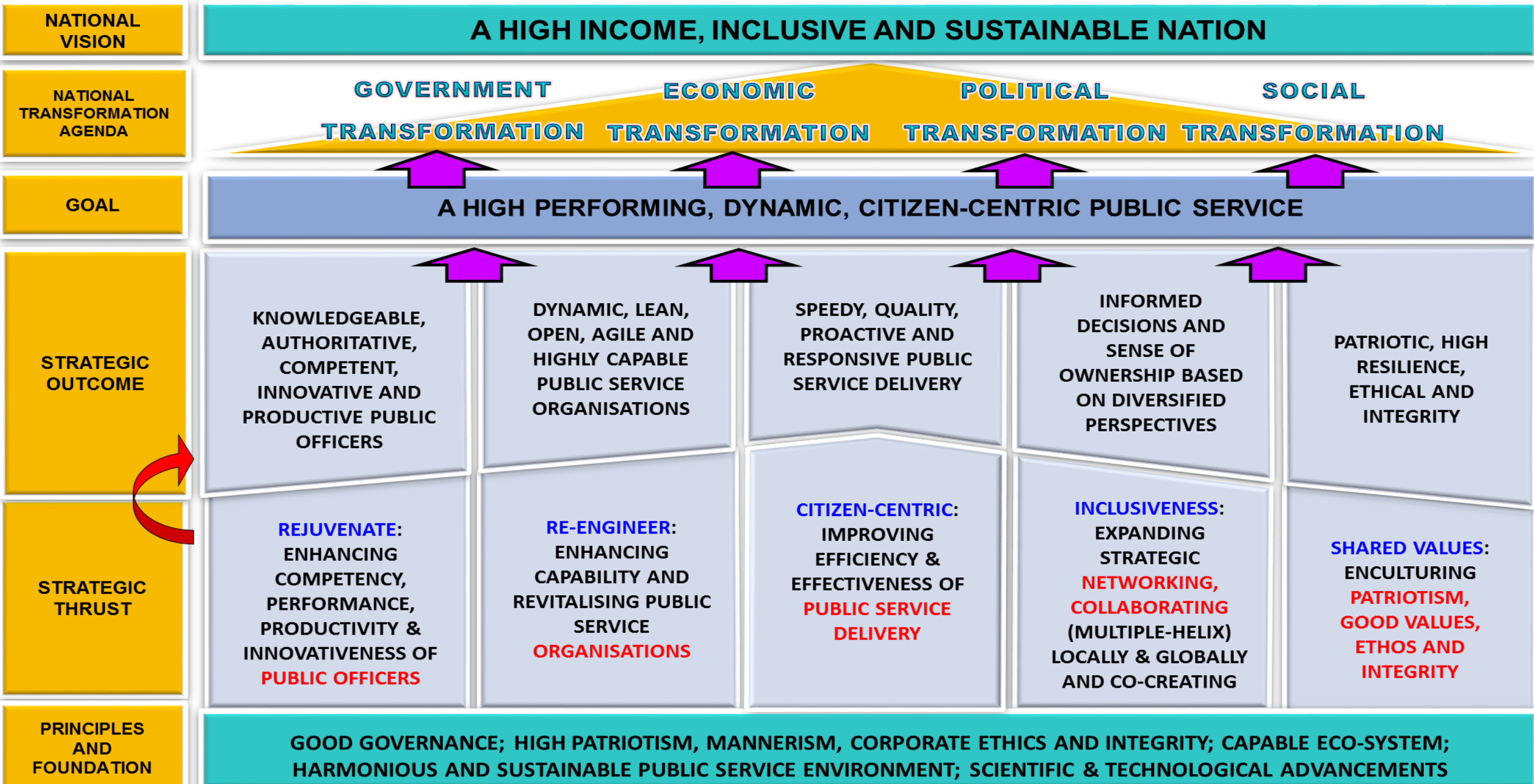
Deal with the rising expectations and requirements of all stakeholders

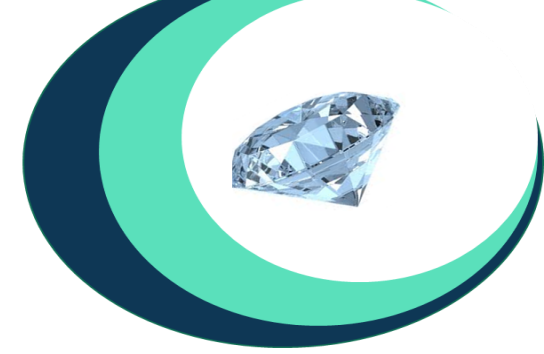


“outside-in”
APPROACH



“inside-out”





Strategic Thrust 1

Revitalising Talent

“...For a firm to sustain a competitive advantage, a firm has to evaluate whether these resources fulfill the following criteria; Valuable; Rare; In-imitable; and Non-Substitutable (V-R-I-N).”

Birger Wernerfelt

A Resource-based View of the Firm (Published in 1984)



REVITALISING TALENT



FastTrack



Introduction of the Fast Track Programme aims to identify high potential public servants to be placed in the leadership positions.



Strategic Thrust 2

Re-engineering Public Organisations



Increase capability and enhance organisational structure to become more dynamic, agile and flexible.

Enhance the operation efficiency and re-engineering of policy that looks into effectiveness and outcomes of each policy and programme implemented.

**66 Agencies have been restructured
through process of delayering and
matrix**



507
**Posts were
abolished**



**Savings of
RM12.8 million
of emoluments**



**38,051 posts
have been
abolished**

Strategic Thrust 3

Enhancing Public Service Delivery



Provide fast, accurate, quality, proactive and responsive public service delivery

“The customer never buys a product. The customer buys value.”

Peter F. Drucker

The Father of Modern Management



**1Malaysia Customer
Service Civil Servants**

**An innovative approach of
providing multiple services of
the different divisions of JPA
at one focal point.**



**1Malaysia Civil Service
Retirement Support**

**Welfare of the
retirees**

www.1pesara.jpapencen.gov.my

Strategic Thrust 4

Intensifying Engagement



A shift from the Old Public Administration to the New Public Administration where citizens are viewed as both end user and collaborator.

Under this concept, several humanistic approaches such as engagement, co-creation and co-production were incorporated in establishing various initiatives to enhance service delivery.

Brenton Holmes

“Citizens' Engagement in Policymaking and The Design of Public Services” (2011)





88 engagement sessions with various stakeholders such as CUEPACS, NUTP, Police and Armies

JPA selesai proses penambahbaikan 252 skim perkhidmatan

KUALA LUMPUR 9 April - Jabatan Perkhidmatan Awam (JPA) telah menyempurnakan proses penambahbaikan 252 skim perkhidmatan sedia ada di bawah langkah rasionalisasi Skim Perkhidmatan Bagi Perkhidmatan Awam Persekutuan.

Ketua Pengarah Perkhidmatan Awam, Tan Sri Mohamad Zabidi Zainal menjelaskan langkah rasionalisasi skim perkhidmatan itu bukan merupakan semakan Sistem Saraan, sebaliknya ia adalah penambahbaikan 252 skim perkhidmatan di bawah Sistem Saraan Malaysia.

"JPA juga telah mengadakan 87 run-

252 schemes of service in the public service were reviewed and number of schemes have reduced to 240 schemes.

Moving towards Alternative Service Delivery whereby some services which were originally provided by public sector would now be provided jointly with community.

Strategic Thrust 5

Enculturing Shared Values



**Inculcate a culture of patriotism,
good values, ethos and
integrity.**



Strategic Thrust 5

Enculturing Shared Values



The Public Sector and Public Servants are two entities that are intertwined and inseparable. While the Public Sector act as the guardian that looks into the welfare of the people through various institutions established, a public servant acting as trustee or 'custodian of the public interest'

David Andrew Schultz

Encyclopedia of Public Administration and Public Policy





200 TRANSFORMATION PROGRAMMES IDENTIFIED SINCE 2013



Transformation Initiatives



Blue Ocean Leadership &
Blue Ocean Leadership
Online



1Serve Counter



1Pesara initiative



Exit Policy

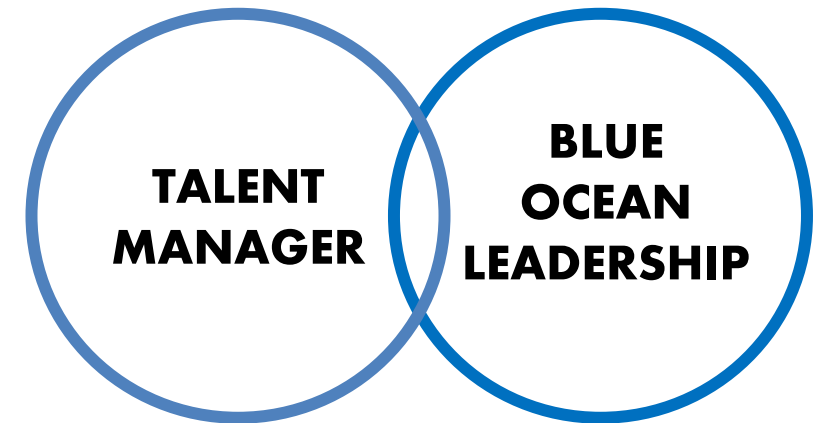


Flagship JPA4U

Prof. W. Chan Kim & Renee Mauborgne



BLUE OCEAN LEADERSHIP



Focus on actions and activities; Closely linked to reality; Leadership across all levels of management; and high impact with low cost.

BLUE OCEAN LEADERSHIP



B.O.L. INITIATIVES IN PSD STARTED IN MARCH 2015

IDENTIFIED 32 PROFILING EXPERTS AS B.O.L. DRIVERS

**RESULTED IN 16 LEADERSHIP CANVAS ACROSS FOUR LEVELS
OF MANAGEMENT IN PSD**

4 STAGES OF B.O.L.



**Transformatic and
humanistic leadership**



**Succession leadership
readiness**



**Proactive and
analytical leadership**



**Knowledgeable and
leading with joy**



24 Mac 2016

**implementation of B.O.L. expanded to five selected ministries in 2016
was presented by PSD to the National Blue Ocean Strategy Summit
that was chaired by Malaysia's Prime Minister**

B.O.L Initiatives have been expanded to selected **five ministries in the first development stage in 2016:**

Ministry of Home Affairs

Ministry of Youth and Sport

**Ministry of Urban Wellbeing, Housing and Local
Government**

Ministry of Agriculture and Agro-based Industry

Ministry of Rural and Regional Development



1Malaysia Customer Service of Civil Servants (1Serve)

To quantum leap the level of customer service of civil servants through enculturation of 1Serve



1SERVE: CONCEPT

"Do MORE with LESS, for MORE"

#1

Multi-tasking Front Liners

#2

Multi-services Counter

With Passion, We Serve Let's Make A Difference

1Serve was launched on 2nd November 2015



1 Counter Multiple Services

Optimising Time Usage



Passport Renewal



**Driving License
and
Roadtax Renewal**



MyKad Renewal

8 Main Service Delivery Elements



Smile



Listening



Displaying empathy



Reverse psychology



Understanding customer



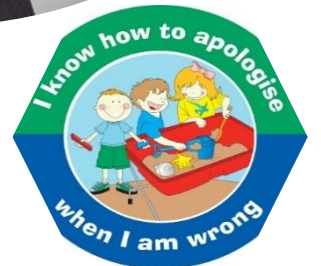
Lean Services: Fast and Efficient



Problem Solving



Passion and knowledge create 1SERVE champion in action





TRANSIT LOUNGE



Launched on 7th April 2016



myputrajayanews

UTAMA MYBERITA MYPRESINT MYSEKOLAH MYSANTAI MYMIMBAR MYS

Utama > Myberita > Shuttle Buggy Mudahkan Pelanggan 1Serve JPA4U

Shuttle Buggy Mudahkan Pelanggan 1Serve JPA4U

06/04/2016



Zabidi menyempurnakan gimik pelancaran 1Serve Transit Lounge @JPA4U, di sini.

PUTRAJAYA – Jabatan Perkhidmatan Awam (JPA) terus melangkah ke hadapan dengan 1Serve Transit Lounge @JPA4U yang merupakan nilai tambah di

melancarkan 1Serve
di Kompleks C, Putrajaya,
di Ismail

khidmatan Awam (JPA)
arkan surat pertukaran
nterian yang memegang
mpoh seminggu ini.

atan Awam, Tan Sri
perkata pegawai pelbagai



5,560
PSD's Customers



1SERVE Counter @ UTC

34 million transactions since 2013

6.8 million transactions in 2016



1Malaysia Civil Service Retirement Support



www.1pesara.jpapencen.gov.my



To provide holistic services across various agencies

EXIT POLICY

Cut away those who are non-performing in the public sector.

In line with the aspiration of our Honourable Prime Minister that emphasise on **productivity and **innovation** in our effort to create a high income nation.**



EXIT POLICY

SIRI 1 DASAR PEMISAH

DASAR PEMISAH @ "EXIT POLICY"

Dasar Pemisah atau *Exit Policy* merupakan mekanisme strategik Kerajaan yang terbaik dalam mewujudkan Perkhidmatan Awam yang berprestasi tinggi, produktif dan berintegriti. Dasar ini membolehkan perkhidmatan pegawai Kerajaan berprestasi rendah ditamatkan lebih awal melalui pelbagai peringkat tapisan yang ketat dan diadakan dengan telus dan saksama.

PEGAWAI YANG TERLIBAT

Lantikan Tetap



Telah disahkan dalam perkhidmatan



Berprestasi rendah pada tahun penilaian terkini

SIRI 2

DASAR PEMISAH

Rasional markah <60% Prestasi Rendah

TAPISAN BAGI KUMPULAN PELAKSANA DAN P&P

6 Peringkat Tapisan Memastikan Keputusan yang Adil dan Telus
Untuk membolehkan seseorang penjawat awam yang terdiri daripada Kumpulan Pelaksana dan P&P ditamatkan perkhidmatan, markah penilaian tahunan adalah kurang dari 60% untuk tahun penilaian terkini. Mereka perlu melalui 6 peringkat tapisan.



TAPISAN BAGI KUMPULAN PENGURUSAN TERTINGGI

2 Peringkat Tapisan Memastikan Keputusan yang Adil dan Telus
Bagi kumpulan Pengurusan Tertinggi, mereka perlu melalui 2 peringkat tapisan. Ini bermakna, Kumpulan Pengurusan Tertinggi mempunyai risiko yang lebih tinggi selaras dengan tanggungjawab yang diberikan.



174/3/13 (30)

No Siri:



KERAJAAN MALAYSIA

MATAN BILANGAN 7 TAHUN 2015

DAFTAR (EXIT POLICY) BAGI PEGAWAI YANG DALAM PERKHIDMATAN AWAM

bertujuan memaklumkan keputusan Kerajaan untuk
(policy) dan kaedah pelaksanaannya bagi pegawai yang
Awam.

iling Perkhidmatan ini:

id:

60% yang diperoleh berasaskan Laporan Penilaian

);

rang 60% jika menggunakan instrumen penilaian
kan oleh Ketua Pengarah Perkhidmatan Awam; atau
stasi Utama (*Key Performance Indicator* – KPI) di
ger) bagi penilaian prestasi berasaskan KPI.

1

PEKELILING PERKHIDMATAN BILANGAN 7 TAHUN 2015

Pelaksanaan Dasar Pemisah (*Exit Policy*) Bagi
Pegawai Yang Berprestasi Rendah Dalam
Perkhidmatan Awam

- Ensure that the public sector retain only the **committed and high potential** public servants
- Create a **high performing public sector** and of integrity
- The policy is developmental in **nature and not punitive**

HUMAN RESOURCE CONSULTATION

Program-program khidmat konsultasi untuk membantu agensi dan penjawat awam dalam meningkatkan kefahaman dan pelaksanaan pengurusan sumber manusia



COMMUNITY SERVICES

Program-program khidmat masyarakat dan kesukarelawanan warga JPA



OUTREACH

Program-program engagement JPA dengan agensi dan penjawat awam



INFO

Program-program perkongsian ilmu serta hebahan maklumat kepada agensi dan penjawat awam



**LAUNCHING OF JPA4U:
10th April 2015**





JPA4U Flagship

JPA4U Carnival, MAEPS

LT PSUK Negeri

Whats-UP HRMIS

JPA4U Pahang Carnival

Persada Transformasi

1Pesara@Sarawak Carnival

JPA4U Sihat

Launching of 1Serve

HRMIS User Group Summit

Transformation Lab

Kembara Amal

FIT MALAYSIA@JPA4U



Public Servants



Sponsored Students



Pensioners



Service Providers



93.33% of the respondents felt that PSD are both responsive and sensitive to the needs of the customers



89.42% of the respondents are satisfied with the services rendered by PSD



85.65% of the respondents are satisfied with the consultation provided by PSD officers



84.31% are satisfied with the competency level of JPA officers in performing their duties and responsibilities



76.17% respondents agreed that PSD no longer work in silo

25

QUICK-WIN PROJECTS

Placement of **outstanding graduates** under TAPS and STAR

Redeployment of **PSD officers** as special ambassadors
to implementation agencies

Civil Servants Competency Development Lab

Reduction in time taken for the organisational restructuring study and approval
from 120 days to 30 days through hand holding approach

Enhancement of **81 schemes of service** benefitting 613,743 public servants

Implementing restructuring and posts strengthening studies for **11 agencies**

Adopting a more customer friendly (advisory and hand holding) approach in the
restructuring of public sector agencies



QUICK-WIN PROJECTS

Establishing a hotline to handle inquiries regarding transfer and placement

17 international collaborative programmes

involving 12 local/international agencies, 611 participants from over 15 countries

Launching the **Digital Nexus Showcase**

Establishment of an **Integrity Unit** in eight (8) ministries

PSD participation through volunteer activities and humanitarian aid through JPA4U

Change Management Program (Rock and Change) through 3 workshops involving Safety Officers, Assistant Administrative Officer and Transformation Ambassadors


Reduction of 507 posts in JPA with an annual emolument cost savings of RM12.8 million

Abolish 38,051 posts entailing cost savings of RM195 million annually

Delaying and restructuring of 66 agencies to enable matrix-based organisations

Establishment of INTAN Leadership Development Park (iLead Park)





Thank you