Malaysia’s Journey towards High Income Advanced Economy
Eleventh Malaysia Plan, 2016-2020

ECONOMICALLY

POLITICALLY

SOCIALLY

SPIRITUALLY

PSYCOLOGICALLY

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

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

Rationalising public sector institutions for greater productivity and performance

Enhancing service delivery with citizens at the centre
ELEVENTH MALAYSIA PLAN 2016-2020

- 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

- 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
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

“Do more with less FOR MORE” mindset

Public servants should transform their 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
Emergence of various social networks

Currently

100 million Twitter users and Over 100 million Google users in the world.

Facebook users in Malaysia...the third largest countries
Malaysia’s public service transformation must move ahead

Adopt a balanced development approach

Equal emphasis to boost economic growth and well being
Success is not final, failure is not fatal: it is the courage to continue that counts.
- Winston Churchill

.. but the truth is achieving success is never easy

CHANGE is facilitated by building shared goals and perspectives

.. changes in PARADIGM and THINKING
MALAYSIA’S PERFORMANCE IN THE INTERNATIONAL RANKING REPORTS ON COMPETITIVENESS

IMD World Competitiveness Yearbook
Overall: 19th
(61 economies)

WEF Global Competitiveness Report
Overall: 18th
(140 economies)

World Bank Doing Business
Overall: 18th
(189 economies)
9 Challenges that needed to be addressed as part of the JPA transformation agenda:

- Reduce centralised authority
- Eliminate bureaucratic red tape
- Delayer the reporting hierarchy
- Improve the level of responsiveness and awareness to external requirements
- Improve mentoring and coaching
- Encourage breaking out of the comfort zone
- Enhance strategic Competency
- Deal with the rising expectations and requirements of all stakeholders
- Break the silo mentality and increase consultation
- Encourage breaking out of the comfort zone
“outside-in” vs “inside-out”
A HIGH INCOME, INCLUSIVE AND SUSTAINABLE NATION

GOVERNMENT TRANSFORMATION

ECONOMIC TRANSFORMATION

POLITICAL TRANSFORMATION

SOCIAL TRANSFORMATION

A HIGH PERFORMING, DYNAMIC, CITIZEN-CENTRIC PUBLIC SERVICE

STRATEGIC OUTCOME

KNOWLEDGEABLE, AUTHORITATIVE, COMPETENT, INNOVATIVE AND PRODUCTIVE PUBLIC OFFICERS

DYNAMIC, LEAN, OPEN, AGILE AND HIGHLY CAPABLE PUBLIC SERVICE ORGANISATIONS

SPEEDY, QUALITY, PROACTIVE AND RESPONSIVE PUBLIC SERVICE DELIVERY

INFORMED DECISIONS AND SENSE OF OWNERSHIP BASED ON DIVERSIFIED PERSPECTIVES

PATRIOTIC, HIGH RESILIENCE, ETHICAL AND INTEGRITY

STRATEGIC THRUST

REJUVENATE: ENHANCING COMPETENCY, PERFORMANCE, PRODUCTIVITY & INNOVATIVENESS OF PUBLIC OFFICERS

RE-ENGINEER: ENHANCING CAPABILITY AND REVITALISING PUBLIC SERVICE ORGANISATIONS

CITIZEN-CENTRIC: IMPROVING EFFICIENCY & EFFECTIVENESS OF PUBLIC SERVICE DELIVERY

INCLUSIVENESS: EXPANDING STRATEGIC NETWORKING, COLLABORATING (MULTIPLE-HELIIX) LOCALLY & GLOBALLY AND CO-CREATING

SHARED VALUES: ENCULTURING PATRIOTISM, GOOD VALUES, ETHOS AND INTEGRITY

PRINCIPLES AND FOUNDATION

GOOD GOVERNANCE; HIGH PATRIOTISM, MANNERISM, CORPORATE ETHICS AND INTEGRITY; CAPABLE ECO-SYSTEM; HARMONIOUS AND SUSTAINABLE PUBLIC SERVICE ENVIRONMENT; SCIENTIFIC & TECHNOLOGICAL ADVANCEMENTS
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)
Introduction of the Fast Track Programme aims to identify high potential public servants to be placed in the leadership positions.
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.
507 Posts were abolished

Savings of RM12.8 million of emoluments

38,051 posts have been abolished

66 Agencies have been restructured through process of delayering and matrix
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
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)
Moving towards Alternative Service Delivery whereby some services which were originally provided by public sector would now be provided jointly with community.

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

252 schemes of service in the public service were reviewed and number of schemes have reduced to 240 schemes.
Strategic Thrust 5
Enculturing Shared Values

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

- Harvard Business Review
- 1Serve Counter
- 1Pesara initiative
- Blue Ocean Leadership & Blue Ocean Leadership Online
- Exit Policy
- Flagship JPA4U
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
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
1Serve: Concept

With Passion, We Serve

Let’s Make A Difference

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

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

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.

YBhg. Tan Sri Mohamad Zabidi Zainal
Ketua Pengarah Perkhidmatan Awam

Sesi Perjumpaan JPA Bersama CUEPACS
4 November 2015
EXIT POLICY

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**
LAUNCHING OF JPA4U:
10th April 2015
<table>
<thead>
<tr>
<th>Group</th>
<th>Percentage</th>
<th>Description</th>
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<tbody>
<tr>
<td>Public Servants</td>
<td>93.33%</td>
<td>93.33% of the respondents felt that PSD are both responsive and sensitive to the needs of the customers</td>
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<tr>
<td>Sponsored Students</td>
<td>89.42%</td>
<td>89.42% of the respondents are satisfied with the services rendered by PSD</td>
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<tr>
<td>Pensioners</td>
<td>85.65%</td>
<td>85.65% of the respondents are satisfied with the consultation provided by PSD officers</td>
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<tr>
<td>Service Providers</td>
<td>84.31%</td>
<td>84.31% are satisfied with the competency level of JPA officers in performing their duties and responsibilities</td>
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<tr>
<td></td>
<td>76.17%</td>
<td>76.17% respondents agreed that PSD no longer work in silo</td>
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Six strategic thrusts

- Enhancing inclusiveness towards an equitable society
- Improving wellbeing for all
- Accelerating human capital development for an advanced nation
- Pursuing green growth for sustainability and resilience
- Strengthening infrastructure to support economic expansion
- Re-engineering economic growth for greater prosperity
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
Transformation is a long and difficult journey. It requires tenacity and persistency.

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

— Paul J. Meyer
THANK YOU