

**TALKING POINTS  
Y.BHG. TAN SRI MOHD SIDEK HASSAN  
KETUA SETIAUSAHA NEGARA**

**MAJLIS PERJUMPAAN Y.BHG. TAN SRI  
KETUA SETIAUSAHA NEGARA  
DENGAN PEGAWAI-PEGAWAI (P&P)  
PERKHIDMATAN GUNASAMA**

**4 JUN 2007 (ISNIN), 11:00 PAGI  
PUTRAJAYA INTERNATIONAL  
CONVENTION CENTRE (PICC)**

*Bismillahir rahmanir rahim*

*Assalamualaikum wrh wbt* dan salam  
sejahtera

**Saudara Pengerusi Majlis,**

**Y. Bhg. Tan Sri Ismail Adam  
Ketua Pengarah Perkhidmatan Awam,**

**Y. Bhg. Datuk Ab. Khalil Ab. Hamid  
Timbalan Ketua Pengarah Perkhidmatan  
Awam (Pembangunan),**

**Y.Bhg. Dato' Ahmad bin Said  
Timbalan Ketua Pengarah Perkhidmatan  
Awam (Operasi),**

**Pengarah-Pengarah Bahagian JPA,**

**Saudara-saudari            sidang            hadirin  
sekalian.**

## **INTRODUCTION**

- **Syukur Alhamdulillah, di atas segala nikmat Allah SWT kerana dengan limpah izin Nya dapat kita berkumpul bersama-sama dalam majlis pada pagi ini, bagi meraikan saudara-saudari yang telah menerima surat kenaikan pangkat**

daripada JPA mengikut kategori kenaikan pangkat masing-masing dalam kumpulan Pengurusan dan Profesional.

- Tahniah dan syabas diucapkan pada semua.

- Setinggi-tinggi terima kasih kepada JPA yang telah mengaturkan majlis perjumpaan ini, dengan 3 kategori perkhidmatan gunasama:

(i) Perkhidmatan Tadbir & Diplomatik (PTD);

**(ii) Perkhidmatan Sistem  
Maklumat (PSM); dan**

**(iii) Perkhidmatan Latihan  
Vokasional (PLV).**

- **Majlis ini memberi peluang kepada saya untuk menyampaikan hasrat dan berkongsi pandangan dengan saudara-saudari dalam usaha kita untuk bersama-sama menjadikan perkhidmatan awam ini sebagai perkhidmatan yang terbaik di dunia.**

# **PUBLIC SERVICE DELIVERY SYSTEM – BUSINESS IS NOT AS USUAL**

- **INTEGRITY**

- Integrity is of utmost importance and will not be compromised in any way.
- Integrity is one of the most important elements required in order to realize an excellent and distinctive public service.

- **OUTCOME DRIVEN, NOT PROCESS DRIVEN**
  - Change mindset and work culture in order to improve public service delivery;
  - Should be more focused on outcome or impact, and not on processes.
  - It is not an issue of how many meetings have been conducted, or how many visits have been done, but more importantly, the impact to the customers or business;

- **FAST AND IMMEDIATE ACTIONS ON DECISIONS**
  - **Must have a SENSE OF URGENCY** in taking actions;
  - Decisions from Cabinet Meetings;
  - Implementation of the decisions;
  - **Speed**, in terms of response;
  - **However good a decision, unless it is implemented, the decision is meaningless.**

- **Must give “deadline” to all actions, and must identify the person responsible.**
  
- **Minutes of Meetings must be out within 3 days of meeting:**
  - ✓ **Decisions of meeting must be circulated within the same day.**

- **CUSTOMER CENTRIC,  
BUSINESS CENTRIC**

- Develop a customer focused orientation and a better interface with the public.
- Require the creation of a working culture based on quality, performance and transparency.
- The need to work together with other agencies to meet the needs of the people, customer, business fraternity;

- **Example, the newly launched OSC by the Y.A.B. Prime Minister on 13 April 2007 (Friday) to facilitate the approvals of the various functions under the local authorities (or PBT's), particularly land and building matters. The cooperation and expeditious actions on the part of the technical agencies at the various ministries are vital towards the success of the OSC.**

- **EMPATHY**

- Treat others the way you want to be treated. Put yourself as a customer.
- Respond to all queries and complains from the public, FAST.
- To facilitate and not to frustrate.
- Client's Charter should be made accessible to all.
- Transparency, openness.

- the need for greater transparency, timeliness and clarity in relation to implementation of Affirmative Action policies, specifically in the context of guidelines and criteria for approvals.
- Time taken is not an issue, given considerable time period, but timeliness is something that is much to be desired.
- Just do it with a sense of urgency and integrity.

- Non conformance to timeliness leads to unpredictability issues, which are something the private sectors cannot tolerate, given the way businesses are conducted today.

- **THE NOTION OF CONSULTATION**

- to make mandatory consultation with the private sector/relevant organisations prior to introduction of new regulations, policies and guidelines in order to

institutionalise greater  
tolerance to public debate;

- Consultation with our peers, our subordinates, and also members of the public.
- this should always be practised to resolve issues and problems, and to come to a particular decision.
- It doesn't necessarily mean that all claims are met or fulfilled through the process of consultation, but at least the decisions made have

taken into consideration the views of the parties concerned.

- The notion of consultation should permeate in everything that we do, should be ongoing, and should be made a habit.

## **THE USE OF ICT**

- **E-MAILS**

- To improve on the usage of emails. Communication via email is very fast and efficient.

- Facilitate the concerned parties to respond quickly, and also improves communication amongst civil servants, as well as between us and our clients, i.e. the public.
- Also promotes transparency, whereby emails sent to a particular person can be “cc”ed to others, particularly if it involves actions to be taken or certain decisions.
- All queries and complains received via email should be

given attention and responded accordingly.

- I want to stress here that being an officials, you must have an email address. Those who do not have an email address yet at this point of time, please do so immediately when you return to your respective ministries or departments.
- Please also ensure that your emails are working properly, and please personally attend to your own emails. I know of

some senior officers who delegate the opening of emails to their PA's.

- **ONLINE APPLICATIONS**

- Focus should be given to develop online applications or transactions, so as to facilitate the public and the business community when transacting with the government, without going to the government counters.
- We should progress with time and technology. Just look at

**the way the banks are providing online services to their customers.**

- **I understand that many forms are now downloadable from government websites. We should now improve a step further in providing online submissions of the various permits and licenses. Customers could then go the counters for the mere collection of permits and licences, rather than have to spend the whole day at the**

**government counters to do so.**

- **More importantly, this also allows government information and services to be accessed from any where, and at any time (24x7).**
- **The provision of online services via the MyGovernment Portal MUST be improved.**

# LEADERSHIP

- **CHARACTERISTICS OF A LEADER**

- Good Leadership is vital in the development of a high performance and effective work force.
- Leaders must be proactive and supportive of change and transformation.
- Leaders need to energize the organization with a sense of mission by creating excitement over shared goals

**and shared vision among the workforce.**

- **Leaders must have flexible leadership styles because different employees need to be treated differently.**
- **Leaders must also celebrate success by rewarding workers for doing things right.**
- **Punishment or disciplinary actions should be taken against guilty officers that do not follow the prevalent rules and procedures.**

- To stay relevant, an organization needs to have

**4F's:**

- ✓ Focus
- ✓ Fast
- ✓ Flexible
- ✓ Friendly

- **KEY FAILURES OF LEADERS**

- Reacting to the dictates of stakeholder without having rational considerations.
- Afraid to express views or opinions out of fear of being

seen as oppositional. Being silent or just agreeing is safer.

- Too many “yes man” officers. Thus they just nod or agreeing to any decision made by the decision maker/politician. Sometimes, they are even afraid to just send memo or explanatory notes.
- Fearful of those with influence. Therefore, they just agree to what is directed even though it is wrong. No firm standing.

- **Does not adhere to the concept of leadership by example**, and when desperate, gives excuses for own survival within his/her respective organizations.
  
- **Self-gratification.**
  
- **Unfriendly, self-centred.**
  
- **Too rigid** and unable to adapt to other forces and surroundings.
  
- **Afraid to look at own weaknesses.**

- **Not focused**, being radical and not being strategic and short sighted.
- Being self and senior officers-centred and those surrounding him/her.
- **Too much time is spent on function and meetings**, thus unable to assign time to daily duties.
- **Not having clear vision or mission**.

- **ATTITUDE**

- **The way one carries oneself**
- **Having a positive attitude and the way you carry yourself can help you address problems and motivate you to take action to resolve them.**
- **A positive attitude increases enthusiasm, energy level, creativity and self-confidence.**
- **While it is important to be a skilled manager, your attitude is equally important.**

- **A positive attitude can help you to build, repair and maintain crucial relationships.**
- **Your thoughts affect your actions. If you believe you will succeed and that good things will happen to you, they will happen more often than if your view is pessimistic.**
- **Your attitude represent the image of the Government of Malaysia.**

# **HUMAN CAPITAL**

- **HUMAN CAPITAL DEVELOPMENT**
  - Public sector needs a high performing workforce with the suitable skills and competencies.
  - Human capital development is very important to enable a country to reach its full capacity. One of the ways to ensure that this can be achieved is through training.
  - In the Service Circular No. 6, Year 2005, it has been

outlined that every Ministry and Department has to allocate at least 1% of the operating expenditure for training.

- In addition, every government personnel have to attend at least 7 days of training in a year. I hope you will take this opportunity to attend training to improve your competencies and performance.

## **CONCLUSION**

- **At this juncture, I would like to remind all of us here, the following mantra, which I am sure all of you here must have heard about by now, that is,**

**We must deliver;**

**We must deliver with integrity;**

**Unless we deliver with integrity, somebody else will do it for us.**

- Therefore, I would like to urge all of you to work together towards transforming the public sector workforce into a world-class civil service where service beyond ordinary is the norm and not the exception.
- Let us all wake up to this call to strive for excellence, glory and distinction for the nation, for the people and for the future of the next generation.

Thank you.