



TRANSFORMING PUBLIC SERVICE
IN MALAYSIA: GUIDELINES FOR
DEVELOPING A TRANSFORMATION PLAN



Table of Contents

Transformation Glossary 2
An Opportunity to Make a Difference3
Purpose of the Manual6
The Transformation Journey7
Transformation Defined9
What is a Transformation Plan?11
Components of a Transformation Plan13
1 – Public Service Transformation Framework14
2 – Strategic Thrusts16
3 – Strategic Measures22
4 – Initiatives and Quick Wins24
Way Forward29

Transformation Glossary

Terms	Definition
Transformation	A marked change in form, nature or appearance
Public Service	Services provided by the Government involving the administrative machinery at the Federal and State levels
Public Service Transformation Framework	A conceptual framework developed by the PSD to set the direction for the public service transformation agenda
Strategic Thrust	Strategic approach that sets the foundation for the public service transformation plan based on five strategic drivers, which need to be aligned with each organisation's vision and direction
Strategic Measures	Strategic priorities that outline the strategic thrusts, which should be developed according to each organisation's direction, vision, mission and values
Quick Wins	Initiatives that can be implemented quickly and with immediate benefits to kickstart and sustain the momentum of transformation
Initiative	Planned activities or projects that would serve to transform public service delivery
Key Performance Indicator (KPI)	A set of quantifiable measures to indicate specific outcomes of the initiatives in realising public service transformation

An Opportunity to Make a Difference

The Malaysian Public Service that serves as the administrative arm of the government has a crucial role to play in facilitating the nation's journey towards becoming a developed nation by 2020. Today, the geopolitical environment has become more volatile and the domestic governance challenges even more complex and multi-faceted. Our population is also changing – their views and needs are more diverse. Attitudes and values and preoccupations too have changed, particularly with the younger generations. But most importantly, what this means for the public service is that we too need to continuously change in order to respond to these challenges.

The government has already put in place a comprehensive transformation agenda encompassing the Government, Economic, Social and Political Transformation Programmes. Now that much progress has been achieved, we need to ensure that the human resource infrastructure is strengthened to meet the new challenges ahead. Transformation of the public service is, therefore, necessary to support the national transformation agenda to remain competitive globally and accomplish the vision to be a developed, inclusive and sustainable nation by 2020.

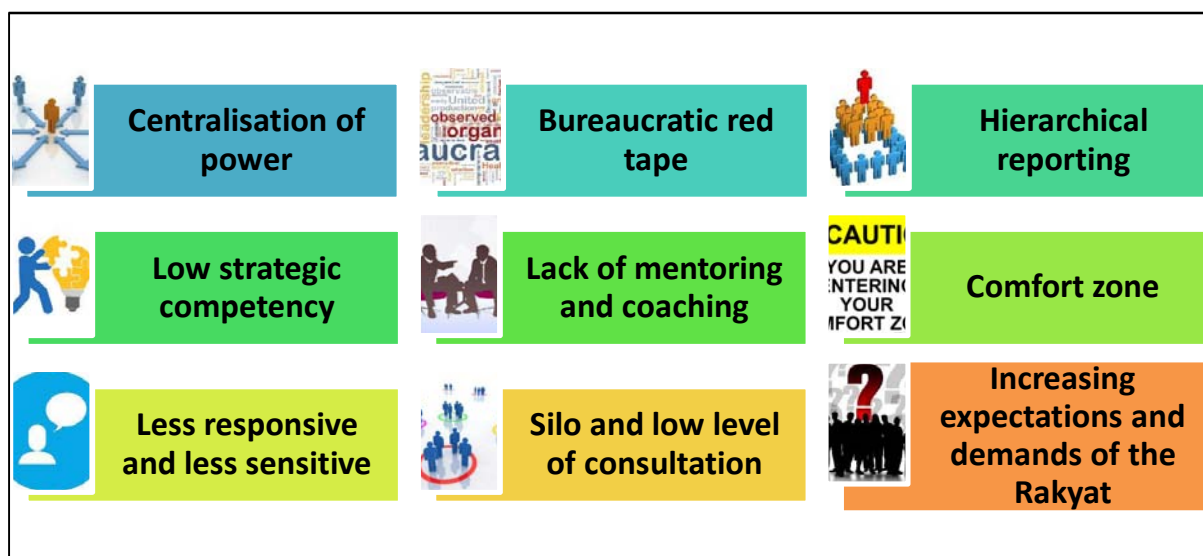
For our current transformation effort, we have designed a Public Service Transformation Framework (PSTF) that is focused on five strategic thrusts of talent development, organisational development, citizen-



External Challenges Faced by the Public Service Today

centric service delivery, inclusivity and ownership, and enculturation of shared values of patriotism, ethos and integrity. When we talk about public service delivery, citizen centricity must be at the core. For this, we are emphasising the need for and especially prioritisation of services that really meet the needs of the citizens or *Rakyat*.

Gone are the days when the public service only delivers what it feels it can deliver. Instead, we have entered an era in which we have to accommodate and adapt to the changing needs of the citizens. Services must now be designed around the needs of the people and not the needs of the organisations. And these needs are coming in waves fuelled by a more educated, aware and politically and technologically savvy population. As the population becomes more technologically savvy, so must the public service. Different modes of service delivery, and in particular those that leverage on information and communication technology (ICT), are continually being thought of, created and developed to fulfil the differing needs of the population. This invariably means a need for widened engagement with stakeholders, clients and other local communities to co-design service deliveries.



Internal Challenges Affecting the Public Service

In order to close the gap between policy aspiration and service delivery, we have also embarked on greater and wider engagement with our various stakeholders, including our public service workforce. New models of partnership and strategic collaboration are being formed and the days of the government knows best are slowly becoming a thing of the past. The social media is also a platform that is increasingly being utilised to seek for more views and greater engagement with our stakeholder communities and at the same time deliver messages to the masses.

As such, our public service must be revitalised to fulfil these new demands being entrusted upon it. We need to have competent public servants who have the requisite skills and knowledge to implement the policies that have been laid down by the government. It means that we must invest in human capital development. We need to invest in developing skills that are not only relevant today but also emerging skills to enable the public service to lift its performance beyond the execution of traditional processes.

At the same time, re-engineering of public organisations is also a prerogative as these organisations need to become more agile and more responsive to changing needs. ICT will also continually be capitalised and leveraged upon to cut down on the layers of bureaucracy that the public service is noted for.

Finally, patriotism in addition to public service ethos and integrity will ensure public servants will give their best to serve the country. We also need to continuously promote and nurture patriotism. Events that have impacted the nation in recent years should serve as reminders that the security, safety and sovereignty of our nation are something that we cannot compromise on.

As outlined above, the five strategic thrusts of our Public Service Transformation Framework encompass the three basic tenets of public service transformation, i.e., good governance, values and service delivery.

In drawing up projects for implementation, it goes without saying that Malaysia is similar to other countries in that we are also looking at our neighbours – near and far – for ideas and sources of inspiration. Indeed, we note with interest the reform efforts being undertaken by other public services the world over.

In this respect, we have also come up with projects that are the results of a combination of initiatives that we have gleaned from other countries that we have put together and moulded to suit the local context and make them ours. We have looked to Singapore, Hong Kong, New Zealand, Australia, the United Kingdom, Canada, South Korea, Japan, India, all our ASEAN counterparts and many other countries for initiatives that we can benchmark on. We have followed with interest their public service transformation effort. We have also noted the lessons that they have learnt along the way in their transformation journey – successes and failures, included. We have and are also working with organisations such as the World Bank, the UNDP and various other international bodies to further enhance our transformation effort.

The biggest challenge for the transformation of the public service, however, is to shape an institutional culture that supports the new service delivery model of the *Rakyat serving and giving their best for the Rakyat*. This is essentially what the public service is all about. All public servants and our families too make up part of the fabric of this beloved nation of ours. As the Rakyat, we ourselves have high expectations of our government. Indeed, we now expect more of our government than ever before. Therefore, as public servants and the mainstay of the government service delivery value chain, it is imperative that we must deliver our best.

This is a time of unprecedented challenge and great opportunity as we strive to shape a high performing, high integrity, dynamic and citizen-centric public service. A public service that is built on the foundation and principles of good governance; high patriotism, ethics and integrity; a public service ecosystem and environment that is harmonious, inclusive, diverse and sustainable; and leveraging on science and technology. Moving forward, we must actively and relentlessly pursue our public service transformation agenda given that our target date to achieve a developed nation status is drawing near.

Purpose of the Manual

The purpose of this manual is to provide guidance for ministries and agencies in developing their transformation plans. Developing a transformation plan is essential in order to transform strategically and sustainably for long-term success. Detailed and context-specific planning is vital for ministries and agencies to move forward effectively. This manual serves to facilitate public service organisations in setting feasible and appropriate transformation goals that are based on careful consideration and extensive deliberation involving members of the organisation from every level and also stakeholders.

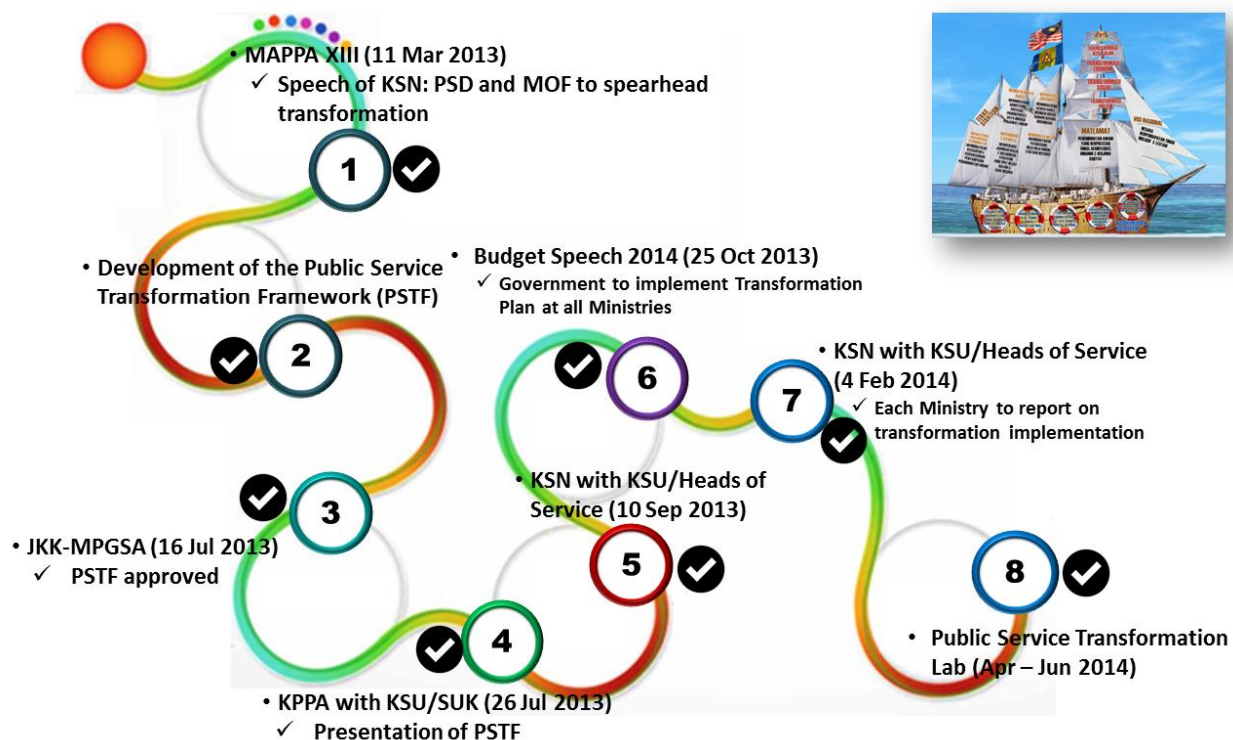
The manual is organised according to three main sections: **Section I** provides the background, the definition, the chronology of events, the purpose and structure of the manual; **Section II** describes in detail the process of developing a transformation plan including some key guiding principles and strategic framework as a foundation for the plan development; and **Section III** discusses future actions that need to be taken in order to translate the intent of the public service transformation into successful implementation. The four main components of a transformation plan are:

1. Public Service Transformation Framework;
2. Strategic Thrusts;
3. Strategic Measures; and
4. Initiatives and Quick Wins.

The transformation plan is an important tool for the broader strategic planning of the National Transformation Agenda by envisaging feasible long-term goals and implementing strategic initiatives to achieve the goals. The transformation plan should help set realistic expectations for what can be achieved based on specific actions and definite timelines.

The Transformation Journey

THE JOURNEY...



In line with the National Transformation Agenda towards becoming a high-income developed nation by the year 2020, the Public Service Department was given the mandate to lead the transformation of the public service. The Chief Secretary to the Government (KSN) in his speech at the 13th Public Service Premier Gathering (MAPPA XIII) on 11th March 2013 stated that a new paradigm in the context of the national transformation requires the public service to be more flexible and agile in delivering its services to the Rakyat. He subsequently announced that the public service transformation would be spearheaded by two central government agencies namely the PSD and the Ministry of Finance in order to ensure that the public service remains relevant and current.

Thus, began the transformation journey of the Malaysian Public Service with the crafting of the Public Service Department Transformation Framework (PSDTF). The PSDTF was first developed in a brainstorming session, which was held on 17-19 May 2013 at the INTAN Northern Region Campus (INTURA), Sungai Petani, Kedah. This framework was developed using the PSD's internal expertise through consultative sessions with various stakeholders as well as comparative studies and benchmarking

with some best practices from other countries. This approach is meaningful and important to enable the PSD to formulate a framework according to its own mould without incurring additional costs.

The willingness of public servants to change is very much dependent upon communication and efficient information dissemination. It is important to gain their confidence and cooperation in realising organisational transformation that they should have ownership of. In an effort to strengthen a sense of ownership, *esprit de corps* and breaking the silos, several buy-in initiatives including Change Management Programmes were implemented through a variety of activities that involved the entire PSD personnel. These activities were not only confined to the PSD's offices in Putrajaya and Cyberjaya, but also INTAN regional campuses (IKWAS, INTENGAH, INTIM, INTAN Sarawak and INTAN Sabah).

A Working Committee Taskforce for Managing Change and Driving Transformation of the PSD was also established to manage and implement programmes on the ground to provide relevant information to PSD personnel at all levels. This will ensure that all PSD personnel can understand and appreciate the concept and the principles incorporated in the PSDTF. Various activities such as Expression Week, Transformation Showcases and other activities related to transformation were also carried out.

In addition, the process of the PSD transformation was also shared with the Congress of Unions of Employees in the Public and Civil Services (CUEPACS) and the National Consultative Joint Meeting as well as disseminated through social media. Consultation and involvement has contributed to the understanding and appreciation of the PSD personnel and all the stakeholders of the essence, spirit and purpose of the transformation.

The PSDTF underwent several revisions based on feedback gained from engagement and consultation sessions with various stakeholders before it was presented and subsequently approved for public service-wide adoption by the Special Cabinet Committee on Salary and Establishment for the Public Sector. The PSDTF was subsequently renamed the Public Service Transformation Framework (PSTF).

The PSTF therefore, serves as a guide for every public organisation in implementing public service transformation. It should be aligned to the vision, mission, values and corporate strategy in each respective organisation. Based on a clear organisational direction, this framework provides a platform for public service transformation efforts. The PSTF is therefore fundamental to the overall transformation initiatives.

During the 2014 Budget Speech on 25 October 2013, the Prime Minister announced that the Government would implement the transformation plan in every ministry to ensure that the public service delivery system remains relevant and meet the expectations of the Rakyat. Subsequently, the meeting of the KSN with the Secretaries General of Ministries and Heads of Services on 4 February 2014 agreed that all ministries/agencies should take the initiative to implement their transformation starting with a voluntary presentation of each ministry/agency's transformation plans at the meeting. The PSD then took the initiative to convene the Public Service Transformation Lab with all the ministries to help guide the development of their transformation plans based on the PSTF.

Transformation Defined

Transformation refers to changes in the forms of nature, appearance and condition. In the context of the public service transformation, these involved changes to actions, attitude and environment that should occur in an orderly manner according to stages of specific planning to achieve strategic outcomes. The Malaysian Public Service transformation is therefore in line with the government's vision and mission to achieve a developed nation status by 2020. Changes to the public service are important to ensure that the Rakyat benefit from the attainment of high impact outcomes through the services rendered by the public service.

BRIDGING FROM NOW TO THE FUTURE	
From	To
Citizen under control	Citizen in control
Governing for citizens	Governing with citizens
Organisation silos	Organisation networks
Public sector organisations as big, all-in-one giants	Public sector organisations as small, flexible, purpose-driven entities
Government as service provider	Government as service facilitator/broker/commissioner
Government owning inputs and processes	Government and citizens owning outcomes
Measuring outputs	Measuring outcomes
Forced cooperation based on enforcement	Mutual collaboration based on trust
Trust in the strong leader	Trust in each other, the 'servant leader'

Source: *Future of Government: Tomorrow's leading public body*, PwC (2013)

Seismic Shift in the Rakyat's Expectation for a Future Public Service

A high-performing public service therefore, requires public servants that are responsive to the needs of the Government and the Rakyat's expectations. Public servants are responsible for translating the Government's vision into implementable actions and thereby steering the implementation of policies to benefit the Rakyat. They must fulfil their stakeholders' and customers' needs (Government and Rakyat) as well as increase accountabilities in all actions.

Transformation is important to ensure that the public service can quickly adapt and constantly change according to the current situation to continue creating values for the Rakyat. Public servants as the main engine of the public service must strive to maintain their relevance by being more responsive to the ever-changing environment and needs of the Rakyat. As such, public servants need to continuously develop and upgrade their capacity and capability to carry out their responsibilities effectively.

The days of the Government knows best is coming to an end as the situation today requires them to listen to the ideas, views and suggestions from the Rakyat. Today's focus is therefore, on the impact and outcomes of services delivered as the inputs and processes will quickly become irrelevant if the expected impact is not achieved.

GUIDELINES FOR DEVELOPING A TRANSFORMATION PLAN



The success of the public service transformation demands the full commitment and active involvement of all stakeholders to create a promising and continuous transformation momentum. Transformation does not lie solely on a specific party for it requires the involvement of various stakeholders to shape the expected change dynamism. Inculcating values including patriotism, ethos and integrity promote a change in image, attitude, paradigm, behaviours and habits that allow public servants to compete and form an innovative, creative and productive public service. This kind of transformation relies on a holistic change so that transformation can deliver a large-scale impact in order to help make the nation's vision a reality. Thus, the public service transformation is premised on the expectation to bring about a significant change from the current state to the future state of a more effective and dynamic public service.

What is a Transformation Plan?

The Malaysian Public Service Transformation Plan is an implementation planning document that serves as a guide for every public organisation to achieve their goals of organisational change from the existing state ("as is") to a desired state ("to be"). The Transformation Plan as such includes a comprehensive needs analysis of the agency in order for it to transform into a better and more relevant organisation.

TRANSFORMATION PLAN

An implementation planning document for every agency in achieving the goals through organisational change from the present state ("as is") to a desired state ("to be").



PRESENT STATE



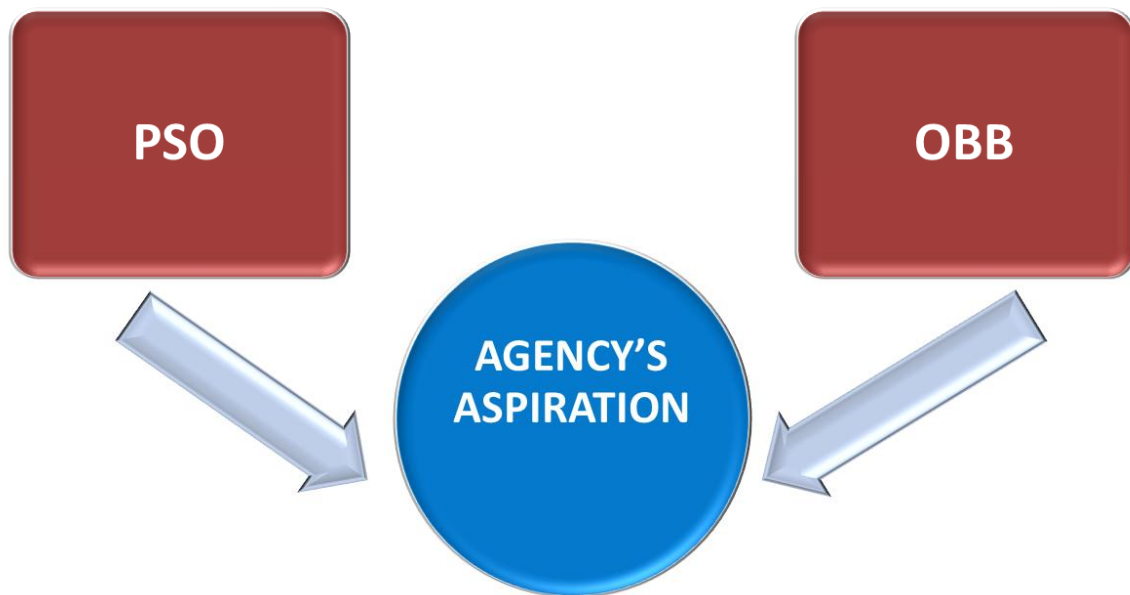
FUTURE STATE

TRANSFORMATION

Transformation Plan Drives Organisational Change Towards Excellence

Towards this end, the Organisation Strategic Plan (PSO) and the Outcome Based Budgeting (OBB) documents serve as the main reference points in the development of the Transformation Plan. The Transformation Plan is therefore a document that must be aligned with the organisation's PSO and OBB.

ALIGNMENT OF ORGANISATION STRATEGIC PLAN (PSO) AND OUTCOME BASED BUDGETING (OBB) WITH TRANSFORMATION PLAN



Alignment of PSO and OBB with Agency's Transformation Plan

Components of a Transformation Plan

The Public Service Transformation Plan consists of four main components. The first and most important component is the public service framework as this framework forms the basis for the overall implementation of the transformation of the agency.

The second component is the strategic thrusts, namely a key focus for the transformation implementation. The strategic thrusts set the direction for the implementation of actions to achieve the transformation of the public service.

The third component is the strategic measures. At this stage, the agency must give emphasis to the needs and requirements of their customers and other interested parties (stakeholders).

The fourth component is the initiatives and quick wins. The implementation of the quick wins helps to maintain the momentum of transformation and strengthen the involvement of all members of the organisation in these changing times. Some of the initiatives that have been identified under the strategic measures will become quick wins to achieve the outcome in the near future.

1 - Public Service Transformation Framework

2 - Strategic Thrusts

3 - Strategic Measures

4 - Initiatives and Quick Wins

Four Main Components of the Transformation Plan

1 – Public Service Transformation Framework

Challenges and critical issues affecting the public service require public servants who are able to think strategically, be more creative and innovative to shape a future public service that remains relevant and is able to change with the needs of the time. At the same time, public organisations need to be more open and dynamic. All of these need to be combined and supported by a public service delivery system that is fast, accurate, proactive and responsive.

Implementation of the public service transformation must support Malaysia's vision towards becoming a high income, inclusive and sustainable nation. Based on the philosophy of 1Malaysia "People First, Performance Now", Malaysia must continue to move forward in line with the National Transformation Agenda in order to become a high-income developed nation by the year 2020. The National Transformation Policy initiatives of the Government Transformation Programme (GTP), Economic Transformation Programme (ETP), Political Transformation Programme (PTP) and Social Transformation Programme (STP) would not yield the desired results if the public service fails to change according to current demands. Thus, the national vision is the guiding principle in shaping the transformation of the public service towards a high-performing public service, trustworthy, dynamic and people-oriented.

As the mandated leader of public service transformation, the PSD has developed the PSTF that can serve as a guide to other agencies to develop their transformation programme. The PSTF is based on the principles and foundation of:

- good governance;
- patriotism, ethics and integrity;
- inclusive, diverse and sustainable public service eco-system and environment in order to generate continuous learning, empowering leadership and stimulate creativity and innovation; and
- science and technology advancement.

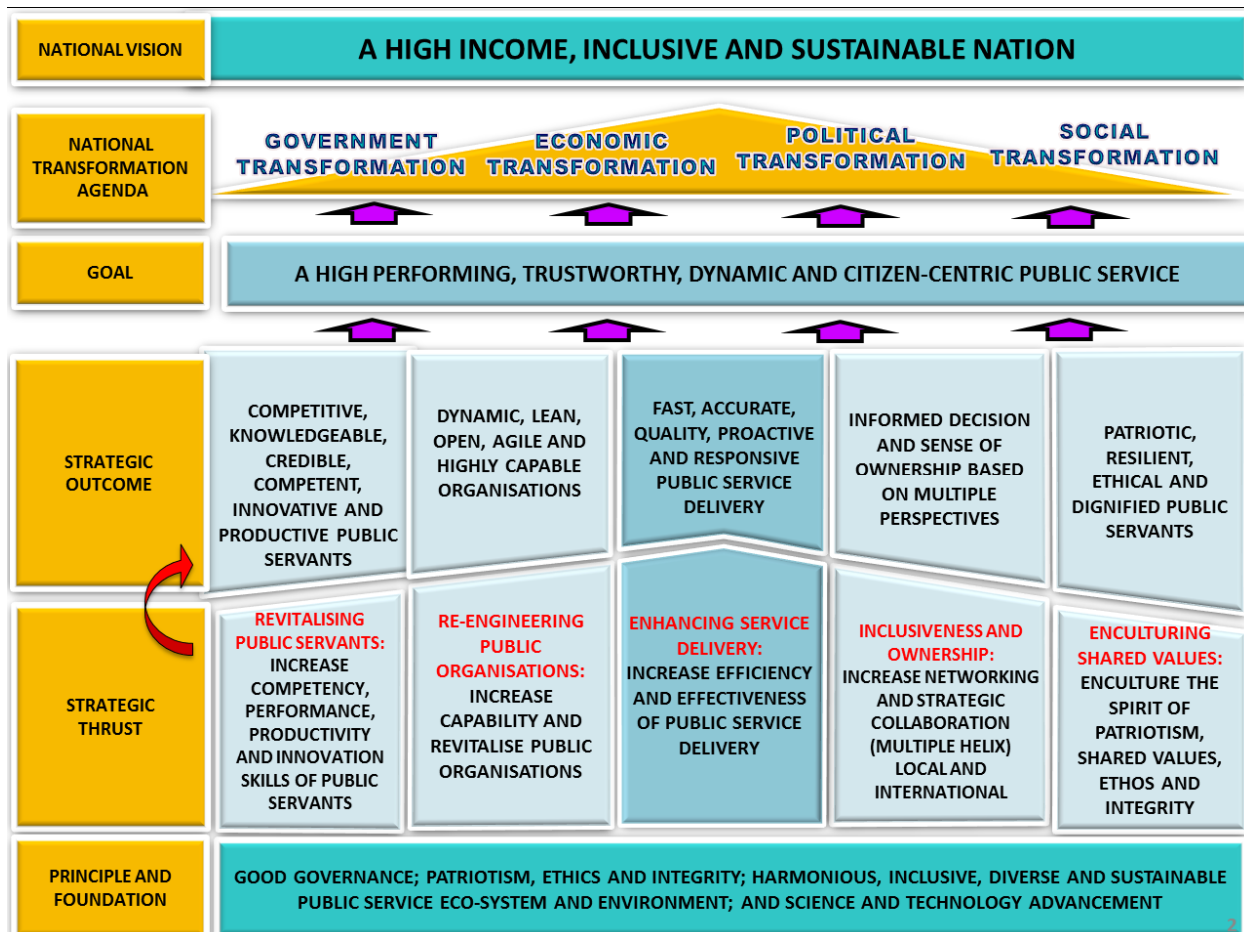
Strengthening governance and inculcating accountability in the public service is a prerequisite for improving the effectiveness of government programmes and initiatives towards the achievement of Vision 2020. Patriotism, ethics and integrity promote strong resilience and aspiration among public servants to continuously contribute to the good of the nation through the improvement of service delivery. The service delivery improvement then in turn helps to increase the Rakyat's trust regarding public service. An inclusive, diverse and sustainable public service eco-system and environment is essential in stimulating innovation, increasing creativity and productivity as well as competency of the public servants. Science and technology advancement allows the public service to offer improved service delivery through innovation and creativity based on the needs of the stakeholders. It also contributes towards a lean public service by reducing layers of bureaucracy.

To meet the challenges identified while addressing current issues in human resource development, the PSTF outlines the strategy to develop and retain talent; to strengthen the organisation; to improve

GUIDELINES FOR DEVELOPING A TRANSFORMATION PLAN



public service delivery by becoming citizen-centric; to intensify engagement, collaboration and inclusiveness; and to inculcate patriotism and integrity.



Public Service Transformation Framework

2 – Strategic Thrusts

Five (5) strategic thrusts have been developed. Each thrust focuses on aspects that have been identified as key elements in the context of the public service. Strategic thrust is fundamental to the implementation of the transformation of public services rendered based on the vision and direction of the organisation. Its role is to steer the implementation of the transformation plan to achieve the goals set. The first strategic thrust is revitalising public servants, which focuses on increasing human capital competency level. The second strategic thrust is reengineering public organisations, which emphasises on organisational structure. The third strategic thrust is citizen-centricity in relation to efficiency and effectiveness of service delivery. The fourth strategic thrust is intensifying engagement that focuses on inclusiveness, which refers to networking and collaboration of various dimensions in making collective and informed decisions. The last strategic thrust is enculturing shared values, which focuses on inculcating patriotism, good values and integrity.

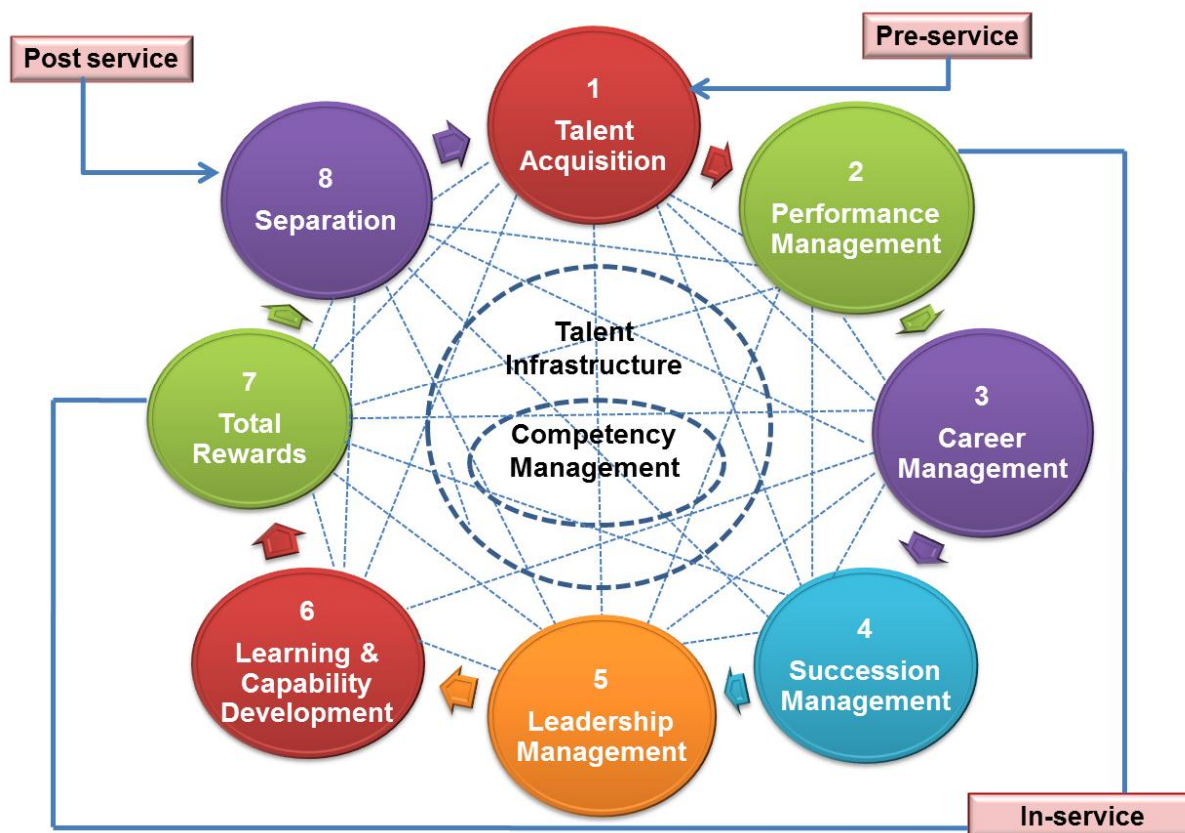
The five strategic thrusts should be used as a guide in the implementation of public service transformation in each agency. Each agency must emphasise the effectiveness of public service delivery (ST3), which needs to be supported by competent human resources (ST1) and strong and agile organisation structures (ST2). In order to ensure the best service delivery, each agency shall involve various stakeholders in getting feedback and cooperation to instil shared values (ST4) in implementing transformation to guarantee quality of service and integrity of civil servants (ST5).

Each strategic thrust is inter-linked and inter-twined. Although each strategic thrust refers to different dimensions, all are inter-related to achieve the organisation goals. The strategic thrust is a part of the transformation framework of the agency. All the five strategic thrusts support efforts for the realisation of each agency's transformation.

STRATEGIC THRUST 1 – Revitalising Public Servants

Aims to produce highly knowledgeable, competent, talented and skilful public servants in various fields in order to increase performance, productivity and innovation.

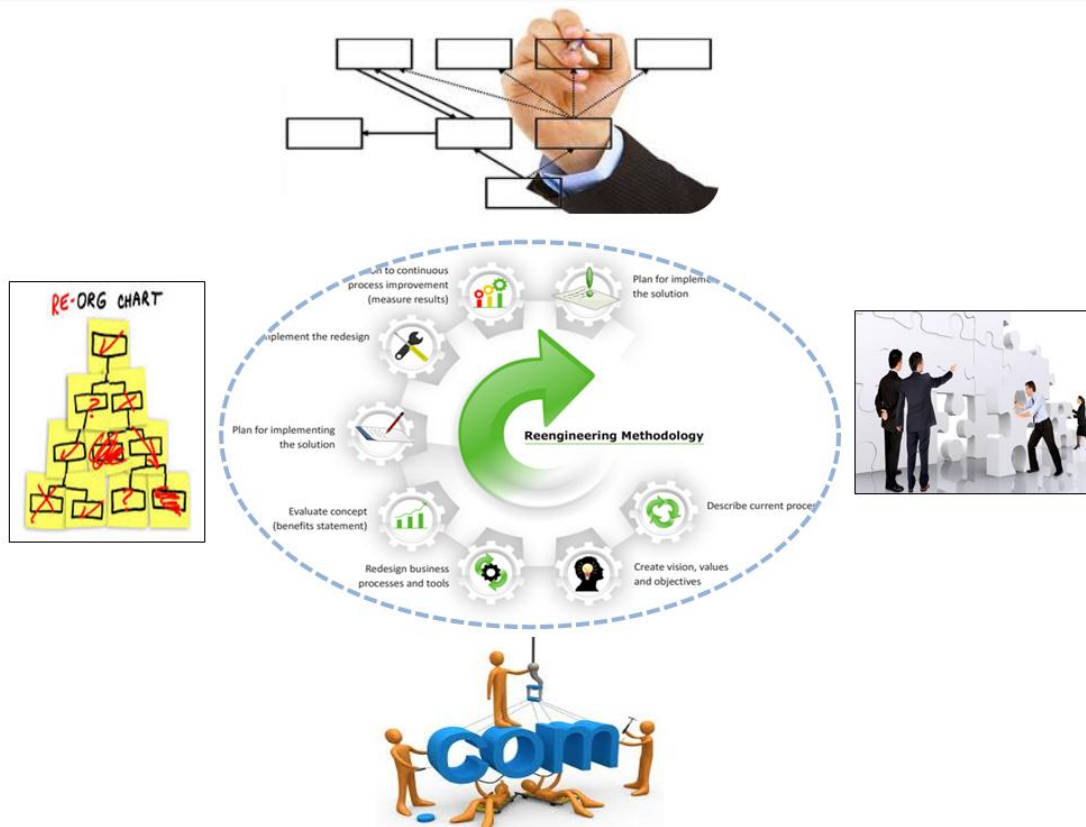
Human Resource Management Process Cycle



Strategic Thrust 1 (ST1) is closely related to the PSD as it involves human resource management (HRM). The approach for ST1 is developing HRM process cycle designed to change attitudes and enrich the knowledge and skills that will improve the performance of public servants. This cycle takes into account the three main phases that public servants go through: pre-service, in-service and post service. It starts with attracting talent, followed by performance management, career, succession and leadership. The development of learning and capability of public servants is given priority to enable them to focus on performing tasks in line with current needs and demands. Performance planning, incentives and evaluation mechanisms must take into account transformation objectives: to produce public servants who are able to deliver the best of service to the people. Post service is also emphasised to ensure the well-being of pensioners.

STRATEGIC THRUST 2 – Re-engineering Public Organisations

Focus on increasing capacity and improving organisational structure through process re-engineering to make it more dynamic, agile and flexible as well as able to adapt to changes in order to continue providing the best of service according to the requirements and needs.



Strategic Thrust 2 (ST2) emphasises increased capacity through the injection of new ways of doing work in the organisation. Organisational structure should be examined as it affects the working practices and the ability of an organisation to perform in the long run. Accordingly, the improvement of the organisational structure towards becoming more dynamic, lean, open and agile is critical to ensure that the public service will be able to remain competitive, create value and stay relevant. Downsizing and significant cost savings are vital in order to reduce bureaucracy and increase productivity. These efforts need to be intensified to optimise available resources in line with the government's intention to reduce public sector spending such as through increased utilisation of state of the art technology (ICT).

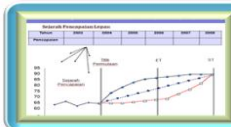
STRATEGIC THRUST 3 – Enhancing Service Delivery

Emphasises strengthening efficiency and effectiveness of public service delivery based on customer needs and citizen-centricity that is fast, accurate, high quality, proactive and responsive.

QUESTIONS TO PONDER:



HAVE WE MET OUR CURRENT TARGETS ?



CAN WE STRETCH OUR TARGETS FURTHER ?



WHAT ELSE CAN WE DO/OFFER ?



Strategic Thrust 3 (ST3) aims to improve the efficiency and effectiveness of public service delivery. In order to become more efficient and responsive, public service providers need to implement new working methods that are more flexible, outcome based, more facilitative and creative and innovative service delivery. These changes are important in view of the customers' needs that are more focused on outcomes and quality driven services. Customers are more educated and they require more personalised and customised services. To understand the need of the people, an impact assessment should be conducted to examine the service delivery gap. If the service delivery targets have been achieved, efforts should be made to further improve the quality of service delivery. Continuous evaluation of existing services and new service offerings are crucial to ensure that public services are efficient, accurate, high quality, proactive and responsive.

STRATEGIC THRUST 4 – Inclusiveness and Ownership

Focuses on widening strategic networking and collaboration within and outside the country to obtain more inclusive and all-encompassing views and feedback.



Strategic Thrust 4 (ST4) highlights the importance of strategic networks and collaboration to ensure that the services provided meet the needs of customers in line with the principle of "People First, Performance Now". Rapid pace of technology, intense global competition and increasing customer's expectations require the involvement of various stakeholders in policy-making. Inclusiveness should also focus on improving communication and strategic relationships in various local and international fora involving all sectors (public, private and non-governmental organisations). Informed decision and ownership can serve to foster partnership that aims to ensure Malaysia's aspiration to become a high-income developed nation by 2020 is achieved.

STRATEGIC THRUST 5 – Enculturing Shared Values

Cultivate patriotism, moral values, ethos and integrity in order to produce civil servants who love their country, virtuous and ethical.



Patriotic Activities:

Saluting Malaysia, Young Patriots, Proud to be Malaysians,
Active Citizen: Not Just Talk Over a Cup of Coffee,
Patriotic/Merdeka Treasure Quest



Strategic Thrust 5 (ST5) underlines the importance of patriotism, moral values, ethos and integrity to produce civil servants who are loyal to the country, virtuous and highly ethical. Civil servants who uphold the principles of integrity and accountability should be at the forefront of the service delivery system to propel the public service towards greater heights. Enculturing shared values drive the public service to be the best with high resilience to weather the challenges of the future. Various activities can be done to foster the spirit of patriotism and moral values in all levels of the civil service. This effort should also involve local communities to inculcate patriotism, ethics and integrity.

3 – Strategic Measures

Based on the strategic thrusts that have been formulated, strategic measures have to be identified to detail out the actions that need to be taken. Each thrust and strategic measures are closely related. This is because the factors contributing to the success or failure of a thrust or strategic measures are correlated and multi-dimensional.

A total of 46 strategic measures have been identified to support the five strategic thrusts. A total of 190 initiatives have been engendered under the strategic measures. The initiatives are the specific actions that will be undertaken to achieve the goals of the thrusts. Strategic measures can be added and adjusted according to the changes and needs of the public without altering the PSTF.

In the context of Ministries and Agencies, the strategic measures are the details of the public service strategic thrusts that need to be adapted to the direction, vision, mission, values and corporate strategies of their respective organisations. Every public organisation shall identify appropriate strategic measures to achieve the transformation of the public service towards high-performing, trustworthy, dynamic and people-oriented public service. The number of these measures depends on the needs of the respective organisations.

To develop the strategic measures, the agency can take the following steps:

1 Identify the main goal of the agency in the context of supporting the country's transformation agenda. Each agency has its own specific responsibilities, which are usually prescribed and documented in the organisation's strategic plans.

2 To achieve the goals set in step 1, transformation strategic measures should be developed with transformation initiatives that include **KPI and outcome** according to each strategic thrust. Outcome for each transformation initiative is fundamental to the achievement of the strategic goals of the organisation.

3 Principle and value are the essence of the transformation plan. They are the backbone of the human capital, organisation and culture to ensure the successful implementation of this transformation.

GUIDELINES FOR DEVELOPING A TRANSFORMATION PLAN



TS1 : Empower Talent	TS2: Re-engineer Organisation	TS3: Citizen-centric Service Delivery	TS4: Inclusiveness and Ownership	TS5: Inculcate Good Values
<ol style="list-style-type: none"> 1. Strengthen policies and strategic plans to develop, attract and retain talents 2. Enhance the competency and capability to formulate, plan and implement policy 3. Re-examine policies and develop programmes for the well-being of civil servants 4. Develop and enhance leadership skills 5. Create a conducive workplace to promote innovation, creativity and productivity 6. Promote work-life balance 7. Encourage continuous knowledge seeking and skills development in numerous fields 8. Strengthen capacity, competency and skills of civil servants at all levels 9. Review policy and system for remuneration, reward and recognition 10. Motivate civil servants to be dedicated and committed in doing their work 11. Enhance TAPS dan STAR Programme 	<ol style="list-style-type: none"> 1. Restructure Public Service Department (PSD) including INTAN 2. Adopt lean organisational structure to reduce reporting hierarchy 3. Strengthen and widen PSD Innovation Unit to realign with transformation initiatives 4. Strengthen PSD's role as the leader for public service transformation 5. Improve government asset maintenance process 6. Re-visit decentralisation policy 7. Increase online service delivery through wider ICT application 8. Develop a faster, more efficient and effective HRMIS 2.0 9. Improve data and information access on public policy, programme and activities 10. Optimise S&T application in human resource development 11. Develop an integrated database system 12. Develop new and emerging infrastructure and ICT to provide for impactful services 13. Enhance the effectiveness of Star Rating System 	<ol style="list-style-type: none"> 1. Strengthen governance and management of public service delivery 2. Reduce bureaucratic red tape and revise outdated regulations 3. Understand the people's needs regardless of race, gender and status in urban and rural areas 4. Increase care and responsiveness regarding customers' perspectives, comments and complaints 5. Expand multi-service and emergency counters for the needy 6. Provide innovative and creative public service delivery 7. Implement rigorous monitoring for public service delivery effectiveness 8. Handle urbanisation problem proactively through competent and effective human resource development 	<ol style="list-style-type: none"> 1. Adopt a participatory and collective approach in policy planning, formulation and implementation 2. Strengthen strategic relations among federal government and state as well as local authorities 3. Increase communication and international strategic relations 4. Bridge the gap and foster understanding with trade unions and other stakeholders 5. Improve relations and communications with clients (including industry, students, academia, teachers and GLCs) 6. Widen NBOS approach and Smart Partnership 7. Increase rakyat's understanding regarding public policies particularly human resource development policy 	<ol style="list-style-type: none"> 1. Strengthen INTAN's Module on patriotism, ethics and integrity 2. Inculcate public service ethics and shared values among civil servants 3. Improve government's procurement mechanisms 4. Strengthen rules and regulations to improve accountability and integrity in public service 5. Adopt unified and confidentiality principle in decision making 6. Strengthen Integrity Unit in each department 7. Develop a high technology system to detect fraud in financial matters
Strategic Outcome: Energetic, knowledgeable, credible, competent, innovative and productive civil servants	Strategic Outcome: Dynamic, lean, open, speedy and highly capable organisations	Strategic Outcome: Fast, Accurate, Quality, Proactive and Responsive Public Service Delivery	Strategic Outcome: Informed Decision, Inclusive and Ownership Based on Diverse Perspectives	Strategic Outcome: Patriotic, Resilient, Ethical and Trustworthy

List of the PSD's 46 Strategic Measures

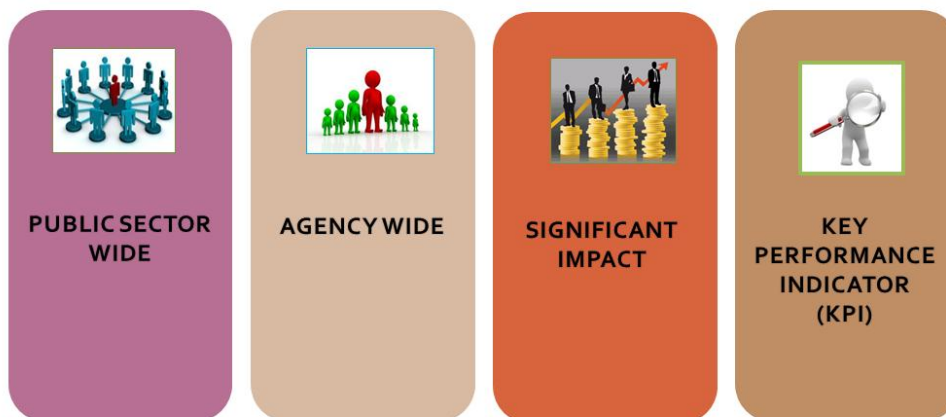
Development of strategic measures includes discussions with the senior management, with heads of divisions or units that are directly involved in its implementation. Although there could be numerous strategic measures identified for each strategic thrust, the number should not be too big so as not to negatively affect the focus of the implementation. The number deems to be appropriate for each strategic thrust is between five to ten strategic measures.

4 – Initiatives and Quick Wins

The fourth component is the identification of initiatives. The four principles to guide the identification of transformation initiatives include:

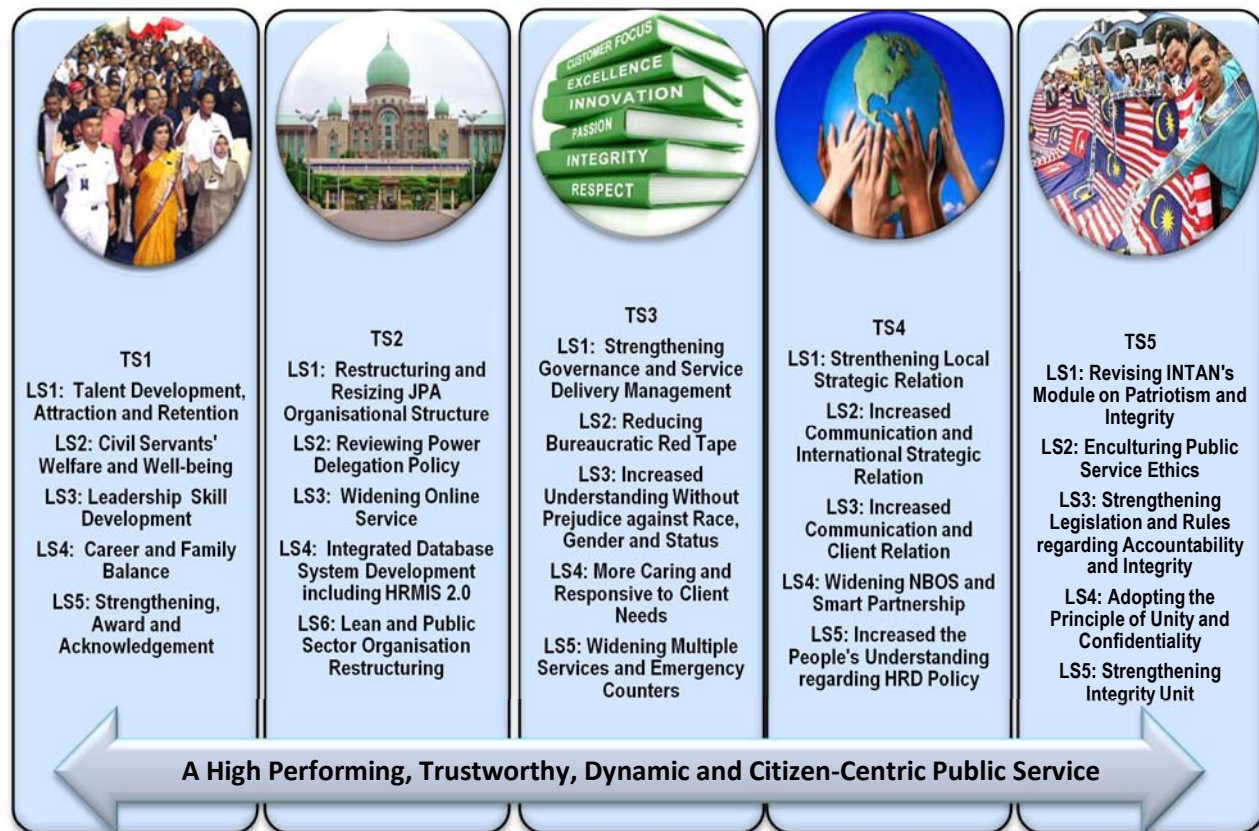
- (i) public sector wide programmes;
- (ii) agency wide programmes;
- (iii) programmes that have significant impact; and
- (iv) setting of Key Performance Indicators (KPI) for the purpose of monitoring the implementation of the initiatives.

TRANSFORMATION GUIDING PRINCIPLES



Guiding Principles of Transformation Based on the Needs of Each Agency

The first phase of transformation involves the implementation of quick wins. Quick wins are short-term initiatives to start off the transformation of the public service. The PSD started with 25 strategic measures of quick wins. From the quick wins, a total of 94 initiatives were proposed to be implemented in 2013.



PSD's Quick Wins

After the quick wins have been identified, the PSD Transformation Action Plan (PTTJPA) was developed to monitor the implementation of the proposed initiative. Several workshops, discussions and follow-up meetings were conducted with respective divisions to ensure PTTJPA is comprehensive. Divisions or units and their areas of responsibility, the implementation time frame, outcomes and KPIs are then set. In this regard, PTTJPA is developed based on the principles of SMART (specific, measurable, achievable, realistic and time-bound).

STRATEGIC THRUST 1

NO.	SM	PROJECT (NAME, START & COMPLETED DATE, ACTION)	PROJECT EXPLANATION	KPI	OUTPUT	OUTCOME
1	1-1	Name: Enhancing Service Scheme Study Start Date: 1 June 2013 Completed Date: 31 Dec 2013 Action: BPO	Enhancing public servants' career development	Number of schemes being studied Number of public servants promoted to higher grades Public servants' satisfaction	81 enhanced service schemes	300,000 public servants benefited 80% of the public servants were satisfied

Example of project, KPI, Output and Outcome under Strategic Thrust 1 KTPA

The PSD also established a Transformation Implementation Committee chaired by the Director General of the Public Service to lead, drive, coordinate, mobilise and ensure the implementation of initiatives under PTTJPA. At the initial stage, the focus is on the initiatives to improve service delivery in the PSD as the Central Agency for public service human resource management. Reporting of the transformation initiatives is channelled through the Strategic Thrust Chairman. A Transformation Secretariat was established as the secretariat for the Committee. A Change Manager has also been appointed as the driving force for the initiatives and to raise awareness regarding the PSD's transformation.

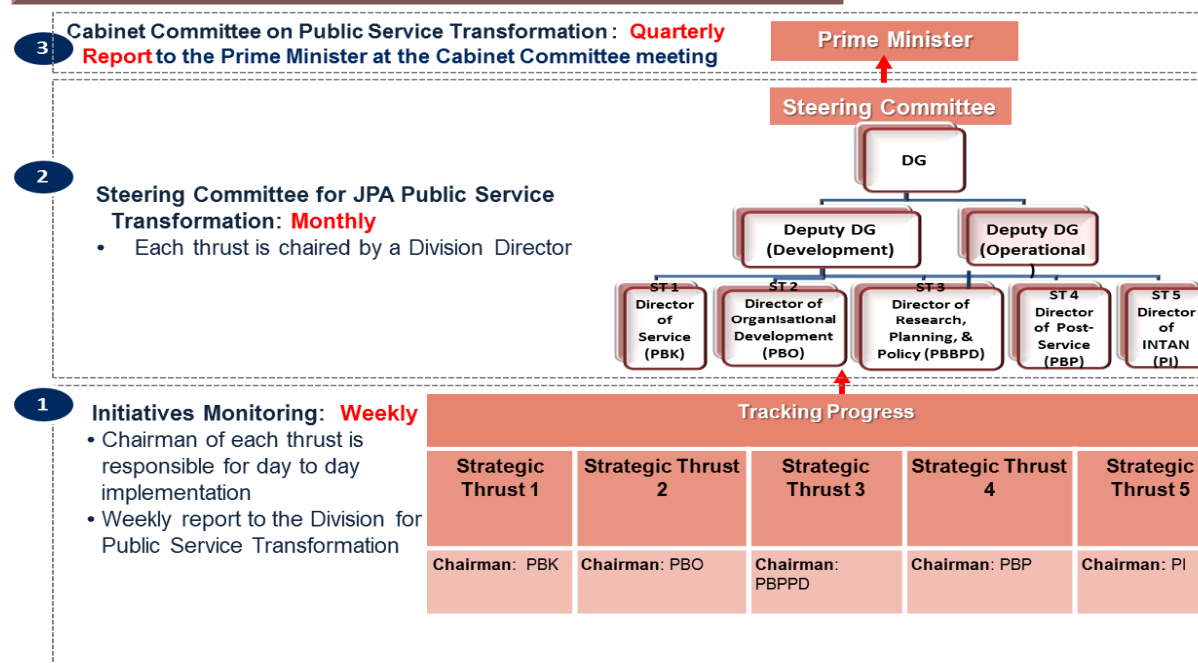
Quick wins should be implemented by each agency in order to achieve success in the short term. This success will enhance confidence and commitment of the organisation and its stakeholders to continue to support and cooperate in the implementation of the public service transformation. Each agency should develop a Transformation Plan based on the SMART principle. The development of the Transformation Plan is the basis for monitoring progress in achieving strategic outcome. In this regard, the Transformation Implementation Committee must be established in each agency and chaired by the Secretary General or the Director-General for periodic monitoring. The PSD has successfully implemented various

GUIDELINES FOR DEVELOPING A TRANSFORMATION PLAN



transformation initiatives as part of the public service delivery enhancement. Further information of the achievements is available in the PSD Portal at <http://www.jpa.gov.my/>.

GOVERNANCE STRUCTURE



Members of Transformation Implementation Committee:

<i>Advisor</i>	KPPA (Director General of Public Service)
<i>Joint Chairman</i>	Deputy KPPA (Development) and Deputy KPPA (Operation)

Public Service Transformation Secretariat

<i>Change Manager</i>	Director, Psychological Management Division
<i>Chairman of Strategic Thrusts</i>	ST 1 – Director, Service Division ST 2 – Director, Organisational Development Division ST 3 – Director, Research, Planning and Policy Division ST 4 – Director, Post-Service Division ST 5 – Director, National Institute of Public Administration (INTAN)

Supported by

Director, Remuneration Division
 Director, Human Capital Development Division
 Director, Service Management Division
 Director, Information Management Division
 Head, Audit Unit
 Head, Communication Team

Monitoring plays an important role in order to achieve successful transformation efforts as planned. For the purpose of monitoring the implementation, each of the Strategic Thrust Chairman will report to the Transformation Implementation Committee chaired by the Head of each agency. Reporting shall be made every two weeks at the beginning of the transformation implementation and monthly after six months of transformation. The Chairman of the Strategic Thrust is responsible for monitoring day-to-day implementation and submits a weekly report to the Transformation Secretariat.

There are two forms of monitoring that should be undertaken by the agency: (i) monitoring the transformation implementation; and (ii) monitoring the involvement of the personnel in the transformation process. Implementation monitoring is to ensure that all programmes and activities, particularly those that have been identified as quick-wins, be implemented according to plan. Monitoring of the members of the organisation aims to review and assess the level of support and response to the organisational changes.

For implementation monitoring, the heads of divisions and units tasked to head a strategic thrust must report to the Transformation Implementation Committee on a periodic basis. The proposed time period is every two weeks at the beginning of the implementation, and each month when the transformation implementation has gone smoothly.

For the purpose of monitoring the personnel involvement in the transformation process, a simple survey can be conducted periodically to seek input regarding the level of support and the involvement of staff. It is expected that the level of support and involvement is low and negative in the early stage of transformation. However, after a few months of implementation, the level of support is expected to increase as a result of better understanding and knowledge of the concept and objectives of the transformation.

In any case, efforts to distribute information to members of the organisation consistently at all levels should continue. It is important for agencies to ensure that a majority of the personnel demonstrate a personal commitment to support and together move in line with the changes implemented.

Way Forward



Transformation of the public service is not an easy feat. However, it is not impossible, as shown in the study by McKinsey involving federal agencies in the United States. Despite significant challenges, public sector organisations through the transformation process will be able to have a significant impact on the service delivery improvement outcome.

In order to generate significant transformation effect, focus should be given to initiatives that have a high impact and not just regular initiatives that are part of the annual work targets. In planning an initiative, each agency must look within the bigger horizon. Planning initiatives should emphasise the real action that focuses on outcomes and not focusing on conceptual ideas only. These initiatives should be part of the daily work. A time frame must be set to measure the impact of changes implemented. Accordingly, a progress chart for each of the planned projects needs to be provided for monitoring purposes. Monitoring plays a key role to ensure that every action taken be implemented as planned. Meanwhile, the implementation of other initiatives should also be continued to ensure smooth functioning of the organisation.

Successful transformation of the public service depends on the cooperation of various parties. In this regard, work in silos should be reduced. To promote cooperation, understanding at all levels needs to be improved. Understanding of the principles and goals of the public service transformation create a sense of ownership in realising the transformation intent. Collective and informed decisions are important to ensure the smooth implementation of the transformation.

All public sector organisations need to look through the perspective of the customer to provide the best of service. Thus, the engagement session is important and it should start with members of the

organisation, followed by customers and stakeholders. Programmes at the grassroots level must be enhanced to get feedback directly from target groups. Engagement session should be held continuously and regularly to obtain feedback on the implementation of the public service transformation.

Implementation of transformation requires the cooperation of every member in the organisation due to its cross-sectoral nature. Therefore, the members of each organisation should work as a group and not in silos. To ensure that these responsibilities are shared, the transformation implementation according to each strategic thrust should include all of the divisions in the organisation.

Mindful of the fact that the acceptance of the members of the organisation is a key element for the transformation success, each organisation must emphasise the importance of change management to ensure that all public servants understand and appreciate the purpose and benefits of this transformation. Transformation of the public service will not be able to achieve the aspirations set if it fails to gain full support of all members of the organisation. Commitment of top management also plays an important role for the realisation of the transformation effort. Cooperation of all parties including stakeholders is a key element to the success of the public service transformation.

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