



## **SPEECH TEXT**

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DIRECTOR GENERAL OF PUBLIC SERVICE  
MALAYSIA**

**INTERACTION SESSION WITH PARTICIPANTS  
OF ADVANCED LEADERSHIP & MANAGEMENT  
PROGRAMME (ALMP)  
SERIES 53, NO. 1/2017**

**16 MARCH 2017 (THURSDAY), 7.45PM  
SERI BAIDURI HALL  
INTAN BUKIT KIARA**

Bismillahirrahmanirrahim

Assalamualaikum      Warahmatullahi

Wabarakatuh

A Very Good Evening

Salam 1Malaysia and Salam Negaraku

Malaysia

Thank you very much, Mr. Boniface  
Anak Edwin Manung, moderator for this  
session

**YBhg. Dato' Mohtar bin Mohd Abd  
Rahman**

*Deputy Director General of Public  
Service (Development)*

**YBhg. Dato' Sabariah Binti Hassan**

*Deputy Director General of Public  
Service (Operation)*

**YBrs. Dr. Mohd. Gazali bin Abas**

*Director of INTAN*

**YBhg. Datuk Noridah Binti Abdul  
Rahim**

*Director of Service Division, PSD*

Senior officers from the Public Service  
Department, Ladies and Gentlemen,  
participants of Advanced Leadership  
and Management Programme (ALMP)  
Series 53, No. 1/2017.

## **OPENING REMARKS**

1. First of all, let us offer our gratitude to Allah SWT for HIS blessings and mercy that we are here this evening.

2. I would like to congratulate all of you for being selected to attend this programme which designed to enhance the exemplary attributes, positive values and leadership competencies of senior public officials, promote awareness and understanding of the issues and complexities impacting the public service, and to

enhance collaboration through networking.

3. My thanks to INTAN for the arrangement of this session to meet all of you. I am sure your days here since 27 February 2017 had been filled with preparation for various modules and working towards meeting the objectives of this programme.

4. The positions you hold as JUSA officers demand a whole new set of skills, aptitudes, and leadership qualities compared to your Grade 54 level. This is an important and critical

milestone in your careers, and how you conduct your duties and the decisions you take will have significant ramifications for the organisation and, more importantly, the nation.

5. Let us make this session as an opportunity for us to exchange views on how public service officers can fulfil their duty bound aspirations, particularly in the context of your role as top management officials. I hope that what I am about to share will motivate and incite some fruitful discussions.

**Ladies and Gentlemen,**

## **ECONOMIC AT A GLANCE AND TRENDS AROUND THE WORLD**

6. The landscape that is mired in the Malaysia economy settings is very much influenced by the world economy trends that are besieging not only Malaysia but across the globe. The year 2016 is a year that is plagued by various challenges across countries around the world with uncertainties and complexities. Foreign currency market is volatile including Malaysia which can't escape from the uprising of the US dollar and the global economic fluctuations. Nevertheless, the

government is strong in its commitment in nation building, ensuring well-being and safety of the people and profess equality. We are proud to say that our budget deficit, inflation and unemployment is low comparatively with the regional nations and thus our economy plans are indeed effective.

7. We are expecting an economic growth rate of 4.3 to 4.5 percent for the year 2017 and this is indeed an encouraging mark in equal realms with developed regions like Europe and North America. This is in accordance with the International Monetary Fund



(IMF) projections which slashed its forecast of global growth to 3.1% in 2016, before recovering to 3.4% in 2017. Emerging markets and developing countries are expected to register growth of 4.2% in 2016 and 4.6% in 2017.

8. The IMF had forecasted Malaysian economy to continuously perform well, with Real GDP growth is projected to increase to around 4.5 percent in 2017. And Federal government debt is expected to remain below 55 percent of GDP.

9. In a similar vein, in terms of economy and business activity in Malaysia, the Global Competitiveness Report (GCR) 2016-2017 released by the World Economic Forum (WEF) on 28th September 2016, ranks Malaysia 25th out of 138 economies with a score of 5.16. In term of scores, our performance came down from 5.23 to 5.16 out of a maximum of 7. Meanwhile, countries and territories that also slipped in their ranking include Germany, Japan, Hong Kong SAR, Finland, Canada, France, Thailand Indonesia and the Philippines. Collectively, in terms of ease in doing

business in Malaysia, our country has been ranked 23<sup>rd</sup> out of 190 economies in the World Bank Doing Business 2017 Report released recently, slipped only one step from last year. Hence, the Malaysian economy is set to perform well even though it is facing turbulent headwinds.

**Ladies and Gentlemen,**

**THE FUTURE OF MALAYSIAN  
PUBLIC SERVICE AND BEYOND  
2020**

10. With the backdrop of a promising economy, Malaysia is set to sail challengingly in a world that is changing rapidly. The government needs a vibrant and responsive public service that can manoeuvre in these paradigms with diligence and tactfulness. Globally, the converging trends of population growth, ageing societies, rising public expectations, budgetary constraints, and technological advancements are among the few trends to have created intense pressure on the public service, compelling it to evaluate and reassess the way it should be operating, so as to deliver its services more efficiently.

11. Demographic shifts, usage of the complex technology, economic volatility, cyber security threats and climate change are among the global challenges and mega trends faced by the public service of the future. Government are expected to transform towards the faster and more agile administration by among others, changing their daily operation style and positioning the public service at the forefront of service excellence. Globally, public services are not only expected to be lean, agile connected and transparent but also fully staffed by

a tech-enabled and tech-savvy workforce. For Malaysia, as the country moves towards becoming a developed nation, the role of public service in supporting the development agenda becomes more crucial.

**Ladies and Gentlemen**

**DRIVERS FOR THE FUTURE OF THE  
MALAYSIAN PUBLIC SERVICE**

12. The main drivers that will paint the future of Malaysia Public Service will be influenced firstly, by a strong and visionary leadership, secondly, by its

workforce dynamics, thirdly, by work environments which is trusted on the principle and foundation of: good governance; high patriotism; good values, corporate ethics and integrity; inclusive and diverse ecosystems and work environments; as well as Science and Technology advancement. The future work environment of the Public Service should promote collaborative workspace and culture, and break existing silos. This would enable the Public Service to attract and retain creative thinkers who are looking to make a difference. Communication and Networking, the fourth denominator,

whereby it is imperative that the Public Service be able to communicate effectively to its stakeholders. The ability to communicate and network will be paramount in shaping the perception towards Public Service.

13. As widely understood, by 2030, most of the information considered to be private today will be freely available to the public. This would also create another set of issues since the Government is expected to be more transparent because the rakyat expects to get access to information, at



anytime, anywhere, and no matter the means.

14. Massive amounts of information shared and better networking between the Government and the rakyat is expected. The Public Service must not only deliver quality and efficient services but must also change the negative public perception towards the public officials and the organisation as a whole.

**Ladies and Gentlemen,**

**TRANSFORMATION AGENDA**

15. A good, sound and resilient economy which is interdependently premised on a responsive public service of the future must be trajectoryally skewed on a transformative journey. And only Transformation can be the only sole answer to this predicament and must prevail ubiquitously. The day the government knows all has ceased and demised. A clarion call was made by our Honourable Prime Minister to bring a transformative change in spearheading the government towards a developed and high income nation. Hence, the inception towards this

transformation agenda started its humble beginnings from 2010 when the Government Transformation Programme was introduced. This ambitious, broad-based programme of change is to fundamentally transform the Government into an efficient and rakyat-centred institution realising Malaysia into a developed and high-income nation. A total of six NKRA programmes were rolled out. Since then this programme has evolved and made successful and relished significant outcomes and producing inroads to valuable propositions to the well-being of the Rakyat.

16. Concurrently, many transformation programmes were formulated put into action (ETP, NBOS etc) and this is elevated with the JPA initiated transformation programmes in the year 2013 involving all ministries and agencies. A total of 1,149 transformation initiatives have been implemented so far (2016) involving 339 of JPA and 810 of the various ministries and agencies. A total of 171 initiatives are high impact in nature which are income generation and bring wellness to the rakyat.

17. JPA is now embarking on Transformation 2.0, which is premised on the formulation of new transformative initiatives which are strategically collaborative in nature with a focus on encompassing people's well-being and productivity. The strategic collaboration is deemed to reduce redundancy and cost effective in its orientation. The principle of Blue Ocean strategy will be an overarching approach in utilising smart tools to capture the right meaningful transformative initiative which will reflect its outcome-based service delivery.

**Ladies and Gentlemen,**

**NEGARAKU MALAYSIA**  
**EXPRESSION PROGRAM**

18. Patriotism is often generalised as one love and support of one's country or national loyalty. Oxford English Dictionary defines a patriot as "one who disinterestedly or self-sacrificingly exerts himself to promote the well-being of his country." A true patriotism is "one who maintains and defends his country's freedom or rights". Thus, true patriotism is the impulse to defend

one's land, country or way of life against unjust governmental oppression. It starts with a deep expression of nationhood through the singing of the national anthem, Negaraku. Just like “God Save the Queen” in Britain and God Bless America in the United States of America”. National Anthem is a symbol of unity, solidarity and an expression of the love for one’s nation. It should exhume richness in its diversity promoting national unity and being together in its trajectory towards equality and prosperity.

19. Hence, it's about time that the expression of unity and the love for the country take its heights and unite everyone without any unjust tendencies and non-appropriateness. Everyone stand united and equal in this wonderful nation and should be united under this expression. It's about time that this new vibrant expression is given a new life and unites every one of us. Let us all unite together under this expression of Negaraku.

**Ladies and Gentlemen,**

**LEADERSHIP INTRICACIES**



20. After much deliberations, it is timely now for me to vehemently say that senior leaders like you all must have the boldness and courage to take charge of all the needful to drive new beginnings in the public service that will be ready to withstand all the challenges, aspirations and needs of the Rakyat that we serve. Leaders must take charge of the people that they supervise so that as public officials they need to serve the government of the day. Protect the Secrecy and Confidentiality. Prevail Honesty and Integrity. Portray the Faith and Trust

that the people wants you to be. Do not criticise the government of the day unprofoundly. Don't bite the fingers that feed you.

21. Leaders need to be aware and know the surroundings that they are being impacted and innovatively change the challenges into opportunities. Leaders must be anticipatory in nature. Prowess the skill of acting beyond the norms. Be a non-conformist so that the best ideas can be conceived and delivered innovatively and creatively.

22. It is imperative that public servants need to relate themselves to the overall public interest. The desire to serve is one of the highest human callings that we possess and as public servants, I know that this desire is amplified, where we sincerely want to make a positive difference for the country and the lives of the rakyat. The tough times that we envisage should not be an excuse for us to be dormant and pitch ourselves in the safe side of the shores. We need to brave ourselves to navigate through the unchartered waters to realise opportunities that might permeate

promisingly. We need to be cognisance of the technology disruptions that are wrecking the very fabric of the way we design and deliver services. Please do develop the right and emerging skills that is tenable currently so that we can be relevant.

**Ladies and gentlemen.**

## **WAY FORWARD**

23. As conveyed by our Honourable Prime Minister, this is a **YEAR OF DELIVERY** for the nation. As such, we need to be very rakyat-oriented in

developing programs that are best for the Rakyat which meets their needs, expectations and aspirations. We need to be responsive, engaged and **TRUSTED**. We need to counter the conundrums of **TRUST** so that we can continuously uphold the image of the public service.

24. The moment of truth will prevail when we as leaders have wisdom in making sound and wise decisions based on knowledge, experience and good judgment. It is tough no doubt to come to a balanced good judgment when we are beleaguered with rules

and procedures that steal or defeat our noble intention of making a good judgment.

25. This is furthermore compounded when we are now being continuously plagued with many complexities and patterns of intricacies which are limiting our ability to adopt, adapt and comprehend the tenacity of the environment that surrounds. To alleviate this we need wise and caring leaders. We need to look for the forest and not the trees. Have a holistic perspective of the issue at hand and

evaluate all the possibilities before coming to a decision.

## **CLOSING REMARKS**

**Ladies and gentlemen,**

26. In the entirety, we as public officials need to be vigilant of the main agendas streamlining our nation especially that impacts the public service. We need to be on the toes, reacting continuously and diligently to any nuances that affect the capability of providing the best service to the Rakyat. Senior leaders like yourselves

are seen as advisers, advocates and movers of these agenda. Subordinates will look up to you for advice, clarity and knowledge on many issues that are of concern in the public service. They seek your leadership and guidance. Capacity to recognise and interpret significant patterns can be developed if the moral networks that we carry in our heads get well trained.

27. Nevertheless, in a world that premised very much on rules and procedures, the ability to act diligently with speed and quality must not be chipped and casted away easily. We



have to be bold to withstand these paradoxes. We need to possess integrity and it should not be compromised in any forms and contexts. We need to look beyond our boundaries of assured explanations and learn the differences impacting us. We need to understand the paradoxes and learn not to panic at ambiguities and complexities. We might find opportunities especially in this **YEAR OF DELIVERY**.

28. Finally, I hope that all participants of ALMP Series 53 will remain committed and never lose sight in our

noble duty as the custodian of the people's interest.

29. Last but not least, I would like to thank INTAN for organising this ALMP course, and I look forward to hearing your thoughts and ideas after this.

Thank you.

Wabillahitaufig

Walhidayah

Wassalamualaikum

Warahmatullahi

Wabarakatuh.