

# Laporan Tahunan

# 2007

# Annual Report

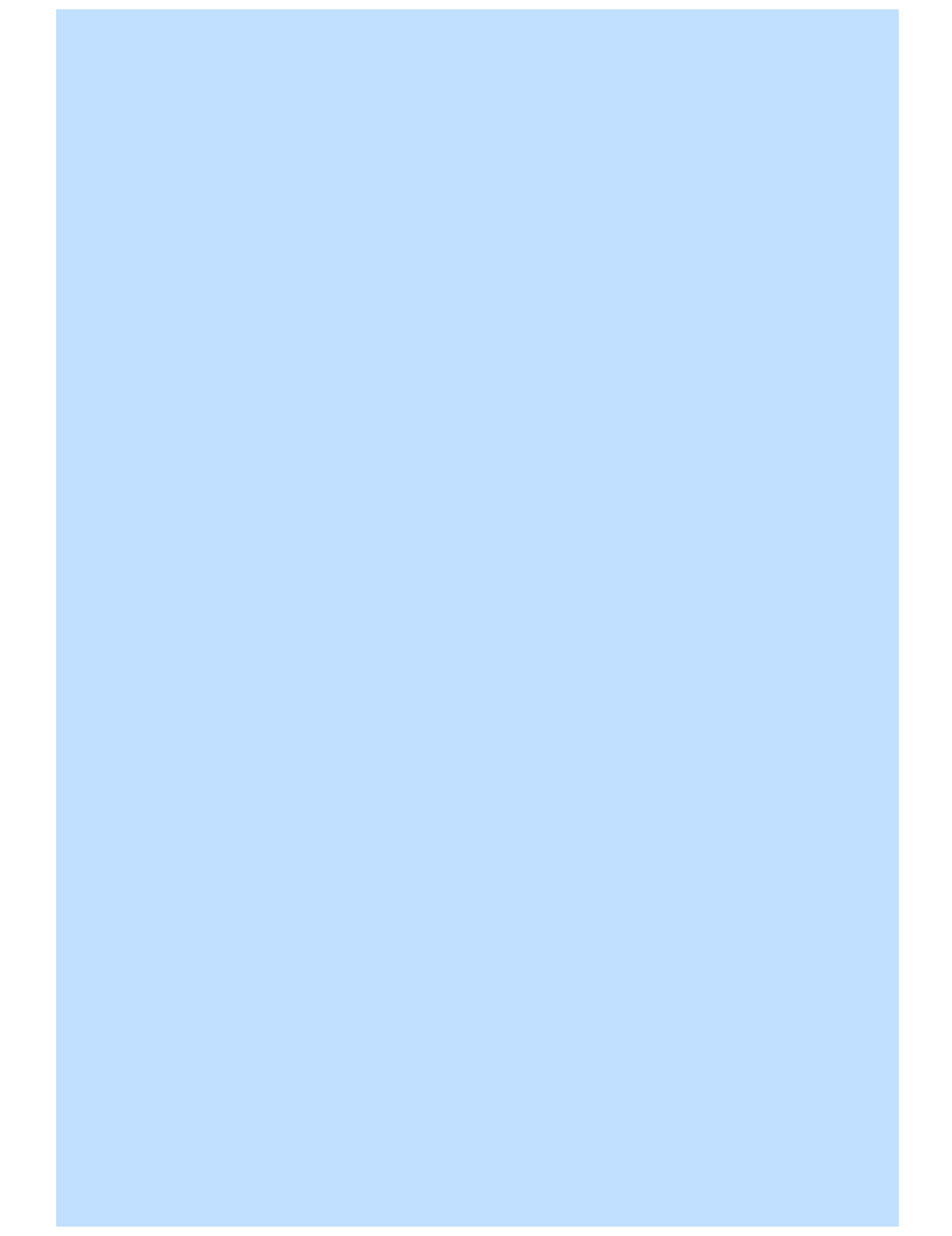
JPA Peneraju Perkhidmatan Awam



P S D - Driving Change In The Public Service



JABATAN PERKHIDMATAN AWAM  
PUBLIC SERVICE DEPARTMENT



# ISI

# KANDUNGAN

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# Rangka Kerja Tindakan: JPA Peneraju Perkhidmatan Awam

- Meningkatkan ekonomi dalam rantai nilai lebih tinggi
- Meningkatkan keupayaan, pengetahuan dan inovasi
  - Memupuk minda kelas pertama
- Mengurangkan ketidakseimbangan sosioekonomi
- Meningkatkan kualiti hidup
- Mengukuhkan keupayaan pelaksanaan

## Misi Nasional

- Perkhidmatan Awam Bertaraf Dunia
  - Penyampaian Perkhidmatan Cemerlang
- Satu Perkhidmatan, Satu Penyampaian, Tiada Pintu yang Salah

## Matlamat dan Strategi Perkhidmatan Awam

- Menerajui perubahan
- Menyediakan hala tuju sumber manusia yang strategik
  - Visi
  - Misi
  - Nilai
  - Strategi

- Menerajui perubahan
- Menyediakan hala tuju sumber manusia yang strategik
  - Visi
  - Misi
  - Nilai
  - Strategi

## Pemboleh

- Modal Insan
  - Kepimpinan dan pembangunan kompetensi
- Infrastruktur Organisasi
  - Skim perkhidmatan
  - Struktur
  - Sistem dan proses
  - Teknologi
  - Budaya berprestasi tinggi
- Sumber



## Hasil

## Transformasi Perkhidmatan Awam

### Tadbir Urus yang Baik

- Perkhidmatan awam yang responsif, relevan dan inovatif
- Penyampaian perkhidmatan awam yang cemerlang

### Daya Saing Nasional

- Prestasi ekonomi
- Pembangunan infrastruktur
- Kecekapan perniagaan
- Kecekapan kerajaan

# A Framework For Action: PSD – Driving Change in the Public Service

- Moving the economy up the value chain
- Enhanced capacity for knowledge and innovation
  - First-class mentality

## National Mission

- Reduced socio-economic inequalities
- Improved quality of life
- Strengthened implementation capacity

- World-Class Civil Service
- Service Delivery Excellence

## Public Service Goals and Strategies

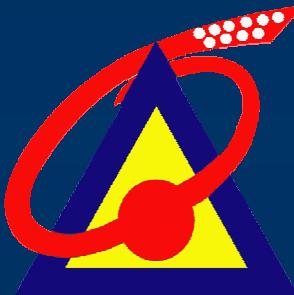
- One Service, One Delivery, No Wrong Door

### Drivers

- Leading change
- HR strategic direction
  - Vision
  - Mission
  - Values
  - Strategies

### Enablers

- Human capital
  - Leadership and competency development
- Organisational infrastructure
  - Schemes of service
  - Structures
  - Systems and processes
  - Technology
  - High performance culture
- Resources



JPA

### Outcomes

## Public Service Transformation

### Good Governance

- Responsive, relevant and innovative public service
- Public service delivery excellence

### National Competitiveness

- Economic performance
- Infrastructure development
  - Business efficiency
  - Government efficiency

# Perutusan Ketua Pengarah Perkhidmatan Awam Malaysia

Foreword by the Director-General of Public Service Malaysia



Sebagaimana tahun-tahun sebelumnya, Jabatan Perkhidmatan Awam (JPA) telah meneruskan usahanya untuk meneraju perubahan bagi memajukan Perkhidmatan Awam agar ia dapat menjadi sebuah perkhidmatan yang anjal, responsif dan disegani.

Bagi memastikan ianya terus relevan, JPA juga telah bertindak lebih proaktif dalam meningkatkan kecekapan sumber manusia Perkhidmatan Awam dan menyediakan pemimpin yang berfikiran strategik dan mampu bertindak dalam apa jua situasi. Ini adalah kerana Perkhidmatan Awam mesti didokongi anggota yang berdaya saing, berdaya tahan dan berdaya maju sekiranya negara kita ingin meningkatkan daya saingnya.

As in the previous years, the PSD has continued with its endeavours to drive changes in the Public Service in the efforts towards making it a flexible, responsive and respected Public Service.

To ensure that it continues to remain relevant, the PSD has also been proactive in enhancing the efficiency of the Public Service's human resource and developing leaders who are able to think strategically and capable of action in all situations. This is because the Public Service must be supported by staff who are competitive, resilient and forward thinking if the nation is to improve its competitiveness.

Demi melaksanakan tanggungjawab sebagai peneraju perubahan, pelbagai usaha telah dilakukan bagi meningkatkan sistem kerja JPA supaya lebih teratur dan sistematik. Kecemerlangan yang paling bermakna pada tahun 2007 ialah JPA telah disenaraikan antara lima yang terbaik dalam pertandingan Anugerah Inovasi Perkhidmatan Awam (AIPA). Kemenangan JPA ini adalah melalui penyertaan aplikasi e-Pelanggan iaitu Program Hari Khas Bersama Pelanggan Secara Maya. Aplikasi ini yang dibangunkan secara dalaman adalah terjemahan usaha-usaha JPA untuk menzahirkan budaya kerja berprestasi tinggi di kalangan warganya. Sistem ini telah mendapat perhatian agensi lain yang minat menerima pakai sistem ini di agensi masing-masing.

Sejajar dengan perkembangan teknologi komunikasi maklumat dan misi untuk membangunkan modal insan, JPA juga turut memperkenalkan E-Pembelajaran Sektor Awam (EPSA) iaitu program latihan secara maya sebagai alternatif kepada program latihan konvensional. Buku Log Latihan dan *INTAN Competency Development Programme* (I-CPD) pula diperkenalkan bagi merekodkan latihan yang dihadiri atau dijalani oleh warga JPA. Manakala perancangan program latihan dan pembangunan sumber manusia JPA pula dirancang melalui *JPA Training Road Map*. Kejayaan-kejayaan ini wajar dijadikan contoh dan diteruskan pada tahun-tahun yang akan datang.

To execute its responsibility as the pioneer of change, various efforts have been undertaken by the PSD to improve its work system. Its most prestigious achievement in 2007 was its listing as the top five contenders in the Public Sector Innovation Award (AIPA). This achievement was made possible through the participation of the *e-Pelanggan* application or the Virtual Special Day with Clients Programme. This application which was developed internally is a translation of the efforts of the PSD to realise a high performance culture among its employees. This system has generated a lot of interest from other public agencies that are keen to adopt the same system in their respective organisations.

Concurrent with developments in information and communications technology and its mission to develop the human capital, the PSD has also introduced Public Sector e-Learning (EPSA) which is a virtual training programme designed as an alternative to conventional training programmes. The Training Log Book and INTAN's Competency Development Programme (I-CPD) were also introduced to record the training programme that have been undertaken by PSD staff. At the same time, the PSD's planning for training programmes and human resource development was done through the PSD Training Road Map. These achievements should be replicated and continued in the years to come.

JPA sebagai penggubal dasar-dasar baru dan pengkaji semula dasar sedia ada terus melakukan penambahbaikan di sepanjang 2007. Antaranya ialah pelbagai kenaikan kadar gaji yang diluluskan Kerajaan. Semua anggota Perkhidmatan Awam diberi kenaikan gaji antara 7.5% hingga 35% mengikut kumpulan perkhidmatan. Selari dengan kos sara hidup yang meningkat, Kerajaan telah bersetuju untuk menaikkan kadar Bantuan Sara Hidup kepada pegawai Perkhidmatan Awam sebanyak 100%. Mulai tahun 2007 juga, kemudahan cuti menjaga anak disediakan bagi pegawai wanita Perkhidmatan Awam Persekutuan untuk menjaga anak dinaikkan sehingga 1,825 hari (lima tahun atau 60 bulan) sepanjang tempoh perkhidmatan. Sebagai majikan yang prihatin terhadap kebijakan pekerjanya, Kerajaan telah bersetuju untuk memberi subsidi yuran pengasuhan TASKA sehingga RM180 sebulan kepada pegawai yang berpendapatan isi rumah tidak melebihi RM2,000 sebulan dan menghantar anak ke TASKA di tempat kerja sektor awam. Bagi mengiktiraf pegawai-pegawai yang berkebolehan bertutur dalam bahasa asing, elaun bahasa asing pula diwujudkan dan diberi kepada pegawai yang menjalankan tugas-tugas tertentu dan mempunyai sijil kemahiran bahasa asing seperti bahasa Arab, Mandarin, Perancis, Rusia atau Sepanyol. Kadar imbuhan tetap perumahan bagi pegawai siswazah juga telah dinaikkan sebanyak 42% iaitu daripada RM170 kepada RM250.

Pada tahun 2007, lima skim perkhidmatan baru iaitu pegawai kawalan trafik udara, pembantu perubatan, pembantu teknik kapal terbang, penerbit rancangan dan penolong pegawai kawalan trafik udara telah diiktiraf sebagai kritikal dan melayakkan pegawai-pegawai menerima bayaran insentif perkhidmatan kritikal.

The PSD continues to enhance its role in policy formulation and reviews throughout 2007. Amongst them are the various salary increments that were approved by the government. All civil servants were given salary increments of 7.5% to 35% depending upon their service groups. In line with the increase in the cost of living, the Government has also agreed to a 100% increase in the Cost of Living Assistance to civil servants. Beginning in 2007 also, the child care leave that was provided to female officers of the Federal Public Service was increased up to 1,825 days (five years or 60 months) during the course of their service. Mindful of the welfare of its personnel, the Government has also agreed to provide assistance in the form of subsidised nursery fees of up to RM 180 per month to all officers with a monthly household income of less than RM 2000 and who send their children to the nurseries at their workplaces. In recognition of the ability of officers to communicate in foreign languages, the Foreign Language Allowance was established for officers who perform certain duties and are certified fluent in Arabic, Mandarin, French, Russian or Spanish. The Housing Allowance for graduate officers was also increased by 42% from RM170 to RM250.

In 2007 five new schemes of service namely the air traffic control officers, medical assistants, aircraft assistant technicians, programme producers and air traffic assistant controllers were recognised as critical services which entitled them to receive the incentive allowance for critical services.

JPA dari semasa ke semasa membuat kajian dan meneliti keperluan semasa sumber manusia negara supaya ianya dapat berfungsi secara relevan, *make a difference* dan menambah nilai dalam senario Perkhidmatan Awam yang baru. Pendekatan inovatif, strategi yang realistik dan amalan pengurusan sumber manusia yang terbaik diterapkan bagi membolehkan Perkhidmatan Awam Malaysia setaraf dengan yang terbaik di dunia.

Sejajar dengan usaha JPA untuk memperkasakan keupayaan modal insan, pada tahun 2007 Kerajaan telah meluluskan kenaikan kadar elaun sara hidup siswa sehingga 97% melibatkan pelajar di Amerika Syarikat, Britain dan Kanada. Pelajar IPT dalam negara juga telah menerima kenaikan kadar biasiswa antara 23% hingga 84%. JPA juga telah menambah jumlah pelajar tajaan Ijazah Pertama di IPT tempatan sebanyak 100% iaitu daripada 5,000 setahun kepada 10,000 mulai tahun ini. Bilangan tajaan pelajar ke IPT terpilih luar negara dinaikkan daripada 1500 kepada 1800. Penerima Biasiswa Agong juga bertambah kepada 12 berbanding 10 pada tahun 2006. Angka-angka di atas menunjukkan bukan sahaja pegawai-pegawai dalam perkhidmatan telah menerima manfaat dari dasar-dasar terbaru JPA, malah Kerajaan juga turut prihatin dan bersedia melaburkan peruntukan yang besar bagi meningkatkan keupayaan modal insan negara melalui pendidikan generasi baru.

The PSD has also from time to time conducted studies and examined the current needs of the nation's human resource so that it continues to be relevant, make a difference and add value in the new Public Service scenario. Innovative and realistic strategies and the best human resource management practices are adopted to enable the Malaysian Public Service to be at par with the world's best.

Concomitant with the efforts by the PSD to enhance the capacities of the human capital, in 2007 the Government approved an increase of up to 97% in subsistence allowance involving students in the United States of America, Britain and Canada. Students in local public universities were also given an increase in scholarships of 23% to 84%. The PSD has also increased its sponsorship of first year students in local universities by 100% from 5,000 to 10,000 beginning this year. The number of overseas sponsored students has also been increased from 1500 to 1800. The number of the King's Scholarship recipients has also increased to 12 from 10 in 2006. These figures not only show that in-service officers have benefited from the PSD's latest initiatives but also the Government's concern and readiness to make a huge investment on the nation's human capital through education for the younger generation.

Sepanjang 2007, JPA telah menerima sebanyak 28 lawatan dan 17 daripadanya merupakan delegasi luar negara terdiri daripada pelbagai peringkat pegawai termasuk menteri, timbalan menteri, presiden universiti, pegawai-pegawai kanan dan rakan sejawat dari agensi setaraf. Lawatan-lawatan ini membuktikan negara dan agensi luar mengiktiraf peranan JPA dalam pengurusan sumber manusia yang berkesan dan berminat untuk mempelajari sesuatu dari kita.

Bagi pihak JPA dan seluruh warganya, saya ingin merakamkan setinggi-tinggi penghargaan dan terima kasih kepada pegawai-pegawai yang telah mengakhiri perkhidmatan mereka di JPA sepanjang tahun 2007 sama ada atas sebab persaraan wajib, persaraan pilihan atau bertukar keluar. Kepada pegawai-pegawai yang sedang berkhidmat dan yang baru menyertai JPA diharapkan anda semua mempunyai rasa bangga kerana menjadi sebahagian daripada anggota jabatan ini. Sesungguhnya, Perkhidmatan Awam memerlukan pekerja berpengetahuan, kompeten dan proaktif di samping mempunyai pelbagai kemahiran dan ketrampilan untuk memahami serta menyelesaikan isu-isu yang dibangkitkan oleh rakyat. Inilah ciri-ciri seorang *jauhari* yang akan meneraju perubahan Perkhidmatan Awam negara ini.

Throughout 2007, the PSD received a total of 28 visits of which 17 were foreign delegations. They consisted of various levels of officials such as ministers, deputy ministers, university presidents, senior officers and fellow officers from similar agencies abroad. These visits are indicative that foreign countries and agencies recognise the role played by the PSD in effective human resource management and of their interest to learn from us.

For PSD and its entire staff, let me register my utmost appreciation and gratitude to all the PSD staff who have ended or completed their service in the year 2007 whether it was through compulsory retirement, optional retirement or transfer from PSD. To all the serving officers in PSD and also the new officers who will be joining us, it is hoped that all of you will be proud to become part of the PSD staff.

Most importantly, the Public Service needs knowledgeable, competent and proactive workers who also need to have the skills and courage to understand and resolve issues brought up by the people. These are the features of a *jauhari* or an expert who will drive change in our Public Service.

**Tan Sri Ismail Adam  
Mac | March 2008**

# MAKLUMAT KORPORAT

CORPORATE INFORMATION

VISI, MISI, OBJEKTIF VISION, MISSION, OBJECTIVES 11 : PIAGAM PELANGGAN CLIENTS' CHARTER 12 - 13 : PELANGGAN CLIENTELE 14 : KOD ETIKA CODE OF ETHICS 15 : SLOGAN KUALITI QUALITY SLOGAN 16 : STRUKTUR ORGANISASI DAN KEANGGOTAAN ORGANISATIONAL STRUCTURE AND STAFFING 16 : CARTA ORGANISASI ORGANISATION CHART 17 : UNDANG-UNDANG DAN PERATURAN LAWS AND REGULATIONS 18

LAMAN WEB RASMI  
JABATAN PERKHIDMATAN AWAM  
www.jpa.gov.my

| MUKA UTAMA |

Wawasan

Menjadikan Jabatan Perkhidmatan Awam Malaysia sebuah organisasi bertaraf dunia dalam perancangan, pembangunan dan pengurusan sumber manusia yang cemerlang berteraskan profesionalisme, integriti dan teknologi terkini selaras dengan matlamat Wawasan 2020 untuk menjadikan Malaysia Negara Maju.

Objektif

Menjadi agensi yang berprestasi tinggi dalam membekalkan sumber tenaga manusia yang berupaya memberi perkhidmatan yang cemerlang melalui pengubahan dasar dan pengurusan sumber manusia dengan menepati ciri-ciri kualiti seperti berikut:

- Cepat dalam semua tindakan;
- Layanan mesra kepada pelanggan;
- Menepati masa yang dijanjikan;
- Telus dalam semua peringkat pengurusan;
- Adil dan saksama dalam pertimbangan;
- Memerlukan perkhidmatan dan maklumat mudah diperolehi (availability) dan boleh dipercayai (Reliability); dan

Jabatan Perkhidmatan Awam

Info JPA

- Pertukaran JUSA
- Kursus JUSA
- Tawaran Kursus
- Kekosongan Jawatan
- Di Agensi Antarabangsa
- Majlis Bersama Jabatan (MBJ)
- Jadual Peperiksaan 2008 (PPN)
- Pelan Integriti Nasional (PIN)
- Caruman Kwsp

Tajaan / Latihan

- Program Ijazah Luar Negara
- skim Pinjaman Yuan
- an Di Luar Negara
- awa Bagi

LAMAN UTAMA

PROFIL JPA

USAN KPPA

SEJARAH JPA

ANKALAN ILMU

SOALAN LAZIM

# PENGURUSAN TERTINGGI

## TOP MANAGEMENT

**Tan Sri Ismail Adam** – Ketua Pengarah Perkhidmatan Awam Malaysia  
Director-General of Public Service Malaysia



**Dato' Ahmad Said** – Timbalan Ketua Pengarah Perkhidmatan Awam (Operasi)  
Deputy Director-General of Public Service (Operations)  
sehingga | until 30 Nov 07

**Datuk Ab. Khalil Ab. Hamid** – Timbalan Ketua Pengarah Perkhidmatan Awam (Pembangunan)  
Deputy Director-General of Public Service (Development)

**Dato' Dr. Ismail Alias** – Timbalan Ketua Pengarah Perkhidmatan Awam (Operasi)  
Deputy Director-General of Public Service (Operations)  
mulai | as of 1 Dis | Dec 07



## VISI

Menjadi sebuah organisasi bertaraf dunia dalam perancangan, pembangunan dan pengurusan sumber manusia yang cemerlang berteraskan profesionalisme, integriti dan teknologi terkini selaras dengan matlamat Wawasan 2020 untuk menjadikan Malaysia negara maju.

## MISI

Meningkatkan keberkesanan modal insan Perkhidmatan Awam demi kecemerlangan Perkhidmatan Awam melalui fungsi-fungsi berikut:

- Menjadi penasihat utama kepada kerajaan dalam pengurusan personel Perkhidmatan Awam;
- Menggubal dasar personel Perkhidmatan Awam termasuk pengambilan, penempatan, kenaikan pangkat, latihan, gaji, elaun, kemudahan, faedah persaraan dan ganti rugi kemalangan, suasana kerja, motivasi, insentif serta penghargaan;
- Merancang keperluan tenaga manusia Perkhidmatan Awam yang berkualiti;
- Menentukan struktur dan saiz yang optimum; dan
- Menguruskan hubungan majikan dan pekerja ke arah mewujudkan suasana yang harmonis.

## OBJEKTIF

Menjadi agensi personel sektor awam yang berprestasi tinggi dalam penyediaan sumber manusia yang berupaya memberi perkhidmatan yang cemerlang melalui penggubalan dasar dan pengurusan sumber manusia.

## VISION

To be a world class organisation, excellent in terms of planning, development and management of human resources based on professionalism, integrity and technology in accordance with Vision 2020 to make Malaysia a developed nation.

## MISSION

To enhance the effectiveness of the Public Service human capital towards achieving Public Service excellence through the following functions:

- To be the main advisor to the government in the management of the Public Service personnel;
- To formulate Public Service personnel policies including employment, emplacement, promotion, training, salary allowances, pensions benefits, accident claims, working environment, motivation, incentives and recognition;
- To plan for quality Public Service manpower requirements;
- To determine the optimum size and appropriate organisational structure; and
- To manage employer-employee relations towards creating a harmonious working environment.

## OBJECTIVES

To be a high-performance Public Service personnel agency in developing an excellent workforce that provides quality services through policy formulation and human resource management.

## PIAGAM PELANGGAN

Kami berjanji akan memberi khidmat nasihat secara profesional dalam menggubal dan melaksanakan dasar serta peraturan pengurusan sumber manusia bagi Perkhidmatan Awam dengan sentiasa mengalu-alukan pelanggan, memberikan senyuman, mendengar dan memberi layanan mesra merangkumi fungsi-fungsi berikut:

- Memberi perkhidmatan yang cemerlang melalui perancangan, penggubalan dan pelaksanaan dasar pengurusan sumber manusia dengan menepati ciri-ciri kualiti seperti berikut:
  - Cepat dalam semua tindakan;
  - Tepat dalam membuat keputusan;
  - Layanan mesra kepada pelanggan;
  - Menepati masa yang dijanjikan;
  - Adil dan saksama dalam pertimbangan;
  - Menentukan perkhidmatan dan maklumat mudah diperolehi serta boleh dipercayai; dan
  - Menepati undang-undang, dasar dan peraturan.
- Membangunkan organisasi Perkhidmatan Awam yang mantap melalui penyusunan semula struktur organisasi, skim perkhidmatan dan perjawatan secara berterusan selaras dengan skop tanggungjawab semasanya supaya dapat berfungsi dengan optimum;
- Memastikan pengurusan modal insan yang terbaik bertujuan meningkatkan keberkesan dan kecekapan anggota Perkhidmatan Awam melalui pembangunan sistem-sistem dan amalan-amalan terkini;
- Meningkatkan produktiviti dan kecekapan modal insan Perkhidmatan Awam melalui latihan pra-perkhidmatan dan dalam perkhidmatan mengikut dasar latihan Perkhidmatan Awam;
- Menarik, membangun dan mengekalkan tenaga kerja berpotensi ke arah prestasi yang cemerlang melalui pengurusan gaji, elaun dan pelbagai kemudahan yang disediakan;

## CLIENTS' CHARTER

We pledge to provide professional services and advice on the formulation and implementation of policies and regulations pertaining to human resource management in the Public Service as follows:

- To provide excellent service through planning, formulation and implementation of policies pertaining to human resource management in the Public Service which includes:
  - Prompt in all actions;
  - Accurate in decision making;
  - Friendly customer services;
  - Timeliness in providing services;
  - Fair and just in deliberation;
  - Ensure that services and information are easily made available and reliable; and
  - Compliance with rules, regulations and policies.
- To ensure that public organisations are equipped with suitable structures, establishment and schemes of service in accordance with their current responsibilities so as to function at an optimum level;
- To ensure the best human capital management to enhance the efficiency and effectiveness of public personnel through the development of systems and best practices;
- To increase the productivity and efficiency of the public service human capital through pre-service and in-service training;
- To attract, develop and retain potential workforce towards excellent performance through salary management, allowance and various facilities;



- Memastikan hubungan yang harmonis antara majikan-pekerja melalui penyebaran maklumat secara lebih meluas bagi meningkatkan kesefahaman antara mereka dalam isu-isu berkepentingan bersama;
- Mentadbir undang-undang pencen Perkhidmatan Awam dan memastikan faedah persaraan dibayar kepada penerima yang layak;
- Membangunkan sumber manusia melalui pendekatan psikologi dan kaunseling serta latihan kepada anggota Perkhidmatan Awam secara efektif dan efisien berteraskan prinsip, etika dan piawaian amalan yang ditetapkan; dan
- Memastikan maklum balas kepada pertanyaan dan aduan pelanggan adalah cepat, tepat dan mesra serta menepati tempoh-tempoh berikut:
  - Akuan penerimaan dalam masa tiga hari;
  - Maklum balas awal dalam tempoh 14 hari; dan
  - Laporan status aduan dalam masa dua bulan.
- To ensure harmonious employer-employee relations through widespread dissemination of information so as to improve understanding on issues of common interest;
- To enforce Public Service pensions regulations and to ensure the pensions benefits are payable to qualified receivers;
- To develop public personnel using the psychological and counseling approach and to provide effective and efficient training in accordance with the principles, ethics and standard practices of the Public Service; and
- To ensure the response to clients' complaints is fast, accurate and courteous and adhere to the stipulated period:
  - Affirmation of acceptance of complaints within three days;
  - Initial response within 14 days; and
  - Status report on client's complaint within two months.

## PELANGGAN

JPA telah mengenal pasti empat kumpulan pelanggan luaran yang utama. Kategori dan bilangannya sehingga 31 Disember 2007 adalah seperti berikut:

Agenzi Kerajaan Government Agencies	
<b>Bilangan Agenzi Government Agencies</b>	<b>720</b>
Perkhidmatan Awam Persekutuan Federal Public Service	139
Perkhidmatan Awam Negeri State Public Service	251
Badan Berkanun Persekutuan Federal Statutory Bodies	78
Badan Berkanun Negeri State Statutory Bodies	108
Pihak Berkuasa Tempatan Local Authorities	144

## CLIENTELE

The PSD's main external clientele can be divided into four categories. The categories and numbers of clients as of 31<sup>st</sup> December 2007 are shown as follows:

Keanggotaan Manpower	
<b>Bilangan Anggota Government Agencies</b>	<b>1,225,586</b>
Perkhidmatan Awam Persekutuan Federal Public Service	974,957
Perkhidmatan Awam Negeri State Public Service	88,892
Badan Berkanun Persekutuan Federal Statutory Bodies	104,104
Badan Berkanun Negeri State Statutory Bodies	14,478
Pihak Berkuasa Tempatan Local Authorities	43,155

Pelajar Tajaan Sponsored Students	
<b>Bilangan Pelajar Tajaan Sponsored Students</b>	<b>38,360</b>
Program Penajaan Luar Negara Overseas Sponsored Programme	20,863
Program Penajaan Dalam Negara Local Sponsored Programme	12,076
Program Dasar Pandang ke Timur Look East Policy Programme	2,114
Program Penajaan Dalam Perkhidmatan In Service Sponsored Programme	3,307

Pesara dan Penerima Pencen Pensioners and Pension Recipients	
<b>Bilangan Pesara dan Penerima Pencen</b>	<b>496,280</b>
Pesara Pensioners	351,568
Penerima Pencen Pension Recipients	144,712

## KOD ETIKA

JPA mempelopori budaya kerja cemerlang melalui perwujudan nilai-nilai bersama sebagai Kod Etika JPA seperti berikut:

### Profesionalisme

- Menghayati dan mengamalkan ciri-ciri profesionalisme meliputi komitmen yang tinggi, bertanggung jawab, gigih, berkemahiran, bijaksana, berkemampuan, integriti, kreatif, inovatif, bermutu, berdaya saing, tekun dan tabah dalam menjalankan tugas.

### Bertindak Sebagai Satu Pasukan

- Ke arah pencapaian objektif, misi, visi yang mengutamakan kepentingan dan keberkesanannya perkhidmatan serta imej Jabatan.

### Kecemerlangan dan Keunggulan

- Mengutamakan kecemerlangan dan keunggulan melalui prestasi kerja terbaik, mengutamakan pelanggan, mendapatkan pelbagai kemahiran bagi melaksanakan tugas, berdedikasi dan berdisiplin tinggi.

### Berhemah dan Berwibawa

- Mengamalkan sifat-sifat terpuji, termasuk dapat menyesuaikan diri dalam semua keadaan, bersedia menerima kritikan dan teguran, memelihara penampilan diri serta berbudi bahasa.

### Berilmu melalui Pembelajaran Berterusan

- Meneruskan pembelajaran menerusi pelbagai cara untuk peningkatan diri termasuk melalui pengalaman dan menggalakkan anggota lain untuk terus belajar.

## PERANAN-PERANAN MASA HADAPAN

JPA sebagai tulang belakang kerajaan, telah membuktikan kemampuan dalam melaksanakan peranan dan tanggungjawabnya. JPA akan sentiasa memandu Perkhidmatan Awam dalam mengharungi perubahan dan memainkan pelbagai peranan tradisi dan baru seperti berikut:

## CODE OF ETHICS

The PSD nurtures a high-performance work culture which is manifested by the following Code Of Ethics:

### Professionalism

- Appreciate and practise professionalism, which includes being committed, responsible, persistent, skilled, intelligent, of high integrity, creative, innovative, diligent and resolute in carrying out tasks and responsibilities.

### Act as a Team

- Towards achieving the organisational objectives, mission, vision, that puts priority on service effectiveness and departmental image.

### Excellence and Distinction

- Ensuring excellence and distinction through best work performance, putting customers first, acquiring various skills to enhance performance and being dedicated and highly disciplined.

### Courteous and Credible

- Practise good morals such as the ability to adapt to all situations, being open to criticism, being presentable and always being courteous.

### Knowledgeable through Continuous Learning

- Continuously learning through various ways to enhance self-development including experience and motivating others to learn as well.

## FUTURE ROLE

As the government's backbone, the PSD has proven its ability in performing its role and responsibilities. The PSD will continue to steer the Public Service in meeting challenges by retaining both its traditional and new roles as listed below:

- |                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>i. Sebagai penasihat utama, pemimpin dan pelaksana;</li> <li>ii. Sebagai fasilitator, <i>pacesetter</i> serta pengawal selia; dan</li> <li>iii. Sebagai penyelaras strategik dan <i>negotiator</i>.</li> </ul> | <ul style="list-style-type: none"> <li>i. As the main advisor, leader and implementer,</li> <li>ii. As the facilitator, <i>pacesetter</i> and regulator; and</li> <li>iii. As the strategic integrator and negotiator.</li> </ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## SLOGAN KUALITI

“Kepuasan Pelanggan Keutamaan Kami” telah dijadikan slogan kualiti bagi maksud penghayatan oleh semua warga JPA. Nilai-nilai kualiti ditetapkan seperti berikut:

- Cepat dalam semua tindakan
- Tepat dalam membuat keputusan
- Layanan mesra kepada pelanggan
- Menepati masa yang dianjikan
- Telus dalam semua peringkat pengurusan
- Adil dan saksama dalam pertimbangan
- Menentukan perkhidmatan dan maklumat mudah diperoleh dan boleh dipercayai
- Menepati undang-undang, dasar dan peraturan

## STRUKTUR ORGANISASI DAN KEANGGOTAAN

Dalam menangani cabaran alaf baru, struktur organisasi JPA telah mengalami penyusunan semula pada tahun 1998 di mana JPA dibahagikan kepada tiga program dan 10 Bahagian. Di samping itu, struktur khas iaitu Pejabat Projek ICT diwujudkan bagi pelaksanaan projek Sistem Pengurusan Maklumat Sumber Manusia. Perubahan kecil turut diadakan pada tahun 2001 untuk memantapkan lagi fungsi-fungsi di setiap Bahagian.

Pada tahun 2003, JPA melaksanakan urusan penggredan semula jawatan-jawatan selaras dengan pelaksanaan Sistem Saran Malaysia (SSM). Ketika ini JPA didokongi sejumlah 2,667 kakitangan. Bagaimanapun JPA sedang mengkaji fungsi-fungsi Bahagian bagi maksud penstrukturkan semula yang dicadang dilaksanakan pada awal tahun 2008. Struktur semasa organisasi JPA adalah seperti di Rajah 1:

## QUALITY SLOGAN

“Customer Satisfaction Is Our Priority” was made the quality slogan to be practised by all employees as manifested by the following quality values:

- Prompt in all actions
- Accurate in decision-making
- Friendly customer services
- Timeliness in providing services
- Transparent at all levels of management
- Fair and just in all consideration
- Ensuring that services and information are easily made available and reliable
- In compliance with laws, policies and regulations

## ORGANISATIONAL STRUCTURE AND STAFFING

In striving to meet the challenges of the new millennium, the PSD underwent an organisational restructuring exercise in 1998 which divided the PSD into three programmes and 10 divisions. A special ICT office was established to manage the implementation of the Human Resource Management Information System (HRMIS) Project. In enhancing the functions of each division, minor structural changes were made in 2001.

In 2003, the PSD carried out a regrading exercise for all posts in line with the implementation of the Malaysian Remuneration System. Currently, the PSD is comprised of 2,667 personnel. The PSD is in the process of reviewing the functions of each Division for the purpose of another restructuring exercise targeted to be held early 2008. The current PSD organisational structure is in Figure 1:

# CARTA ORGANISASI

ORGANISATION CHART



Rajah 1: Carta Organisasi JPA  
Figure 1: PSD Organisational Chart

## UNDANG-UNDANG DAN PERATURAN

Dalam mengurus sumber manusia Perkhidmatan Awam, JPA menjalankan kuasanya berasaskan peruntukan undang-undang berikut:

- Perlembagaan Persekutuan Bahagian 10 – Perkhidmatan Awam
- Akta Prosedur Kewangan 1957
- Akta Fungsi-fungsi Menteri 1969
- Perintah-perintah Am (Bab B, C, E, F dan G)
- Peraturan-peraturan Pegawai Awam (Pelantikan, Kenaikan Pangkat dan Penamatan) 2005
- Peraturan-peraturan Pegawai Awam (Kelakuan dan Tatatertib) 1993
- Peraturan-peraturan Pegawai Awam (Kelakuan dan Tatatertib) (Pindaan) 2002
- Akta Pencen 1980
- Akta Pencen (Pindaan) 1992
- Akta Pencen Pihak-pihak Berkuasa Berkanun Dan Kuasa Tempatan 1980 (Akta 239)
- Akta Saraan Hakim 1971 (Akta 45)
- Akta 190 Saraan Ahli Parlimen (Akta 45) dan (Pindaan) 1984
- Akta Penyelarasan Pencen 1980 (Akta 238)
- Peraturan-peraturan Pencen 1980
- Akta Perwakilan Kuasa 1956 (Akta 358)
- *The Mental Disorders Ordinance 1952*
- Akta Kaunselor 1998 (Akta 580)

## LAWS AND REGULATIONS

The following are laws and regulations implemented by the PSD in carrying out its role in managing the Public Service human resource:

- Chapter 10 of the Federal Constitution – Public Service
- Financial Procedure Act 1957
- Ministerial Functions Act 1969
- General Orders (Chapter B, C, D, E, F and G)
- Public Officers Regulations (Appointment, Promotion and Termination of Service) 2005
- Public Officers Regulations (Conduct and Discipline) 1993
- Public Officers Regulations (Conduct and Discipline) (Amendment) 2002
- Pensions Act 1980
- Pensions Act (Amendment) 1992
- Statutory Bodies and Local Authorities Pensions Act 1980 (Act 239)
- The Judges Remuneration Act 1971 (Act 45)
- Members of Parliament Remuneration Act 190 (Act 45) and (Amendment) 1984
- Pensions Adjustment Act 1980 (Act 238)
- Pensions Regulation 1980
- Delegation of Power Act 1956 (Act 358)
- The Mental Disorders Ordinance 1952
- Counselors Act 1998 (Act 580)



# PRESTASI KESELURUHAN

## OVERALL PERFORMANCE

PENCAPAIAN 2007 2007 ACHIEVEMENTS 21 - 24 : INISIATIF ICT JPA PSD's ICT INITIATIVES 25 : PRESTASI KEWANGAN FINANCIAL PERFORMANCE 26 : PEROLEHAN PROCUREMENT 27 : ANALISIS PRESTASI BALANCED SCORECARD BALANCED SCORECARD PERFORMANCE ANALYSIS 28 - 29 : KOMUNIKASI KORPORAT CORPORATE COMMUNICATIONS 30 - 33



**PEJABAT  
KETUA PENGARAH PERKHIDMATAN AWAM**  
**OFFICE OF THE DIRECTOR-GENERAL OF PUBLIC SERVICE**

**Nik Azhan Hakim Nik Mahmood** – Penasihat Undang-undang  
Legal Advisor

**Hjh. Hasniah Rashid** – Ketua Unit Komunikasi Korporat  
Head of Corporate Communications Unit  
sehingga | until 4 Sept 07

**Zaidah Mohd Jaman** – Ketua Audit Dalam  
Head of Internal Audit

**Nik Noraini Nik Ya** – Ketua Unit Komunikasi Korporat  
Head of Corporate Communications Unit  
mulai | as of 1 Dis Dec 07

**Abdul Halim Hamzah** – Pegawai Khas KPPA  
Special Officer to DGPS



# Pencapaian 2007

Program Perancangan Sumber Manusia

Program Pembangunan Sumber Manusia

Program Operasi Sumber Manusia

## Pemikiran Strategik dan & Berbudaya Tinggi

Memupuk pemikiran strategik berdasarkan prinsip *high thinking, high doing*:-

- Seminar Perancangan Strategik untuk Pengurusan Atasan dan Kumpulan Pertengahan;
- Kajian Separuh Penggal;
- Persidangan PSM; dan
- Mesyuarat Perhubungan Pengurusan Sumber Manusia JPA dengan Kementerian dan SUK.

## Penyelidikan dan Dasar Baru

- Membangunkan KPI dan BSC untuk julung kalinya untuk Pengurusan Tertinggi;
- Menyediakan Panduan Amalan Pengurusan Sumber Manusia dalam Perkhidmatan Awam;
- Menjalankan Kajian Kepuasan Pelanggan JPA dan juga Pelanggan Luaran JPA;
- Menyediakan Perancangan Sumber Manusia bagi Perkhidmatan Kritikal;
- Menerbitkan Jurnal Berkala;
- Menganjurkan Bengkel/Seminar; dan
- Melancarkan PRISMA – Pangkalan Repositori bahan/maklumat berkaitan PSM

## Pengurusan Dasar Perkhidmatan

Meningkatkan kecekapan dan keberkesan pembangunan modal insan melalui penggubalan dasar-dasar baru, menambah baik pengurusan kompetensi, tatatertib, lantikan kontrak bagi perkhidmatan kritikal, peluang kemajuan kerjaya yang lebih baik.

## Dasar Latihan, Penajaan dan Pengiktirafan

Menitikberatkan latihan pra-perkhidmatan dan dalam perkhidmatan. Bilangan pelajar di luar Negara ditambah menjadi 1,800, kadar biasiswa bertambah antara 42% - 68% bilangan penerima Biasiswa Agong ditambah kepada 12 orang, program latihan dalam perkhidmatan ditambah, pengurusan kerjaya digiatkan dan bekerjasama dengan Kementerian Kesihatan bagi latihan dalam perkhidmatan kepada golongan profesional.

## Pencen dan Faedah Persaraan

Menguruskan bayaran pencen kepada 496,280 yang melibatkan RM7.04 bilion. Dari segi prestasi pembayaran pencen, 90% daripada pesara menerima faedah persaraan mereka dalam tempoh 30 hari dari tarikh persaraan. Sistem pengesahan pesara melalui MyKad telah diperkenalkan. Konsep *out reach* diperkenalkan sebagai forum memberi penerangan kepada Ketua-Ketua Jabatan dan kakitangan mengenai pengurusan pencen.

## INTAN

Merealisasikan pembangunan modal insan melalui pelbagai latihan. Sebagai penganjur, INTAN menyusun dan mengendalikan latihan yang boleh memenuhi keperluan semasa perkhidmatan. Sepanjang 2007, 1,382 projek latihan dijalankan dengan penyertaan 49,113 serta 401,698 bilangan hari peserta. Aspek yang diberi penekanan ialah PSM, komunikasi, kepimpinan dan pengurusan kewangan. Sebanyak 37% dikendalikan di kampus utama manakala 63% kampus-kampus wilayah. INTAN juga memperkenalkan kursus-kursus baru selaras dengan kehendak *stakeholders* dan pelanggan seperti *monitoring* dan *coaching*, kewangan Islam, dan pengurusan peribadi. Kursus juga dijalankan untuk peserta antarabangsa (MTCP), di samping terlibat dan menganjurkan beberapa majlis utama seperti INTAN *Executive Talk*, persidangan antarabangsa, MAPPA, PPA, Konvensyen KMK, penerbitan berkala, kajian dan penyelidikan.

## Pengurusan Teknologi Maklumat

Memastikan sistem HRMIS digunakan secara optimum demi mencapai misi Kerajaan untuk mewujudkan *e-Government*. Sebanyak 1,002,913 rekod perjawatan dan 802,743 rekod personel bagi 617 agensi awam telah dimasukkan ke dalam pangkalan data HRMIS. Selain daripada itu, pelbagai modul/submodul HRMIS telah diperluaskan pelaksanaannya ke agensi-agensi lain. Ini termasuk modul e-GL yang telah mula digunakan di beberapa hospital Kerajaan terpilih. Pembangunan kepakaran modul, aplikasi teras dan integrasi sistem ICT ini juga telah menjadikan projek inovasi 'Aplikasi Hari Khas JPA Bersama Pelanggan Secara Maya' menjuarai pertandingan Inovasi Perkhidmatan Awam 2007.

### Keurusetiaan dan Penyelaras Korporat

- Mesyuarat mingguan JPA, mesyuarat perhubungan JPA dengan PSM Kementerian/SUK dan mesyuarat Jawatankuasa Pemandu Saiz Perkhidmatan Awam telah dijalankan seperti disasarkan.
- Menyelaras 178 maklum balas dan ulasan Jemaah Menteri dan 203 soalan Parliment.
- Berpeluang melebarkan rangkaian kerjasama dengan Negara serantau dan dunia melalui mesyuarat dan seminar (ACCSM di Bali, ASEAN Forum on Cooperation in HRD, Nanning, China).
- Penyertaan pameran-pameran utama – Ekspo 50 Tahun Merdeka, AIPA dan Pameran di Seminar Inovasi Kebangsaan (NICE).

### Komunikasi Korporat

- Menangani 27 aduan yang diterima daripada pelbagai sumber dalam tempoh 14 hari bekerja. Jumlah aduan telah menurun berbanding tahun-tahun sebelumnya.
- Menguruskan lawatan dari delegasi luar/delegasi sektor awam yang berjumlah 31 semuanya.
- Menghebah maklumat secara terancang dan berterusan telah meningkatkan citra organisasi berdasarkan hanya 6.3% daripada yang membuat liputan negatif daripada 3,328 liputan tentang JPA.
- Mengadakan 10 kali Hari Khas JPA Bersama Pelanggan dengan purata kehadiran 366 setiap bulan.
- Memperkenalkan Hari Khas JPA Secara Maya. Reaksi pelanggan, 90% mengatakan masalah mereka dapat diselesaikan segera dan 78.9% berpendapat kualiti perkhidmatan kaunter sangat memuaskan.

### Pembangunan Organisasi dan Skim Perkhidmatan

Menambah baik struktur organisasi dan skim perkhidmatan untuk memastikan agensi berperanan secara cekap dan berkesan. Fokus kajian tertumpu kepada perkhidmatan memantau/ penguatkuasaan, sosial, ekonomi dan pertanian. Fokus skim perkhidmatan tertumpu kepada dasar-dasar baru, perubahan, pengurusan dan penyelidikan. Sebanyak 21 skim perkhidmatan ditambah baik dan satu digubal untuk peningkatan kemajuan kerjaya. Perancangan dan pembangunan perjawatan telah berjaya dijalankan ke atas 12 agensi di samping beberapa kajian yang selesai dijalankan.

### Gaji, Elaun dan Kemudahan

- Mengkaji dan mengusulkan kenaikan gaji kakitangan awam antara 7.5% - 35%. PDRM dan ATM diberi tambahan 20%, bahkan ahli Suruhanjaya turut mendapat faedah yang sama.
- Menguatkuasakan beberapa kemudahan dan elaun seperti elaun bahasa, imbuhan tetap perumahan, subsidi TASKA, cuti menjaga anak, kemudahan perubatan di IJN demi manfaat anggota dan waris terdekat mereka.

### Perkhidmatan Psikologi dan Kaunseling

Menumpukan kepada lima program utama, iaitu aspek dasar, penyediaan perkhidmatan pakar, perancangan dan pelaksanaan perkhidmatan. Matlamatnya untuk memantapkan prestasi modal insan yang berintegriti dan berprestasi tinggi. Pendekatannya pula adalah melalui seminar, bengkel/ceramah. Sepanjang 2007, 20 siri Program Peningkatan Kemahiran Kaunseling telah diadakan. Aktiviti yang dijalankan bukan sahaja meningkat, bilangan peserta juga bertambah. BPPs terlibat secara langsung dalam penggubalan soalan untuk tujuan lantikan ke sektor awam, penerbitan berkala dan juga kajian dan penyelidikan.

### Pengurusan Sumber Manusia dan Khidmat Pengurusan

Melaksanakan Pengurusan Sumber Manusia JPA dengan cekap dan berkesan melalui kekuatan seramai 2,667 orang kakitangan. Mengadakan empat Majlis Bersama Jabatan dan berjaya menyelesaikan 30 isu yang dibangkitkan. Kecekapan pegawai JPA telah dimantapkan melalui pelbagai latihan dalaman dan luaran yang melibatkan seramai 2,359 orang dengan purata menghadiri latihan sembilan hari. Selain daripada itu, aktiviti-aktiviti bercorak kualiti serta sukan, kebijikan dan keagamaan turut mendapat sambutan serta sokongan daripada semua kakitangan.



# 2007 Achievements

## Human Resource Planning Programme

### Strategic Thinking and Rich Culture

Continued to foster strategic thinking and thinking about high performance (high thinking, high doing):-

- Strategic Planning Seminar for Top Management and Middle Management;
- Mid-term Review;
- HRM Conference;
- Human Resource Liaison Management Meeting.

## Human Resource Development Programme

### Service Policy Management

Increased the efficiency and effectiveness of the development of the human capital through the formulation of new policies, enhancing competency management, discipline, contractual appointment for critical services, better career development opportunities.

## Human Resource Operations Programme

### Pension and Retirement Benefits

The management of pensions payment for 496,280 involving a dependency allocation of RM7.04 billion and an operational allocation of RM74.69 billion. In terms of pensions payment performance, 90% of retirees were able to receive their retirement benefits within 30 days of their retirement date. The retirees' confirmation system through MyKad was introduced. The out-reach concept was also introduced as a forum for providing information to Heads of Department and employees on pensions management.

### Information Technology Management

Ensured the optimal use of the HRMIS system in line with the Government's mission to create an e-Government. A total of 1,002,913 service records and 802,743 personnel records for 617 public agencies have been entered into the HRMIS database. The implementation of various HRMIS modules/sub-modules has also been extended to other agencies. This includes the e-GL module which has been adopted by several selected government hospitals. The development of modules expert, core applications and ICT system integration has also made the innovation project "Virtual Application of the PSD Special Day with Clients Programme" the winner of the Public Service Innovation Award for the year 2007.

### Research and New Policy

The PSD has been successful in the:-

- Development of KPIs and BSC for the first time for the Top Management;
- Preparation of the Guidelines for Human Resource Management Practices in the Public Service;
- Research on PSD Internal and External Customer Satisfaction;
- Conduct of Human Resource Planning for Critical Services
- Production of periodic Journals;
- Workshop/Seminars; and
- Launching of PRISMA -Knowledge Repository for Public Service Human Resource

### Training Policies, Sponsorship and Recognition

Continued emphasis on pre- and in-service training. The number of students in foreign countries has increased to 1800, scholarship rates have increased between 42% - 68%, the number of King Scholarship recipients has increased to 12, in-service training programmes have increased, career management has been intensified and cooperation forged with the Ministry of Health for in-service training programmes for the professional group.

### INTAN

The realisation of human capital development through training. As a training provider, INTAN has arranged and conducted training in fulfilment of current service requirements. During the year 2007, 1,382 training projects were conducted with a participation of 49,113 people and 401,698 participant days. Emphasis were given to HRM, communication, leadership and financial management. 37% of the training was handled by the main campus and the remaining 63% by regional campuses. INTAN also introduced new courses in line with the needs of the stakeholders and customers such as mentoring and coaching, Islamic finance and personnel management. Courses were also conducted for international participants (MTCP). INTAN also organised several main events such as INTAN Executive Talk, international seminars, MAPPA, PPA, KMK Convention; and produced periodic publications and conducted research studies.

### **Secretariat and Corporate Coordination**

- PSD's Weekly meetings; PSD's liaison meetings with HRM managers in ministries and state governments; and the Steering Committee Meeting on the Size of the Public Service were conducted as targeted.
- Coordinated 178 feedback and responses to the Cabinet Ministers and 203 Parliament questions
- Widened cooperation network with other countries in the region and worldwide through meetings and seminars (ACCSM in Bali, ASEAN Forum on Cooperation in HRD, Nanning, China).
- Participated in main exhibitions- EXPO 50 Years of Independence, AIPA and Exhibition at the National Innovation Conference (NICE).

### **Corporate Communications**

- Handled 27 complaints from various sources within 14 working days. Fewer complaints received this year as compared to the previous years.
- Managed 31 official visits from international delegations and other local agencies.
- Strategic and continuous dissemination of information had improved the organisation's image base with only 6.3% of negative coverage from 3,328 news coverage on PSD.
- Organised 10 programmes of "PSD's A Day with Clients Programme" with an average of 366 clients.
- Introduced the virtual "PSD's A Day with Clients Programme". 90% of clients responded that their complaints had been resolved instantaneously. 78.9% of clients responded that they were very satisfied with quality of the service counters.

### **Organisational Development and Service Scheme**

Enhanced organisation structures and service schemes to ensure effective and efficient operations of agencies. Focus were given to monitoring/enforcement social, economy and agricultural services. The focus of the service scheme was on new policies, changes, management and researches. A total of 21 service schemes were enhanced and one formulated to improve career development. Planning and service development were successfully implemented for 12 agencies and several studies successfully completed.

### **Salary, Allowance and Facilities**

- Reviewed and proposed a salary increment of 7.5% - 35% for government servants. PDRM and ATM were given an additional 20%. Even the members of the Commissions have also received the same benefit.
- Several facilities and allowances were also enforced such as the language allowance, fixed housing incentive, TASKA fee subsidies, leave to take care of children and medical facilities at IJN for the benefit of the members and their next of kin.

### **Psychology Service and Counselling**

Focused on five main projects, namely the policy aspect, provision of expert service, planning and service implementation. The goal is to enhance the performance of the human capital towards high integrity and high performance. The approaches undertaken include seminars, workshop/speeches. For the year 2007, 20 series of Improving Counselling Skill Programmes were conducted. The BPPs is directly involved in the formulation of questions for appointment to the civil service, periodic publications and also research studies.

### **Human Resource Management and Management Service**

The PSD's human resource management activities have been implemented efficiently and effectively by a workforce strength of 2,667 employees. The Joint Council Meeting which was conducted four times were successful in solving 30 issues that were raised. The efficiency of the PSD officers has also been enhanced through various internal and external training programmes involving 2,359 people with an average training attendance of nine days. Quality programmes, sports, welfare and religious activities also received attention and support from all employees.



Dalam usaha untuk menambah baik dan meningkatkan kualiti penyampaian perkhidmatan Kerajaan, JPA dari semasa ke semasa membangunkan aplikasi berkomputer. Bagi tahun 2007, aplikasi Hari Khas Bersama Pelanggan Secara Maya telah diperkenalkan bagi membolehkan pelanggan JPA menghubungi dan mendapatkan penjelasan daripada pegawai-pegawai bertugas tanpa memerlukan kehadiran secara fizikal di kaunter pertanyaan. Projek inovasi Hari Khas Bersama Pelanggan Secara Maya ini telah dibangunkan secara dalaman oleh pegawai-pegawai Bahagian Pengurusan Teknologi Maklumat berdasarkan input yang diberikan oleh Bahagian Penyelidikan dan Perancangan.

Pendekatan secara maya atau *online chatting* dibangunkan selepas meneliti serta mengambil kira beberapa perisian dan sistem yang boleh didapati pasaran dan Internet. Pengujian perisian dan sistem telah dilakukan mulai Jun 2006 dan melalui proses-proses penambahan dan pemantapan sebelum dilaksanakan sepenuhnya mulai November 2006.

Projek inovasi ini telah disenaraikan dalam kumpulan lima terbaik dalam Anugerah Inovasi Perkhidmatan Awam 2007 (AIPA) yang diadakan pada Oktober 2007. Kejayaan di AIPA tersebut telah melayakkan pasukan inovasi JPA menerima sebuah piala, sijil penghargaan dan wang tunai berjumlah RM10,000.

Kejayaan tersebut telah mendapat perhatian Ketua Setiausaha Negara yang meminta supaya pelaksanaan inovasi tersebut diperluaskan kepada agensi-agensi awam yang lain.

In the effort to improve and enhance the quality of the delivery of Government services, the PSD has from time to time developed computer applications. For the year 2007, The Virtual Special Day with Clients Programme was introduced to enable the customers of the PSD to contact and receive clarifications from the officers on duty without having to be physically present at the counter. This innovative project, The Virtual Special Day with Clients, was developed internally by officers from the Information Management Technology Division based on the inputs received from the Research and Planning Division.



*Y.Bhg. Dato' Ahmad Said, TKPPA(O) menerima Hadiah AIPA 2007 daripada Tan Sri KSN.*

*Y.Bhg. Dato' Ahmad Said, TKPPA(O) receiving the AIPA 2007 Award from Tan Sri KSN.*

The virtual approach or online chatting was developed after a careful study and consideration of the various software and systems that are available in the market and on the internet. Application and system testing were conducted in early June 2006. Further improvements and enhancements were made before its full implementation beginning November 2006.

This innovative project was listed in the group of five excellent projects in the Public Service Innovation Award 2007 (AIPA) which was held in October 2007. This achievement at AIPA saw the PSD innovation team receiving a trophy, certificate and cash of RM10,000.

This achievement has received the attention of the Chief Secretary to the Government who has requested that the implementation of this innovation be extended to other public agencies.

### Peruntukan dan Perbelanjaan di Bawah Belanja Mengurus

Peruntukan asal di bawah Belanja Mengurus bagi tahun 2007 ialah sebanyak RM1,128,857,700 dan tambahan sebanyak RM60,000,000 melalui kelulusan Parlimen. Tambahan peruntukan yang diperolehi adalah bagi membiayai keperluan bayaran biasiswa. Keseluruhan perbelanjaan JPA daripada Belanja Mengurus sehingga AKB 18 Januari 2008 adalah berjumlah RM1,188,857,700 (99.07%).

### Peruntukan dan Perbelanjaan di Bawah Belanja Pembangunan

Pada keseluruhannya, JPA telah diperuntukkan sebanyak RM70,229,700 untuk projek-projek pembangunan iaitu RM46,700,000 untuk INTAN dan RM23,529,700 untuk pembangunan sistem komputer induk JPA. Prestasi perbelanjaan pembangunan ialah sebanyak RM57,341,074 atau 81.65% daripada keseluruhan peruntukan.



*Pembinaan Dewan Serbaguna INTAN Sabah  
Development of Multipurpose Hall of INTAN Sabah*

### Allocation and Expenditure Under Operating Budget

The original amount allocated for the Operating Budget in 2007 was RM1,128,857,700 and an additional amount of RM60,000,000 was approved by the Parliament. This additional amount was used to cover the payment of scholarships. The PSD's total expenditure from the Operating Budget until AKB 18<sup>th</sup> January 2008 was RM1,188,857,700 (99.07%).

### Allocation and Expenditure Under Development Budget

The PSD was given a total allocation of RM70,229,700 for development projects out of which RM46,700,000 was for INTAN and RM23,529,700 for development of the PSD's main computer system. The development expenditure was RM57,341,074 or 81.65 % of the total amount allocated.



*Pembinaan Blok Pentadbiran (Pandangan Hadapan)  
Development of Administrative Block (Front View)*

Pada tahun 2007, sebanyak 4,543 Pesanan Tempatan dan 1,539 Waran Perjalanan Udara telah dikeluarkan. Sebanyak 47 sebut harga dan empat tender telah diluluskan oleh Jawatankuasa Sebut Harga JPA dan Lembaga Perolehan Jabatan Perdana Menteri. Perolehan Aset JPA yang diluluskan bernilai RM 2.2 juta. Perolehan barang guna sama bekalan pejabat bagi Stor Pusat JPA adalah sebanyak RM 1.08 juta.

#### **Projek Pembangunan dan Prestasi Perbelanjaan**

Siling peruntukan sebanyak RM263 juta telah diluluskan di bawah RMKe-9, yang melibatkan 28 projek pembangunan. Ia terdiri daripada 25 projek baru dan tiga projek sambungan RMKe-8. Unit Perancang Ekonomi juga telah meluluskan projek Kampus INTAN Sarawak di bawah program Inisiatif Pembiayaan Swasta (PFI).

Projek-projek pembangunan RMKe-9 JPA terbahagi kepada dua kategori utama iaitu:

i. Institut Tadbiran Awam Negara (INTAN)

- a. Sebanyak RM152 juta diperuntukkan bagi 25 buah projek; dan
- b. Projek pembinaan fizikal serta perolehan peralatan dan kelengkapan.

ii. Projek Komputer Induk JPA

- a. Sebanyak RM111 juta diperuntukkan untuk Projek Komputer Induk JPA yang melibatkan tiga projek baru yang dikendalikan oleh Bahagian Pengurusan Teknologi Maklumat dan Bahagian Pencen; dan
- b. Perolehan perkakasan dan perisian ICT serta pembangunan sistem aplikasi.

In the year 2007, 4,543 Local Orders and 1,539 Air Warrants were issued. The PSD Procurement Committee and the PMD Procurement Board had approved 47 quotations and four tenders. For assets expenditure, PSD had allocated RM 2.2 million whereby RM 1.08 million was apportioned for the procurement for the PSD Main Store.

#### **Development Projects For PSD**

For the Ninth Malaysia Plan, the Economic Planning Unit had approved an allocated of RM263 million to the PSD for 28 projects, which comprised 25 new projects and three projects continued from the previous Eighth Malaysian Plan. The Economic Planning Unit also approved Private Funded Initiative project for INTAN Sarawak Campus.

The PSD's Ninth Malaysian Plan projects can be divided into two main categories:

i. National Institute of Public Administration (INTAN)

- a. RM152 million for the 25 projects; and
- b. Physical buildings and procurement of equipment.

ii. PSD Main Computerisation Project

- a. A total amount of RM111 million under the Ninth Malaysia Plan was allocated for three new projects to be managed by the Information Technology Division and Pensions Division.
- b. Procurement of ICT software and hardware and also for software development application.

# Analisis Prestasi Balanced Scorecard

Balanced Scorecard Performance Analysis

Mulai Januari 2005, JPA telah menggunakan sistem *Balanced Scorecard* (BSC) sebagai satu lagi sistem pemantauan pelaksanaan strategi dan pengurusan prestasi organisasi. Selaras dengan Pekeliling Kemajuan Perkhidmatan Awam Bilangan 2 Tahun 2005 sebanyak 33 Petunjuk Prestasi Utama (KPI) yang dikelompokkan dalam empat perspektif telah dibangunkan. Butiran adalah seperti yang ditunjukkan di bawah:

Beginning January 2005, the PSD introduced the Balanced Scorecard (BSC) as an additional system of monitoring and evaluating organisational performance. A total of 33 Key Performance Indicators (KPIs) clustered under four perspectives were developed in accordance with the guidelines provided by the Development Administration Circular No. 2 of 2005. Details are as below:



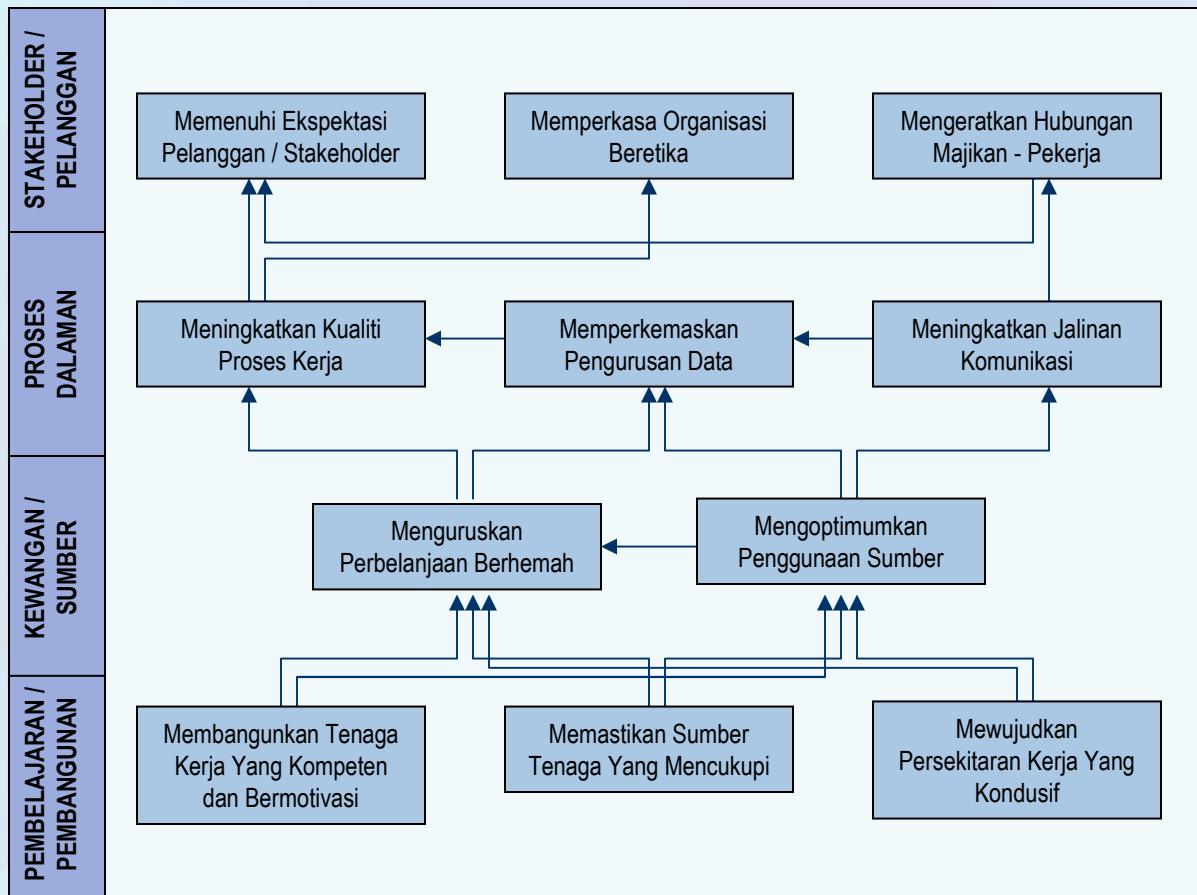
Rajah 2: Pengukuran Prestasi BSC  
Figure 2: BSC Performance Measurement

Prestasi pencapaian JPA secara keseluruhannya bagi tahun 2007 adalah pada skor 6.40 iaitu pada tahap baik. Pencapaian mengikut petunjuk-petunjuk prestasi utama (KPI) bagi keempat-empat perspektif pula adalah melepas tahap amaran yang telah ditetapkan. Butiran skor mengikut setiap satu perspektif adalah seperti di Rajah 3 sementara Pelan Strategik BSC JPA pula di Rajah 4:

The PSD's overall performance was satisfactory at a score of 6.40 for 2007. The scores on the Key Performance Indicators (KPI) for the four perspectives were above the alarm levels. The scores for the four perspectives are as shown in Figure 3 and the PSD's BSC Strategic Plan is shown in Figure 4:

Perspektif / Perspective	Separuh Penggal Pertama / First Half Term	Separuh Penggal Kedua / Second Half Term	Keseluruhan / Overall
<b>Stakeholder / Pelanggan</b> Stakeholder/Client	<b>6.94</b>	<b>6.89</b>	<b>6.92</b>
<b>Proses Dalaman</b> Internal Process	<b>6.21</b>	<b>5.49</b>	<b>5.85</b>
<b>Pengurusan Sumber Manusia &amp; Kewangan</b> Human Resource & Financial Management	<b>5.83</b>	<b>6.25</b>	<b>6.04</b>
<b>Pembelajaran &amp; Pembangunan</b> Learning and Development	<b>6.70</b>	<b>6.88</b>	<b>6.79</b>

Rajah 3: Prestasi BSC 2007  
Figure 3: 2007 BSC Performance



Rajah 4: Pelan Strategik BSC JPA  
Figure 4: PSD's BSC Strategic Plan

# Komunikasi Korporat

Corporate Communications

Komunikasi Korporat merupakan fungsi utama pengurusan JPA meliputi aspek-aspek seperti perhubungan awam dan media, perkhidmatan khidmat pelanggan, publisiti dan pengurusan aduan, audit komunikasi serta komunikasi dalaman. Objektif utama Komunikasi Korporat adalah mengukuhkan penampilan imej JPA sebagai agensi yang disegani dan berwibawa. Fokus utama adalah kepada usaha-usaha meningkatkan jaringan perhubungan dengan para pelanggan dan juga orang ramai dan menghebahkan dasar PSM dan program JPA serta mengumpul maklum balas.

## Pengurusan Perkhidmatan Pelanggan

Selaras dengan usaha kerajaan untuk meningkatkan kecekapan dan keberkesanan sistem penyampaian, semua fungsi Khidmat Pelanggan JPA telah disatukan di bawah struktur Unit Komunikasi Korporat (UKK). Percantuman mulai September 2006 telah melahirkan Pegawai Khidmat Pelanggan (PKP) yang antara lainnya bertanggung jawab:

- Menguruskan panggilan telefon;
- Melayani pelanggan yang berurusan di kaunter;
- Menjawab pertanyaan umum;
- Mengurus maklumat pelanggan; dan
- Memberi khidmat nasihat.

Pewujudan PKP berjaya menambah baik aspek perhubungan awam dan komunikasi organisasi dengan pelanggan sekali gus mengurangkan aduan dan rungutan terhadap perkhidmatan-perkhidmatan JPA.



Corporate communications is an important PSD management function comprising public and media relations, clientele relationship, publicity and issues/complaints management, communications audit and internal communication. Its main objective is to enhance the PSD's corporate image as a well-respected agency. It seeks to enhance networking with clients and the public; and to disseminate Public Service HRM policies and the PSD's programmes as well as obtaining feedback on their implementation.

## Customer Relationship Management

In line with the government's aspiration to improve efficiency and promote an effective delivery system, all functions of the PSD client services have been centralised under the Corporate Communications Unit. The merger beginning September 2006 resulted in the formation of the Client Services Office (CSO) which, among others, is responsible for the following:

- Managing telephone calls;
- Handling counter services and clientele inquiries;
- Answering general questions;
- Managing clientele information; and
- Providing advisory services.

The CSO has helped in improving public relations and communications tremendously. Accordingly, there was a decrease in the number of complaints against the services provided.



*Pegawai Khidmat Pelanggan sedang melayani pelanggan di kaunter dan pusat panggilan  
Customer Service Officer entertaining clients at counter and call center*

## Pengurusan Aduan

Keseluruhananya sebanyak 27 aduan pelanggan yang tidak berpuas hati dengan kualiti perkhidmatan JPA dan menepati definisi Aduan Pelanggan yang ditetapkan dalam Manual Kualiti MS ISO 9000:2000 telah direkodkan dalam Daftar Berpusat Berkomputer JPA. Kesemua aduan dan ketidakpuasan hati telah dapat diselesaikan dan diberi maklum balas dalam masa 14 hari bekerja.

Berdasarkan analisis kepada setiap aduan, didapati hanya sebanyak lapan (29.6%) aduan yang berasas dan berpunca daripada proses/sistem kerja/petugas JPA. Isu dan punca aduan terbanyak ialah yang berkaitan kualiti perkhidmatan tidak memuaskan iaitu sebanyak 15 (55.5%) di mana bilangan aduan yang berasas adalah sekadar lima (18.5%). Sumber aduan adalah melalui Biro Pengaduan Awam, Jabatan Perdana Menteri, Portal Laman Interaktif JPA, akhbar, surat serta program Hari Khas JPA Bersama Pelanggan.

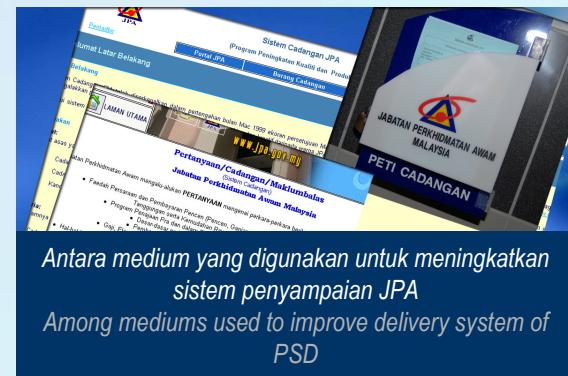
## Complaints Management

In 2007, 27 customers' grousing that were classified as complaints, as defined in the PSD MS ISO 9000:2000 Manual Quality, were registered in the central registry system. Follow-up action to resolve these complaints were taken within 14 working days.

Upon analysis, it was found that only eight (29.6%) complaints against work process/systems/PSD personnel were found to have a basis. The highest number of complaints i.e. 15 (55.5%) pertained to unsatisfactory quality of service of which only five (18.5%) had any merit. Complaints were received through the Public Complaints Bureau of the PM's Department, the PSD interactive portal, newspapers, letters and the PSD's A Day With Clients Programme.



Pelanggan sedang menjawab borang soal selidik pada Program Sehari Bersama Pelanggan  
A client is filling in a questionnaire form on A Day With Clients Programme



Antara medium yang digunakan untuk meningkatkan sistem penyampaian JPA

Among mediums used to improve delivery system of PSD

## Sistem Cadangan JPA

Sistem Cadangan JPA yang mengumpulkan idea-idea berasas warga JPA diteruskan pelaksanaannya pada tahun 2007. Sebanyak 36 cadangan daripada 18 pencadang di kalangan warga JPA telah dibuat penilaian dan diambil tindakan yang sewajarnya. Penghargaan JPA kepada penyertaan ialah dalam bentuk Surat Penghargaan PPQ (Pasukan Petugas Produktiviti dan Kualiti) dan insentif RM 2.00 untuk setiap satu cadangan yang dinilai sebagai layak.

Pelaksanaan adalah telus dan telah ditambah baik melalui penyediaan Buku Daftar Berpusat. Pembangunan sistem aplikasi melalui laman intranet JPA telah membolehkan idea dan cadangan yang didaftarkan dikongsi secara *real-time* oleh semua warga JPA.

## PSD Suggestion System

The suggestion system was implemented as a form of an internal communications activity to collect and coordinate staff suggestions to improve service quality as well as enhance the image of the department. A total of 36 suggestions were submitted by 18 personnel. The PSD's appreciation toward participation is realised in the form of the Task Force on Productivity and Quality Appreciation Letter and an incentive payment of RM2.00 for those suggestions that were judged to be eligible to receive the payment.

The introduction of the on-line central registry via the PSD intranet portal enables real-time sharing and registering of new ideas and suggestions among PSD personnel.

## Pengurusan Lawatan

JPA sering menerima kunjungan delegasi dari luar negara dan agensi-agensi tempatan. Melalui program lawatan sambil belajar oleh delegasi luar negara, amalan-amalan terbaik PSM yang diterajui JPA sering dijadikan penanda aras di samping menambah jaringan dan mengeratkan lagi hubungan kerjasama. JPA juga terus menjadi pusat rujukan dan berkongsi pengalaman bagi amalan pengurusan sumber manusia di kalangan agensi-agensi awam tempatan. Sebanyak 31 siri lawatan iaitu 17 delegasi luar negara dan 14 lagi dari agensi-agensi dalam negara. Senarai lengkapnya seperti di Lampiran.



*Profesor Hiromi Naya, Presiden Universiti Meiji,  
Jepun*

*Professor Hiromi Naya, President of Meiji University,  
Japan*



*Peserta kursus induksi dari ILKAP  
Participants of induction course from ILKAP*

## Management of Visits

The PSD receives regular visits from foreign and local delegations. The main objective of foreign delegations is to learn about HRM best practices in Malaysia as well as to enhance existing networking and cooperation. Local delegations take the opportunity to share experiences and best practices. The total number of visits received last year is 17 from abroad and another 14 visits from local agencies. Further details are shown in the Appendix.

## Publisiti dan Komunikasi Korporat

JPA secara terancang dan berterusan mengeluarkan maklumat-maklumat korporat, dasar dan pelaksanaan PSM/aktiviti Jabatan melalui siaran/kenyataan akhbar/surat kepada penyunting, risalah am dan brosur khusus, serta mengemas kini kandungan portal JPA. JPA turut menjana bahan-bahan yang berkaitan usaha-usaha penambahbaikan sistem penyampaian perkhidmatan Kerajaan untuk liputan media massa. Laporannya dikemukakan secara bulanan kepada MAMPU.

Sejumlah 33 tajuk liputan oleh akhbar nasional dan laman blog mengenai JPA telah dikesan berikutan daripada pengeluaran sembilan siaran akhbar. Liputan terbanyak adalah mengenai program-program penajaan JPA, pengiktirafan, aktiviti bayaran balik pinjaman pelajaran JPA dan kenaikan gaji penjawat awam. Secara keseluruhan, liputan adalah memihak dan memberi imej yang baik kepada JPA. Bilangan laporan negatif hanya 6.31% daripada keseluruhan 3,328 tajuk liputan.

## Publicity and Corporate Communications

The PSD through a planned and continuous effort, disseminated information related to HRM policies implementation and PSD activities/programmes through press releases/statements/note-to-the editor, flyers and brochures; as well as updates on the PSD portal. The PSD also generates information related to efforts at improving the public service delivery system which were disseminated to the mass media. Reports on this are forwarded to MAMPU on a monthly basis.

Press Releases from the PSD generated 33 headlines in the national newspaper and in the web blogs. Most of the newspaper coverage was related to the PSD's sponsorship programmes, recognition of qualifications and repayment of the PSD education loans. The overall newspaper coverage was positive in nature and only 6.31% from the 3,328 news clippings were negative towards the PSD.

### **Program JPA Bersama Pelanggan**

Pada tahun 2007, sebanyak 10 siri program khas bertemu pelanggan telah diadakan pada hari Jumaat terakhir setiap bulan. Keseluruhannya seramai 2,384 pelanggan iaitu pada purata 238.4 orang sebulan telah hadir secara bersemuka untuk mendapatkan khidmat nasihat dan juga menyelesaikan masalah yang berkaitan khas secara setempat.

Sepanjang tahun 2007, JPA juga telah mengadakan Program JPA Bersama Pelanggan Secara Maya atau e-Pelanggan dengan menyediakan kemudahan *chatting* menerusi portal <http://www.jpa.gov.my>. Projek penambahbaikan yang dibangun menggunakan kepakaran dalaman telah membolehkan para pelanggan di luar kawasan berkomunikasi dengan pegawai JPA tanpa perlu hadir ke Putrajaya. Keseluruhannya, seramai 1,253 orang pelanggan menggunakan e-Pelanggan sepanjang tahun 2007.

Penilaian oleh pelanggan dengan menggunakan borang soal-selidik mendapat lebih 90% daripada pelanggan menyatakan permasalahan mereka telah diselesaikan dengan segera. Skor keseluruhan kualiti perkhidmatan kaunter ialah 78.9% iaitu pada tahap Sangat Memuaskan.

### **PSD's A Day With Clients Programme**

In 2007, a total of 2,384 clients attended the 10 series of "A Day With Clients" programme held on the last Friday of every month. Overall, a total of 2,384 or an average of 238.4 clients per month attended each programme, organised through the provision of one-stop service centres, either to get advice or resolve problems/issues related to the PSD's functions.

The On-line PSD with Clients programme was introduced through the <http://www.jpa.gov.my> portal. This additional approach has enabled outstation clients to interact with PSD officers without having to come to Putrajaya. For the whole of 2007, 1,253 clients have had their queries answered on-line.

An analysis of the evaluation provided by the respondents found that more than 90% were satisfied with the services provided. Much of the satisfaction stemmed from the prompt resolution of their problems/issues. As for the evaluation of the quality of the counter services, 78.9% of the respondents were very satisfied.



*Pelanggan Hadir Bersemuka  
Face to face interaction with clients*

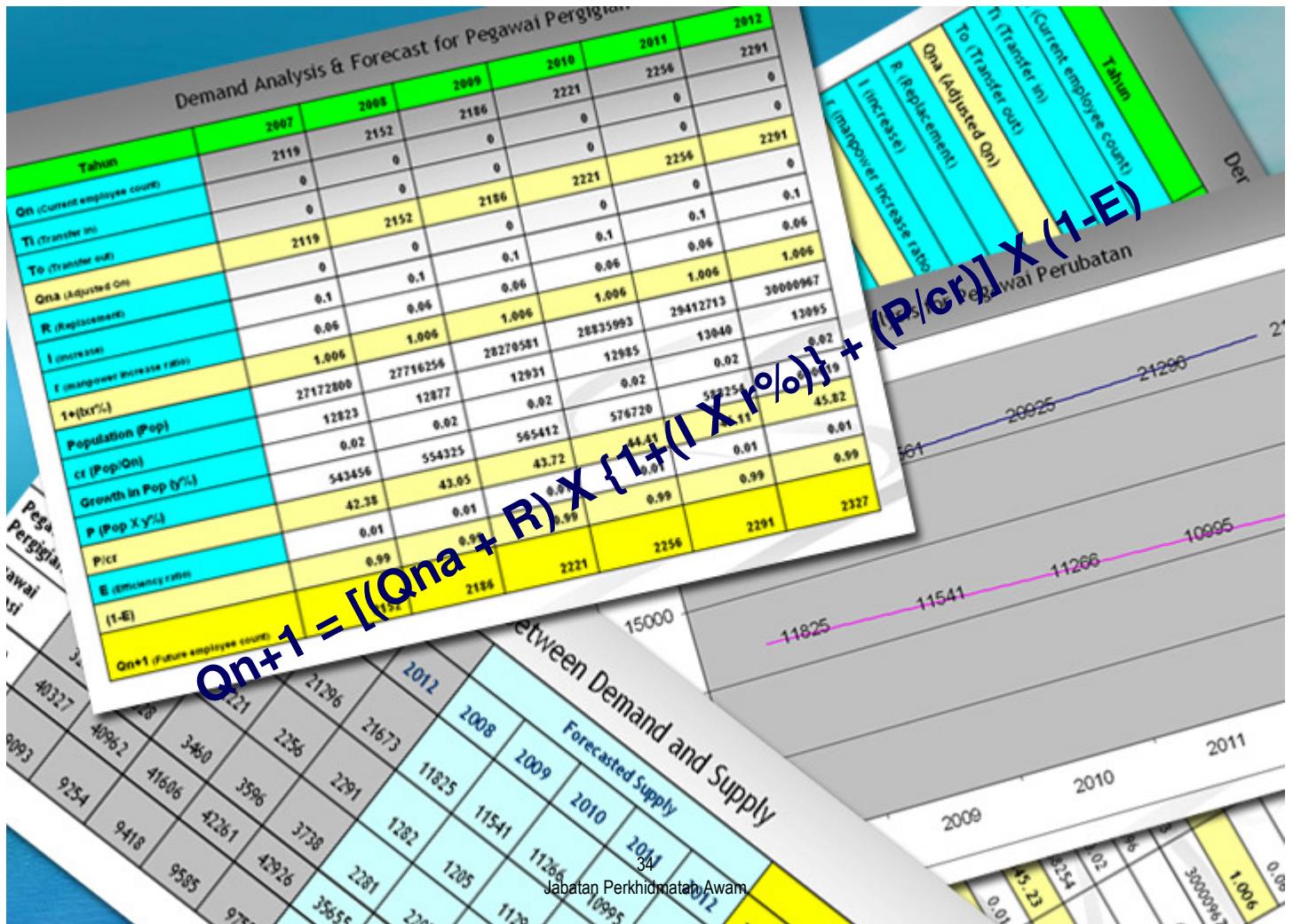


*Bertemu Pelanggan Secara Maya  
Virtual meeting with clients*

# PROGRAM PERANCANGAN SUMBER MANUSIA

## HUMAN RESOURCE PLANNING PROGRAMME

DASAR DAN PENYELIDIKAN POLICY AND RESEARCH 35 - 37 : CAWANGAN PERANCANGAN SUMBER MANUSIA  
 HUMAN RESOURCE PLANNING BRANCH 37 - 39 : CAWANGAN PENYELARASAN KORPORAT CORPORATE  
 COORDINATION 39 - 43



# **PROGRAM PERANCANGAN SUMBER MANUSIA**

**HUMAN RESOURCE PLANNING PROGRAMME**

**Dr. John Antony Xavier** – Pengarah Bahagian Penyelidikan dan Perancangan  
Director of Research and Planning Division



# Program Perancangan Sumber Manusia

## Human Resource Planning Programme

Program Perancangan Sumber Manusia JPA menentukan hala tuju strategik Pengurusan Sumber Manusia (PSM) Perkhidmatan Awam dalam membangunkan modal insan yang berprestasi tinggi. Ia dilakukan melalui perancangan sumber manusia yang menyeluruh dan penyelidikan yang dapat mencernakan idea untuk memantapkan PSM Perkhidmatan Awam amnya dan JPA khususnya.

The Human Resource Planning Programme determines the strategic direction of human resource management of the Public Service to ensure the development of a high-performance human capital in the Public Service. This is done through comprehensive human resources planning and research to generate ideas to strengthen human resource management in the Public Service and especially the PSD.

# Measuring Performance with BSC

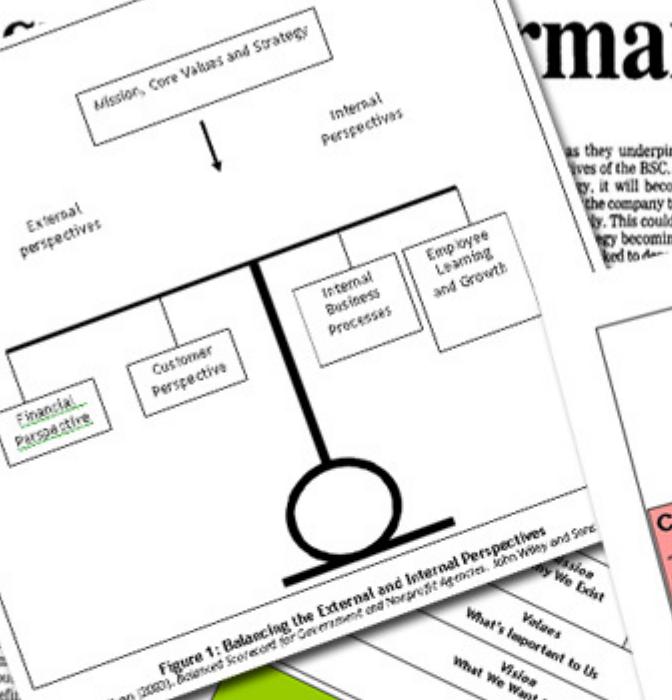


Figure 1: Balancing the External and Internal Perspectives  
Source: Faith Khan (2002), *Balanced Scorecard for Government and Nonprofit Agencies*. John Wiley and Sons.

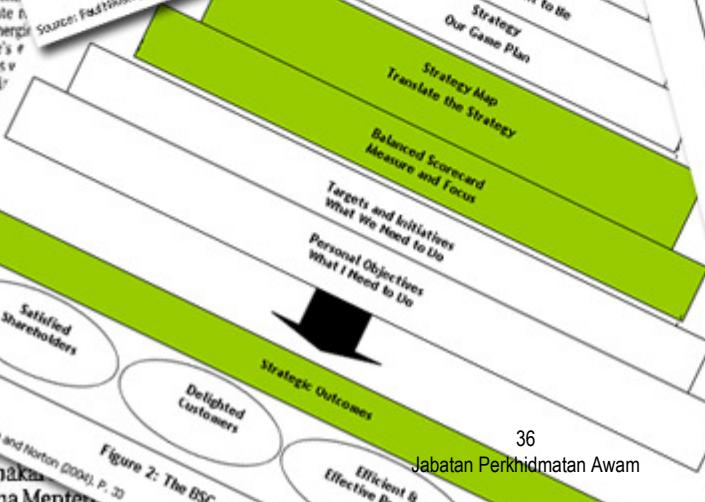


Figure 2: The BSC - F

KUALA LUMPUR, 2009. Program perancangan sumber manusia (KPI) yang bakal dilaksanakan oleh Timbalan Perdana Menteri

Jabatan Perkhidmatan Awam

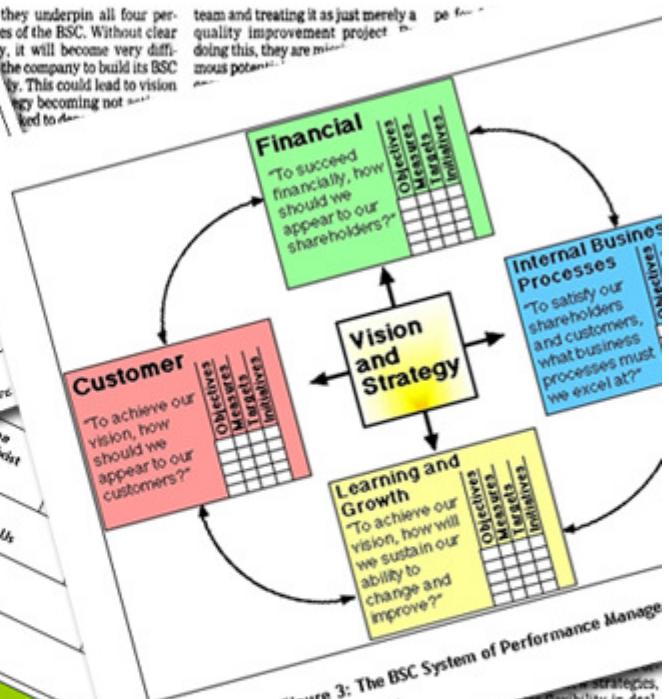
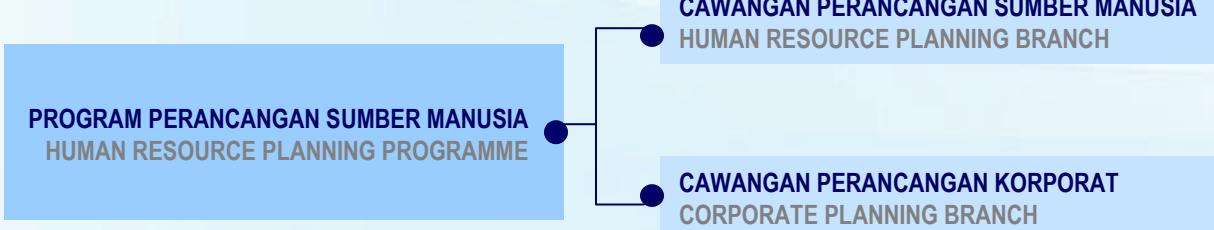


Figure 3: The BSC System of Performance Manage

Source: Kaplan and Norton, 1996, p. 9  
strategies, and the ability to adapt to changing markets.  
However for the BSC to be successfully implemented, it must be treated as a long term continual project. Therefore, commitment and support from top management, managers and employees are key ingredients. In addition, communication and translation of vision and strategy to operational terms are also important features in the successful use of BSC in an organisation. Organisations using the scorecard are actually learning organisations as they strive for continuous improvements in business processes and are proactive in searching for new ways of doing things.

Terdapat dua cawangan di bawah Program Perancangan Sumber Manusia iaitu Cawangan Perancangan Sumber Manusia dan Cawangan Perancangan Korporat.

There are two main branches under the Human Resource Planning Programme namely the Human Resource Planning Branch and the Corporate Planning Branch.



**Rajah 5: Aktiviti-aktiviti Program Perancangan Sumber Manusia**  
Figure 5: Activities under the Human Resource Planning Programme

#### Cawangan Perancangan Sumber Manusia

Cawangan ini berfungsi untuk mengkaji serta menjajarkan hala tuju PSM Perkhidmatan Awam dengan memberikan penekanan terhadap pembangunan modal insan. Usaha ini adalah penting bagi meningkatkan penyampaian perkhidmatan.

Sepanjang tahun 2007, Cawangan ini telah berjaya melaksanakan pembangunan PSM yang memupuk pemikiran strategik serta berfikiran tinggi (*high thinking*) dan membudayakan kerja berprestasi tinggi (*high doing*) di kalangan anggota Perkhidmatan Awam. Justeru, sebanyak dua program utama telah dilaksanakan iaitu:

- Seminar Perancangan Strategik Untuk Pengurusan Atasan pada 15 dan 16 Februari 2007; dan
- Kajian Separuh Penggal 2007 pada 12 dan 13 Julai 2007

#### Human Resource Planning Branch

The function of this branch is to study and align the direction of the Public Service Human Resource Planning with the development of human capital. These efforts would be vital to boost service delivery.

During the year 2007, this branch successfully implemented the development of Human Resource Management by inculcating strategic thinking with the culture of high thinking and high doing among the staff of Public Service. Hence, among the main programmes that were implemented were:

- Strategic Planning Seminar For The Top Management on the 15<sup>th</sup> and 16<sup>th</sup> February 2007; and
- Mid-term Review on the 12<sup>th</sup> and 13<sup>th</sup> July 2007

## Persidangan Pengurusan Sumber Manusia

Persidangan ini diadakan untuk memberi pendedahan dan perkongsian pengalaman serta amalan terbaik PSM di kalangan pengurus-pengurus sumber manusia Perkhidmatan Awam.

Persidangan ini telah diadakan pada 1 hingga 3 Ogos 2007.



## Human Resource Management Conference

The purpose of this conference is to provide exposure and sharing of experience and best practices on human resource management among human resource managers in the Public Service.

This conference was held from 1<sup>st</sup> till 3<sup>rd</sup> August 2007.

## Petunjuk Prestasi Utama

Program Perancangan Sumber Manusia dimantapkan dengan adanya penetapan Petunjuk Prestasi Utama (KPI) bagi membimbing Ketua-ketua Perkhidmatan melaksanakan tugas masing-masing dengan cemerlang. Ini dilakukan bukan sahaja untuk meningkatkan penyampaian perkhidmatan, malah memastikan setiap organisasi berjaya mencapai sasaran yang ditetapkan. Bagi JPA, penetapan ini dibuat melalui KPI menggunakan *Balanced Scorecard* untuk Pengurusan Tertinggi JPA bagi menilai tahap pencapaian usaha-usaha yang dilakukan di bahagian masing-masing. Bengkel BSC telah diadakan pada 27 hingga 30 November 2007.

## Kajian

Sepanjang tahun 2007, beberapa kajian telah dilaksanakan bagi memastikan PSM di Perkhidmatan Awam berupaya menangani persekitaran yang semakin mencabar. Antaranya adalah:

### i. Kajian Amalan Pengurusan Sumber Manusia di Perkhidmatan Awam

Kajian ini bertujuan untuk meninjau persepsi keberkesanan fungsi Pengurusan Sumber Manusia di Kementerian-Kementerian dalam membangunkan sumber manusia di organisasi tersebut. Dapatkan kajian berkaitan pelbagai peranan dan fungsi Pengurusan Sumber Manusia yang utama dapat membantu pihak Pengurusan JPA menambah baik perancangan dasar dan merangka inisiatif-inisiatif baru untuk memantapkan Bahagian atau Unit Pengurusan Sumber Manusia di agensi-agensi awam.

## Key Performance Indicators

The Human Resource Planning Programme has been strengthened with the establishment of the Key Performance Indicators (KPI) which has guided Heads of Services to implement work excellently. This is done not only to improve service delivery, but also to ensure that each organisation succeeds in achieving its targets. For the PSD, this was implemented through the Balanced Scorecard KPI's for its Top Management to assess the level of achievement of each division. One of the activities that has been successfully conducted is the BSC Workshop on the 27<sup>th</sup> till 30<sup>th</sup> November 2007.

## Research

During the year 2007, several researches were conducted to ensure Human Resource Managers in the Public Service are capable of meeting the challenges in its environment. Among them were:

### i. Research on the Practice of Human Resource Management In The Public Service

This study was aimed at finding the perception of the effectiveness of the Human Resource Management (HRM) function in all ministries in the development of their human resource. Research findings relating to the roles and major Human Resource Management functions would help the PSD's Management to plan and formulate new initiatives to strengthen the HRM division or unit in public organisations.

## ii. Kajian Kepuasan Warga JPA

Kajian ini bertujuan untuk mengenal pasti tahap kepuasan warga JPA terhadap beberapa aspek dan sistem kerja di JPA. Dengan itu, dapatan kajian dapat membantu pihak Pengurusan JPA memperbaiki kekurangan yang sedia ada.

### ii. Research on PSD's Staff Satisfaction

The purpose of this study was to identify the level of satisfaction among PSD's staff on several aspects of their working environment. The findings would help the Top Management to improve any shortcomings.

## iii. Kajian Kepuasan Pelanggan Luaran

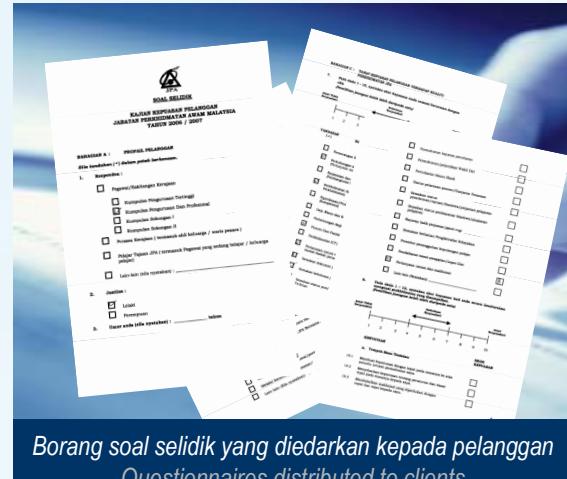
Kajian ini bertujuan untuk mengenal pasti tahap kepuasan pelanggan luaran JPA terhadap beberapa aspek perkhidmatan yang disediakan oleh JPA. Dengan itu, dapatan kajian dapat membantu pihak Pengurusan JPA memperbaiki kekurangan yang sedia ada.

### iv. Kajian Perancangan Sumber Manusia Berkaitan Perkhidmatan Kritikal

Kajian ini bertujuan untuk menyediakan unjuran permintaan dan penawaran tenaga kerja bagi skim-skim kritikal di Kementerian Kesihatan Malaysia untuk tempoh lima tahun iaitu mulai 2008 sehingga 2012. Skim perkhidmatan yang dikaji adalah Skim Pegawai Perubatan, Pegawai Pergigian, Pegawai Farmasi dan Jururawat. Dapatkan kajian menunjukkan terdapat permintaan yang kian bertambah manakala penawaran tenaga kerja yang berkurangan bagi jawatan-jawatan tersebut. Ini bermakna jurang di antara permintaan bagi tenaga kerja tersebut dan bilangan tenaga buruh di masa depan akan meningkat.

## Cawangan Penyelarasan Korporat

Program Perancangan Sumber Manusia JPA turut bertanggungjawab menyelaras pelbagai mesyuarat bagi memastikan keputusan yang diambil oleh pihak pengurusan adalah selaras dengan perkembangan semasa. Antara mesyuarat utama ialah:



Borang soal selidik yang diedarkan kepada pelanggan  
Questionnaires distributed to clients

## iii. External Customer Satisfaction Study

The purpose of this study is to identify the level of satisfaction among PSD's customers on various aspects of the services provided by the PSD. The outcome of the study would assist the management of the PSD to rectify any existing shortfalls.

### iv. Research on Manpower Planning Relating to Critical Services

The purpose of this study was to forecast the demand and supply for the critical services in the Ministry of Health Malaysia for the period of five years beginning 2008 to 2012. The schemes of service that were studied are Medical Officers, Dental Officers, Pharmaceutical Officers and Nurses. The result of the study showed an increasing demand but decreasing supply of these groups of workers indicating an increasing gap between the demand and supply of manpower in the future.

## Corporate Coordination Branch

The PSD Human Resource Planning Programme is also responsible for coordinating various meetings to ensure the decisions made by the Management is consistent with current developments. The main meetings held include:

### i. Mesyuarat Pengurusan JPA

Mesyuarat Pengurusan JPA yang diadakan pada setiap Rabu merupakan wadah membuat keputusan oleh pengurusan atasan JPA. Ia memastikan aktiviti dan dasar JPA adalah selaras dengan keputusan-keputusan Jemaah Menteri dan stakeholders lain. Mesyuarat ini juga memastikan segala perancangan dan pelaksanaan terhadap keputusan kerajaan adalah berkesan. Sepanjang tahun 2007, sebanyak 41 mesyuarat telah diadakan.



### i. PSD's Management Meeting

The PSD's Management meetings that are held every Wednesdays is a platform where decisions are made by the PSD's top management. The meetings help to ensure that all PSD's activities and policies are consistent with the decisions of the Cabinet and other stakeholders. These meetings also help to ensure that all the planning and implementation of Government's decisions are effective. During the year 2007, a total of 41 meetings were held.

### ii. Mesyuarat Perhubungan

Mesyuarat Jawatankuasa Perhubungan Antara JPA dengan Pengurus-pengurus Sumber Manusia Kementerian/Agensi telah diadakan di Sabah pada 2 November 2007. Mesyuarat ini merupakan satu platform perbincangan antara semua pengurus-pengurus sumber manusia Kementerian/Agensi mengenai permasalahan berkaitan sumber manusia di Kementerian/Agensi. Dasar-dasar terkini juga turut disampaikan kepada pengurus-pengurus sumber manusia agar disebarluaskan di agensi masing-masing.



*Mesyuarat Jawatankuasa Perhubungan antara JPA dengan Pengurus-pengurus Sumber Manusia Kementerian/Agensi  
Liaison Meeting between Human Resource Managers in Ministries/Agencies and the PSD*

### ii. Liaison Meeting

The Liaison Meeting between Human Resource Managers in ministries/agencies with the PSD was held in Sabah on 2<sup>nd</sup> November 2007. This meeting was used as a platform for all Human Resource Managers to discuss matters concerning human resource management in their ministries/agencies. The latest policies on HR management were also conveyed to the HR managers to be disseminated in their respective ministries/agencies.

### iii. Mesyuarat Jawatankuasa Pemandu Saiz Perkhidmatan Awam

Mesyuarat yang dipengerusikan oleh Ketua Setiausaha Negara ini berperanan untuk menilai serta memperakarkan permohonan Pihak Berkuasa Tempatan atau Pejabat Tanah untuk mewujud, memperluas atau menaik taraf kawasan di bawah pentadbiran masing-masing. Setiap permohonan akan dikaji dari pelbagai aspek seperti implikasi kewangan, perjawatan dan dasar semasa Kerajaan, khususnya yang berkaitan dengan kepentingan rakyat. Jawatankuasa ini telah bermesyuarat sebanyak dua kali iaitu pada 2 Mac dan 19 Julai 2007.

### iii. Steering Committee Meeting on the Size of the Public Service

Chaired by the Chief Secretary to the Government, the role of the Steering Committee Meeting on the Size of the Public Service is to evaluate and certify the suitability of applications from local authorities to establish, expand or upgrade the status of areas under their administration, prior to submission to the Cabinet. Each application will be evaluated from various aspects such as financial implications, organisational structure and current government policies especially those related to public interests. This committee met twice i.e., 2<sup>nd</sup> March and 19<sup>th</sup> July 2007.

#### **iv. Penyelarasan Jawapan Parliment dan Perkara Berkaitan Jemaah Menteri**

Sepanjang tahun 2007, sebanyak 178 maklum balas serta ulasan terhadap Memorandum Jemaah Menteri dan keputusan Mesyuarat Jemaah Menteri berkaitan JPA telah disediakan. Angka ini merupakan peningkatan seratus peratus berbanding tahun 2006. Peningkatan mendadak ini menggambarkan kepentingan serta keutamaan JPA sebagai pemberian khidmat nasihat bagi perkara-perkara berkaitan dasar sumber manusia sektor awam. Dari segi penyediaan ulasan serta jawapan Parliment pula, sebanyak 203 soalan berkaitan JPA telah dijawab yang meliputi:

- i. 44 soalan Dewan Negara
- ii. 61 soalan Dewan Rakyat
- iii. 18 soalan Perbahasan RMKe9
- iv. 20 soalan Perbahasan Titah DiRaja
- v. 60 soalan Perbahasan Bajet 2007

#### **Hubungan Antarabangsa**

Dalam usaha menjadikan JPA sebagai organisasi bertaraf dunia tercapai, penglibatan aktif dalam forum-forum antarabangsa seperti seminar, mesyuarat dan persidangan-persidangan di luar dan dalam negara diteruskan dalam tahun 2007. Antaranya ialah:



- i. Persidangan Perkara-perkara Perkhidmatan Awam ASEAN ke-14 di Bali, Indonesia

#### **iv. Coordination Relating to Parliamentary Question and Matters Relating To The Cabinet**

During the year 2007, a total of 178 feedbacks and comments for Cabinet Memoranda and Cabinet decisions relating to the PSD were prepared. This figure has increased tremendously compared to 2006. This sharp increase illustrates the significance of the PSD's role as an advisor especially on matters pertaining to human resource policy for the Public Service. In terms of preparation of Parliamentary feedbacks and comments, a total of 203 questions relating to the PSD was prepared in 2007, which comprised:

- i. 44 questions from the Senate
- ii. 61 questions from the House of Representatives
- iii. 18 questions on the Ninth Malaysian Plan Debate
- iv. 20 questions on the Royal Address
- v. 60 questions on the 2008 Budget Debate

#### **International Relations**

In the effort to achieve the vision of making the PSD a world class organisation, active engagement in international forums such as seminars, meetings and conferences was continued throughout the year 2007. Among them were:



- i. 14th ASEAN Conference on Civil Service Matters in Bali, Indonesia



ii. Forum Kerjasama PSM China-ASEAN, Nanning, China

Penyertaan-penyertaan ini telah membolehkan JPA berkongsi pengalaman dalam pembangunan modal insan serta mempelajari pengalaman negara-negara lain dan menyediakan satu pelan tindakan kerjasama.

### Pangkalan Repotori Ilmu Sumber Manusia

Taklimat Pangkalan Repotori Ilmu Sumber Manusia (PRISMA) telah diadakan pada 13 Mac 2007 sebagai sesi pengenalan kepada wakil-wakil Bahagian di JPA berkenaan PRISMA di samping merangka strategi pelaksanaan bagi tahun 2007. Pelancaran PRISMA telah disempurnakan pada 4 Julai 2007. Pelancaran PRISMA telah disusuli dengan edaran Panduan Pengguna dan Panduan Pelaksanaan PRISMA kepada semua Bahagian.

Paparan PRISMA-HRMIS  
Snapshot of PRISMA-HRMIS



ii. China-ASEAN Forum On Cooperation In HRD, Nanning, China

Participation in these forums have enabled the PSD to share its experience in the development of human capital and also to learn from other countries' experience and design an action plan for future cooperation.

### Knowledge Repository for Public Service Human Resource

A briefing on the Knowledge Repository for Public Service Human Resource (PRISMA) was held on 13<sup>th</sup> March 2007 as an introductory session to PRISMA for representatives from various divisions in the PSD in addition to drafting the implementation strategy for the year 2007. PRISMA was launched on 4<sup>th</sup> July 2007 which was followed with the distribution of the User Guide and PRISMA Implementation Guide to all divisions.

Pangkalan Repotori Ilmu Sumber Manusia

Objektif modul Pengalaman Iru (PRISMA-HRMIS) ialah:

- i. Sumber maklumat berkaitan Pengurusan Sumber Manusia (PSM).
- ii. Kabinet maklumat seputar maklumat PSM.
- iii. Kaedah beroperasi untuk mengendalikan, mendokumentasikan dan sekembalikan maklumat yang berkaitan dengan pengurusan sumber manusia.
- iv. Menggalakkan pengalaman dan penyelesaian Iru-Iru Iruan PSM.

Fungsi perlengkapan Iru dalam PRISMA-HRMIS dilihat berdasarkan konsep (menganalisis maklumat yang telah kepada mereka yang memerlukan maklumat yang mereka butuhkan) yang dikenali sebagai *Search & Filter*.

Bagaimana mengepel Pengalaman Iru (PRISMA-HRMIS) ?

- **Dirектор** – memberikan pengguna membaca maklumat arahan dan mengelak / memutus niat dalan dan pautan lanjar web.
- **Komunitikasi** – memberikan pengguna masyarakat sesuatu komuniti serta merancang fungsi perbincangan (chaived discussion), logmas dan kongres (congres) dan penyampaian dokumen (document sharing).
- **Citizen** – memberikan pengguna membuat cerita dan berjaya menyampaikan hasil kerja mereka hasil cerita dan mengelak hasil carian.
- **Perangkat (Poster)** – memberikan pengguna merancang maklumat dengan teknik editor dan piktogram.
- **Pendekar (Editor)** – Memberikan kerja sama dengan pengguna untuk merancang peralihan dokument dan piktogram.

Edaran Panduan Pengguna User Manual Circular

## Pameran-pameran Berkaitan Perkhidmatan Awam

Sepanjang tahun 2007, JPA telah menyertai beberapa pameran bagi memaparkan aktiviti serta inisiatif JPA. Antara pameran yang telah dijayakan ialah:



- Ekspo 50 Tahun Kemerdekaan di PWTC, KL pada 30 Ogos 2007



- Pameran Anugerah Inovasi Perkhidmatan Awam 2007 di Kota Bharu, Kelantan pada 30 hingga 31 Oktober 2007



- Persidangan dan Pameran Inovasi Kebangsaan Anjuran MOSTI di PWTC, KL pada 26 hingga 30 November 2007

## Exhibitions Relating To Public Service

During the year 2007, PSD had participated in various exhibitions that displayed PSD's initiatives and activities. Among the exhibitions are:



- 50<sup>th</sup> Independence Expo at PWTC, KL on 30<sup>th</sup> of August 2007



- Public Service Innovation Award Exhibition 2007, Kota Bharu, Kelantan, from 30th to 31<sup>st</sup> of October 2007



- Conference and National Innovation Exhibition organised by MOSTI at PWTC, KL from 26<sup>th</sup> till 30<sup>th</sup> November 2007

## LUNCHEON TALK

Sepanjang tahun 2007, JPA telah menganjurkan enam *luncheon talks* dengan menjemput tokoh-tokoh tertentu dalam bidang masing-masing bagi berkongsi ilmu dan pengalaman mereka. Tetamu-tetamu jemputan yang telah hadir adalah:

Tuan Haji Nik Mustapha Haji Nik Hassan  
Timbalan Ketua Pengarah  
Institut Kefahaman Islam Malaysia  
"Penghayatan Etika & Peningkatan Profesionalisme  
ke arah Pembangunan Kerjaya"

Tuan Haji Nik Mustapha Haji Nik Hassan  
Deputy Director General  
Institute of Islamic Understanding Malaysia  
"Valuing Ethics and Enhancing Professionalism in  
Career Development"



Rexy Mainaky  
Jurulatih Pasukan Badminton Beregu Negara  
"Rahsia Kejayaan Membimbing Pasukan Beregu Negara  
Malaysia Menjuarai Kejohanan Antarabangsa"

Rexy Mainaky  
Coach for the National Men's Doubles Badminton Team  
"The Secret s in Successfully Coaching the Winning Malaysian National Men's Doubles Team"

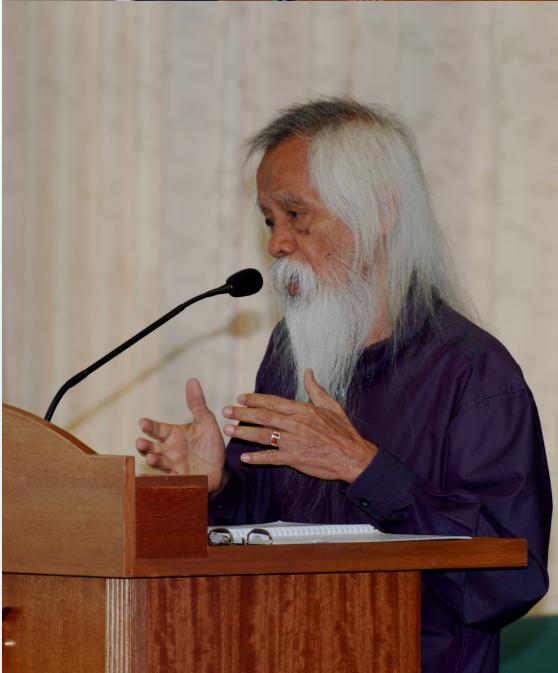
## LUNCHEON TALK

During the year 2007, the PSD organised six luncheon talks. The talks served as platforms for prominent figures to share their experiences and knowledge with PSD's senior management. The distinguished guests were:



Y.Bhg. Dato' Dr. Siddiq bin Hj. Fadzil  
Presiden Kolej Dar Al-Hikmah  
"Pengurusan Strategik"

Y.Bhg. Dato' Dr. Siddiq bin Hj. Fadzil  
President of Dar Al-Hikmah College  
"Strategic Management"



Y. Bhg. Datuk A Samad Said  
Sasterawan Negara  
“Pengalaman Seorang Sasterawan Negara”

Y. Bhg. Datuk A Samad Said  
Sasterawan Negara  
“Experience of A Sasterawan Negara”

Y. Bhg. Datin Paduka Sharifah Mazlina Syed Abdul Kadir  
“Ekspedisi Solo Ke Kutub Utara”

Y. Bhg. Datin Paduka Sharifah Mazlina Syed Abdul Kadir  
“Solo Expedition to the North Pole”



Y. Bhg. Dato' Haji Ameer Ali bin Mydin  
Pengarah Urusan Mydin Muhamad Holding Bhd  
“Resepi Kejayaan Perniagaan Mydin”

Y. Bhg. Dato' Haji Ameer Ali bin Mydin  
Managing Director, Mydin Muhamad Holding Bhd  
“The Recipe for the Success of Mydin”

# PROGRAM PEMBANGUNAN SUMBER MANUSIA

HUMAN RESOURCE DEVELOPMENT PROGRAMME

PENGURUSAN DASAR PERKHIDMATAN SERVICE POLICY MANAGEMENT **50 - 54** : PEMBANGUNAN ORGANISASI DAN SKIM PERKHIDMATAN ORGANISATIONAL DEVELOPMENT AND SCHEMES OF SERVICE **55 - 68** : DASAR LATIHAN, PENAJAAN DAN PENGIFTIRAFAN TRAINING POLICIES, SPONSORSHIP AND RECOGNITION OF QUALIFICATIONS **69 - 75** : GAJI, ELAUN DAN KEMUDAHAN SALARY, ALLOWANCE AND FACILITY **76 - 81**



# **PROGRAM PEMBANGUNAN SUMBER MANUSIA**

## **HUMAN RESOURCE DEVELOPMENT PROGRAMME**

**En. Yap Kin Sian** – Pengarah Bahagian Gaji dan Elaun  
Director of Salaries and Allowances Division

**Tn. Hj. Lamien Sawiyo** – Pengarah Bahagian Latihan  
Director of Training Division

**Dato' Dr. Ismail Alias** – Pengarah Bahagian Perkhidmatan  
Director of Service Division  
sehingga | until 30 Nov 07



**Dato' Normah Md Yusof** – Pengarah Bahagian Pembangunan Organisasi  
Director of Organisational Development Division  
sehingga | until 1 Jun June 07

**Dato' Hj. Abdul Halim Abdul Hamid** – Pengarah Bahagian Pembangunan Organisasi  
Director of Organisational Development Division  
mulai | as of 16 Julai July 07

**Dr. Hj. Mohd Azhar Hj. Yahaya** – Pengarah Bahagian Perkhidmatan  
Director of Service Division  
mulai | as of 1 Dis Dec 07



# Program Pembangunan Sumber Manusia Human Resource Development Programme

Meliputi aktiviti-aktiviti seperti hal ehwal perkhidmatan, penguatkuasaan dan pelaksanaan bagi perkhidmatan guna sama; persaraan, pemantapan dan penambah baikkan perkhidmatan dan penstruktur organisasi serta latihan bagi pra perkhidmatan dan dalam perkhidmatan. Keempat-empat komponen ini bukan sahaja aktiviti induk tetapi ada tali temali dan menjadi nadi dalam pengawasan modal insan secara keseluruhannya.

This programme encompasses activities such as matters related to service, enforcement and implementation for common user service; retirement, service enhancement and improvement; organisational structuring; and pre-service and in-service training. These four components are not only the main activities for the programme but are also inter-related and act as the heart of overall human capital guardianship.

Kerajaan lanjut pelepasan tanpa gaji kakitangan awam jaga anak

## Cuti bersalin 5 tahun

### 12 pelajar terima biasiswa

OHAMAD

R 3 Sept. - Kerajaan cuti bersalin tanpa gaji awam darinada

nan Wanita, Keluarga dan Masyarakat, sebanyak 10 peratus atau 24,300 daripada 243,000 kakitangan sektor awam berusia antara 18 hingga 39 tahun melahirkan anak setiap tahun.

Menurut Najib, dengan kelonggaran cuti bersalin itu, kakitangan wanita sektor awam

KUALA LUMPUR: Yang di-Pertuan Agong, Sultan Mizan Zainal Abidin semalam berceramah menyampaikan biasiswa kepada pelajar Malaysia yang cemerlang akademik dan kemasyarakatan di Istana Negara, di sini.

Enam biasiswa disampaikan bantuan ialah bagi pengajian pada berindikat Sariana dan enam lagi

# BIG pay rise

7.5% to 35%

Salary increase for government servants from July 1

»Tax collection and cost-efficiency have increased considerably, while trade deficit has been reduced from 5.3% in 2003 to 3.5%«

DATUK SERI ABDULLAH AHMAD BADAWI

PUTRAJAYA: Civil servants nationwide cheered as the Prime Minister, Datuk Seri Abdullah Ahmad Badawi announced a pay increase and the doubling of cost of living allowances.

Abdullah said the pay hike could be given because of the economic growth of 5.6%, the effect of fuel price, positive trends of Bursa Malaysia and improved tax collection.

More than 1.2 million civil servants and 557,000 permanent staff are eligible for the increase.

Abdullah said the salary increase, effective July 1, is also needed to stop the brain drain from the public sector.

Among the things he announced were:

»Salaries to increase between 7.5%

for senior management and 35% for

category two support staff.«

## Anggota penguat kuasa Imigresen ditambah 3,800 lagi

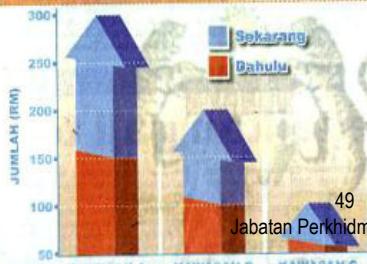
KUALA LUMPUR 4 Jan. - Jabatan Imigresen akan menambah bilangan anggota penguat kuasanya daripada 1,200 pada masa ini kepada 5,000 anggota bagi menangani kebanjiran pendatang asing tanpa izin (PATI) yang mengancam keselamatan negara.

ever an innate understanding that in this world be the middle ground. »

## JPA tambah 3,000 biasiswa

Lepasan SPM raih 10 1A daripada kurang RM1,500 set

### BANTUAN SARA HIDUP (COLA) NAIK 100 PERATUS



KAWASAN A: Kuala Lumpur, Putrajaya, Ampang Jaya, Kajang, Klang, Petaling Jaya, Selangor, Sepang, Shah Alam, Subang Jaya, Johor Bahru, Pulau Pinang dan Seberang Perai.

KAWASAN B: Batu Pahat, Johor Bahru Tengah, Kluang, Kulai, Muar, Alor Star, Kulim, Langkawi, Sungai Petani, Kota Bharu, Alor Gajah, Bandar Melaka, Nilai, Port Dickson, Seremban, Ipoh, Kuala Kangsar, Manjung, Taiping, Kangar, Kemaman, Kuala Terengganu dan Kuantan.

KAWASAN C: Kawasan-kawasan selain KAWASAN A.



>>Oleh Rayati Ibrahim  
RJL - 18/9/07

P UTRAJAYA: Jabatan Perkhidmatan Awam (JPA) menambah 3,000 lagi biasiswa Program Ijazah/Diploma Dalam Negeri (PIDN), menjadikan

jumlah keseluruhan penentuan tahun ini seramai 8,000 orang. Justeru itu, hampir RM221 juta dibelanjakan untuk

perkhidmatan awam saja.

Menurutnya, tahun berikutnya ia punya peranan penting dalam pembentukan bangsa.

Ke atas: \*Pelajar lepasan SPM merperoleh 10 1A keluar berpendak lanang kurang

## Dasar Baru

Dalam usaha meningkatkan kecekapan dan keberkesanan pengurusan dan pembangunan modal insan sektor awam, JPA melalui Bahagian Perkhidmatan telah mengeluarkan pekeliling-pekeliling perkhidmatan baru bagi menjelaskan dasar, prinsip, peraturan dan prosedur terkini sebagai garis panduan kepada pihak berkuasa yang dilantik, Kementerian, Jabatan dan Agensi bagi membolehkan pihak berkuasa negeri, agensi dan pihak berkuasa tempatan mengadaptasikannya.

Antara pekeliling dan surat pekeliling yang dikeluarkan pada tahun 2007:

- i. Pertukaran Pelantikan Pegawai Kolej Universiti di bawah Kementerian Pengajian Tinggi (Surat Pekeliling Perkhidmatan Bilangan 1 Tahun 2007);
- ii. Pertukaran Pelantikan Pegawai Bukan Tentera di Maktab Tentera Malaysia ke Universiti Pertahanan Nasional Malaysia (Surat Pekeliling Perkhidmatan Bilangan 2 Tahun 2007);
- iii. Kemudahan Cuti Menjaga Anak (Pekeliling Perkhidmatan Bilangan 15 Tahun 2007 dan Surat Pekeliling Perkhidmatan Bilangan 14 Tahun 2007);
- iv. Kajian semula kaedah pengisian kekosongan jawatan Ketua Pegawai Eksekutif Badan Berkanun (Surat Pekeliling Perkhidmatan Bilangan 9 Tahun 2007); dan
- v. Kajian semula Arahan Perkhidmatan 1974 dan telah digantikan dengan Panduan Pengurusan Pejabat (Pekeliling Perkhidmatan Bilangan 5 Tahun 2007).

## New Policies

In the effort to increase the efficiency and effectiveness of the management and development of the public service human capital, the PSD through the Service Division has issued new service circulars that helped explain the policies, principles, regulations and latest procedures to be followed by the respective appointing authorities, ministries, departments and agencies and to allow their adaptation by the respective states, statutory bodies and local authorities.

Among the respective circulars are as follows:

- i. Transfer of Appointments for University College Officers Under the Ministry of Higher Education which was made effective through Service Circular Letter No. 1 Year 2007;
- ii. Transfer of Appointments for Non-Military Officers from the Military Academy of Malaysia to the National Defense University which was made effective through Service Circular Letter No. 2 Year 2007;
- iii. Child Care Leave which was made effective through Service Circular No. 15 Year 2007 and Service Circular Letter No. 14 Year 2007;
- iv. A Review on the Method of Filling the Posts of Chief Executive Officers in Statutory Bodies which was made effective through Service Circular Letter No. 9 Year 2007; and
- v. A Review on Service Directive 1974 which was substituted with Guidelines on Office Management which was made effective through Service Circular No. 5 Year 2007.

## **Proses Pengambilan/ Pelantikan Secara Kontrak, Pinjaman dan Sementara**

Seramai 2,987 calon telah dilantik secara kontrak di pelbagai agensi awam iaitu 2,051 warganegara (600 bukan pesara dan 1,451 pesara) dan 936 bukan warganegara yang rata-ratanya bagi perkhidmatan kritikal di Kementerian Kesihatan Malaysia dan juga institusi pengajian tinggi awam tempatan seperti Pegawai Perubatan, Pensyarah Perubatan, Pensyarah dan Pegawai Penyelidik.

Seramai 251 pegawai yang sedang berkhidmat telah dilantik secara pinjaman/pertukaran sementara di pelbagai agensi termasuk di peringkat antarabangsa. Langkah ini untuk memenuhi permintaan agensi yang kekurangan pegawai berkemahiran dan pakar di peringkat awal penubuhannya atau dalam bidang-bidang keperluan yang spesifik.

## **Memorandum Jemaah Menteri**

Beberapa Memorandum Jemaah Menteri telah dikemukakan sepanjang tahun 2007 antaranya:

- Isu Pengambilan Bumiputera dan Bukan Bumiputera Dalam Perkhidmatan Awam;
- Isu, Cabaran Dan Cadangan Untuk Menarik Calon Cemerlang Dari Universiti Tempatan Dan Luar Negara Serta Mengelakkan Pegawai Cemerlang Dalam Perkhidmatan Awam;
- Cadangan Mengisi Kekosongan Jawatan Ketua Setiausaha, Ketua Perkhidmatan Dan Ketua Pengarah Agensi Pusat;
- Cadangan Umur Persaraan Bagi Kumpulan Pengurusan Tertinggi Perkhidmatan Awam;
- Cadangan Penurunan Kuasa Pelantikan Pegawai Kontrak Gred N41 Kepada Ketua Setiausaha Atau Ketua Perkhidmatan Bagi Perkhidmatan Berkaitan;
- Pelaksanaan Pelantikan Tetap Pegawai Kontrak Gred N41 Dalam Perkhidmatan Awam; dan
- Cadangan Penurunan Kuasa Pelantikan Pesara Sebagai Pensyarah Universiti Secara Kontrak.

## **Recruitment/ Appointment via Contractual Basis, Secondment and Temporary Transfers**

A total of 2,987 candidates were appointed on a contractual basis in various public agencies. These included 2051 citizens (600 non-pensioners and 1,451 pensioners) and 936 non-citizens (most of whom were appointed and attached to the Ministry of Health and local institutions of higher learning). They comprised various service schemes such as Medical Officers, Medical Lecturers, University Lecturers and Research Officers.

A total of 251 in-service officers were appointed either through secondment or temporary transfer to various agencies including ministries, statutory bodies, local authorities and at the international levels. This method is also used to meet the request of agencies that are facing a shortage of skilled officers or experts during the early stages of their formation or in specific areas.

## **Memoranda**

The memoranda put forward in 2007 were as follows:

- Issues relating to the Appointment of Bumiputera and Non-Bumiputera in the Public Service;
- Issues, Challenges and Proposal to attract high achievers from Local and Foreign Universities and retain high performers in the Public Service;
- Proposal to fill up vacancies for the Posts of Secretary General, Heads of Service and Director Generals of Central Agencies;
- Proposal on Retirement Age for the Higher Managerial Group in the Public Service;
- Proposal on Delegation of Power to Heads of Service or Secretary Generals in the appointment of N41 Contract Officers for related services;
- Implementation of Permanent Appointment of Grade N41 Contract Officers into the Public Service; and
- Proposal Paper on the Delegation of Powers in the appointment of Public Service Pensioners as Contract Lecturers.

## Pengurusan Naik Pangkat dan Prestasi

Sepanjang tahun 2007, Lembaga Kenaikan Pangkat Perkhidmatan Awam dan Perkhidmatan Pendidikan telah bermesyuarat sebanyak 20 kali dan telah meluluskan pemangkuhan dan kenaikan pangkat seramai 18,370 pegawai Kumpulan Pengurusan dan Profesional.

Di samping itu, JPA juga telah mengeluarkan pekeliling berkaitan pengurusan naik pangkat iaitu Kaedah Penetapan Gaji Permulaan dan Pelarasan Gaji Kenaikan Pangkat (Pekeliling Perkhidmatan Bilangan 14 Tahun 2007) dan Peraturan Penanggungan Kerja Perkhidmatan Awam (Pekeliling Perkhidmatan Bilangan 17 Tahun 2007).

## Pengurusan Penilaian Kompetensi

Pada tahun 2007, Penilaian Tahap Kecekapan (PTK) telah ditambah baik seperti berikut:

- Membangunkan sukatan baru untuk skim perkhidmatan Kaunselor Gred S41 dan Penolong Kaunselor Gred S27 dan S32.
- Pindaan sukatan Peperiksaan Perkhidmatan bagi Pembantu Tadbir (Kesetiausahaan) Gred N17.
- Sistem permohonan peperiksaan perkhidmatan secara *on-line* melalui portal [www.jpa.gov.my](http://www.jpa.gov.my).
- Membangunkan pangkalan data bagi soalan PTK untuk tujuan penyimpanan soalan secara lebih tersusun dan teratur.
- Pemberian nilai taraf dan penggunaan kaedah lain sebagai pengganti atau pelengkap komponen PTK kepada tiga agensi:
  - i. **Kementerian Kerja Raya** - Arkitek, Jurutera dan Ukur Bahan Gred J48;
  - ii. **Kementerian Pelajaran Malaysia** - Pegawai Gred DG48, DG44, DGA34 dan DGA32 yang mendapat Diploma Kelayakan Profesional Kepimpinan Pendidikan Kebangsaan; dan
  - iii. **Kementerian Kesihatan Malaysia** - Pegawai Pakar Perubatan dan Pergigian yang melepas aras 1 Program Sarjana Perubatan/Pergigian; Penggunaan kaedah Pembangunan Profesional Berterusan dengan PTK (CPD-PTK) (Pegawai Kesihatan Kumpulan Pengurusan dan Profesional).

## Promotion and Performance Management

In 2007, the Promotion Board for the Civil Service and the Education Service held 20 meetings and approved the acting and promotion of 18,370 officers in the Management and Professional Group.

The PSD also issued Service Circular No. 14 Year 2007 regarding Methods for Determining the Initial Salary and Adjustment Salary for Promotion. Service Circular No. 17 Year 2007 pertains to Job Covering in the Public Service.

## Competency Assessment Management

In 2007, the Competency Assessment was enhanced as follows:

- Development of a new syllabus for the service schemes of Counselor Grade S41 and Assistant Counselors Grade S27 and S32.
- Amendment of the syllabus for the service scheme of Grade N17 Administrative Assistance (Secretarial).
- Introduction of the online service examination application system through the [www.jpa.gov.my](http://www.jpa.gov.my) portal.
- Development of the database for Competency Assessment examinations aimed at more orderly storage of questions.
- Accreditation and the usage of other methods as an alternative or to complement the Competency Assessment components for three agencies, i.e:
  - i. **Ministry of Public Works** - Architects, Engineers and Quantity Surveyor Grade J48;
  - ii. **Ministry of Education** - Grade DG48, DG44, DGA34 and DGA32 officers who obtained a Diploma in the National Professional Qualifications for Educational Leadership; and
  - iii. **Ministry of Health** - Medical Specialists and Dental Specialists who achieved Level 1 Masters in Medical and Dental Programmes, Usage of Continuous Professional Development with Competency Assessment (CPD-CA) for health officers in the Management and Professional group.

## **Perkongsian Pintar Dan Khidmat Nasihat**

Program ini bertujuan untuk meningkatkan pengetahuan dan kemahiran pegawai sumber manusia di agensi pelaksana dalam mengurus perkhidmatan pegawai awam selain dapat memupuk hubungan baik antara JPA dengan agensi pelaksana.

Sepanjang tahun 2007, sebanyak tujuh program telah dilaksanakan dengan kerjasama pelbagai Kementerian:

- i. Kementerian Kebudayaan, Kesenian dan Warisan.
- ii. Kementerian Pembangunan Wanita, Keluarga dan Masyarakat.
- iii. Kementerian Pertanian dan Industri Asas Tani.
- iv. Kementerian Keselamatan Dalam Negeri.
- v. Kementerian Kesihatan Malaysia.
- vi. Kementerian Luar Negeri.
- vii. Kementerian Kewangan.

## **Taklimat dan Ceramah**

Bahagian Perkhidmatan berperanan mengadakan taklimat secara berkala mengikut keperluan. Antara yang telah dijalankan:

### **Penswastaan:**

- Rumah Masak Kakitangan Angkatan Tentera Malaysia (dua kali).
- Bahagian Kawalan Projek kepada Perbadanan Kemajuan Negeri Perak.

### **Pertukaran Pelantikan:**

- Jabatan Pembangunan Koperasi kepada Suruhanjaya Koperasi Malaysia.
- Jabatan Akauntan Negara.
- Lembaga Akreditasi Negara kepada Agensi Kelayakan Malaysia.
- Enam buah Kolej Universiti kepada Universiti.
- Akademi Tentera Malaysia kepada Universiti Pertahanan Nasional Malaysia.

## **Smart Partnership and Advisory Services**

This programme is aimed towards enhancing the knowledge and skills of human resource officers in managing their personnel besides establishing good relationships between the PSD and implementing agencies.

Throughout 2007, a total of seven programmes were implemented with the cooperation of various ministries:

- i. Ministry of Culture, Arts and Heritage.
- ii. Ministry of Women Development, Family and Society.
- iii. Ministry of Agriculture and Agro-Based Industries.
- iv. Ministry of Internal Security.
- v. Ministry of Health.
- vi. Ministry of Foreign Affairs.
- vii. Ministry of Finance.

## **Briefings and Lectures**

The Service Division provided regular briefings based on needs. Some of the briefings provided were as follows:

### **Privatisation:**

- Cook House for the Malaysian Military Personnel (two tries)
- Project Coordination Division to the Perak Economic Development Corporation.

### **Transfer Appointments:**

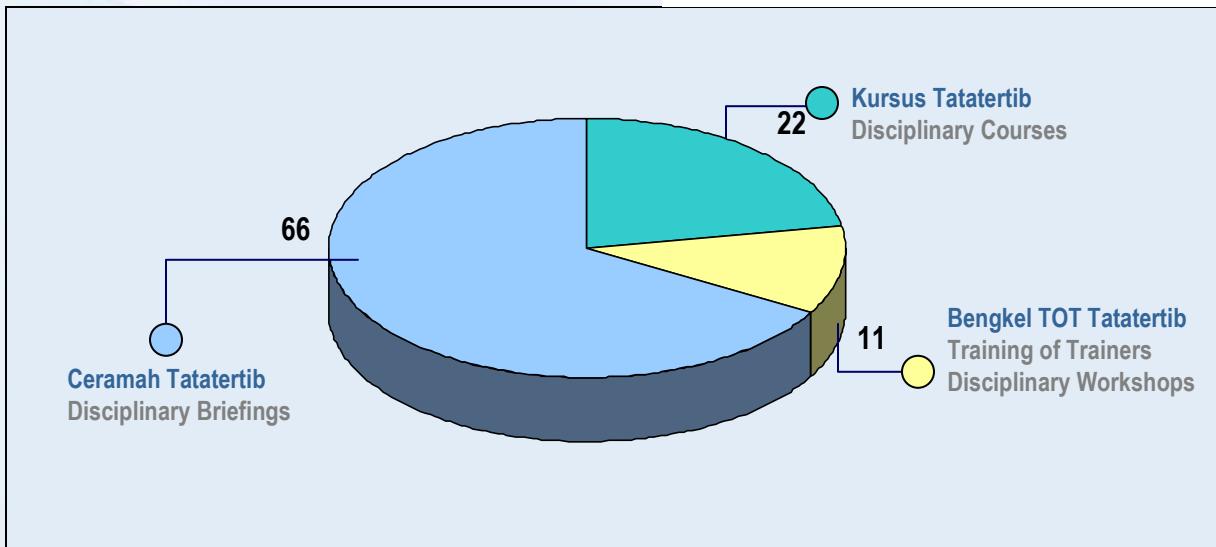
- Department of Cooperative Development to Cooperative Commission of Malaysia.
- Accountant General's Department.
- National Accreditation Board to Malaysian Qualification Agency.
- Six University Colleges to Universities.
- Military Academy of Malaysia to National Defense University.

#### Pengurusan Tatatertib:

- Sebagai salah satu usaha untuk membantu meningkatkan pemahaman kementerian/jabatan/agensi mengenai peraturan-peraturan tatatertib dengan lebih jelas, JPA telah menyediakan kit latihan yang telah disampaikan dalam Bengkel Pengurusan '*Training of Trainers*', kursus dan ceramah kepada Pengurus Sumber Manusia di agensi. Pecahan bilangan kursus, ceramah dan bengkel adalah seperti di Rajah 6:

#### Management of Disciplinary Matters:

- In ensuring that public agencies have a better understanding of regulations pertaining to the code of conduct and discipline, the PSD prepared a training kit which was distributed during the Management Workshop for the Training of Trainers as well as during briefings and courses held for human resource managers at the agencies. The number of workshops, briefings and courses are shown in Figure 6 below:



Rajah 6: Aktiviti Pengurusan Tatatertib 2007  
Figure 6: Management of Disciplinary Activities 2007

#### Naik Pangkat:

- Empat kursus dan 25 ceramah/taklimat pengurusan kenaikan pangkat Perkhidmatan Awam.
- Empat kursus dan 28 ceramah/taklimat. Program ini melibatkan 3200 peserta (Pengurus Sumber Manusia pelbagai agensi).

#### Promotions:

- Four courses and 25 briefings / lectures on the management of promotions in the civil service were conducted.
- Four courses and 28 briefings/ lectures on Performance Management were also conducted. This programme involved 3200 participants (Human Resource Managers from various agencies).

#### Pengurusan Kompetensi:

- Sebanyak 35 taklimat dan bengkel (berkaitan penggubalan soalan, pengawasan peperiksaan dan pengurusan peperiksaan dan taklimat PTK).

#### Competency Management:

- A total of 35 briefings and workshops (related to the formulation of questions, supervision during examinations and management of examinations and Competency Assessments) were held.

# Pembangunan Organisasi dan Skim Perkhidmatan

Organisational Development and Schemes of Service

## Prinsip/Falsafah Dasar dan Program

Bahagian Pembangunan Organisasi (BPO) secara berterusan menambahbaik skim perkhidmatan dan struktur organisasi agensi awam bagi memastikan struktur organisasi yang efektif dan skim perkhidmatan yang sesuai dan relevan dengan keperluan semasa selaras dengan tuntutan penyampaian perkhidmatan yang cekap dan berkesan kepada masyarakat.

Secara umumnya, pencapaian program kerja utama BPO adalah seperti di Jadual:

## Policy and Programmes Principles/Philosophy

The Organisational Development Division continuously upgrades schemes of service and organisational structures of agencies to ensure that public sector agencies have effective organisational structures and suitable schemes of service relevant to their current needs to meet the demands for efficient and effective service delivery to society.

In general, main achievements of BPO are as shown in the table below:

Bil. No.	Program Programme	Rancang Planned (a)	Pencapaian Achieved (b)	Ad Hoc (c)	Jumlah Total (b+c)	Peratus Percent (%)
1.	<b>Dasar Baru</b> New Policy					
	a. Kajian Perjawatan a. Establishment Studies	8	8	14	22	100
	b. Kajian Skim Perkhidmatan b. Studies on Schemes of Service	6	6	0	6	100
2.	<b>Dasar Sedia Ada</b> Existing Policy					
	a. Kajian Struktur a. Structural Studies	101	101	74	175	100
	b. Pengukuhan Perjawatan b. Consolidating Establishment	129	129	177	306	100
	c. Perancangan dan Pembangunan Perjawatan c. Planning and Development of Posts/Establishment	87	87	136	223	100
	d. Naziran d. Inspectorate	12	12	0	12	100
	e. Penambahbaikan Skim Perkhidmatan e. Improvement to Schemes of Service	16	16	0	16	100

Bil. No.	Program Programme	Rancang Planned (a)	Pencapaian Achieved (b)	Ad Hoc (c)	Jumlah Total (b+c)	Peratus Percent (%)
f.	Pengurusan Skim Perkhidmatan f. Management of Schemes of Service					
i.	MBK/ Mesyuarat Perhubungan i. NJC/Liaison Meetings	3	3	2	5	100
ii.	Kelonggaran Syarat Skim Perkhidmatan ii. Flexibility in Service Scheme and Conditions	5	5	50	55	100
iii.	Pengurusan Perskiman iii. Management of Schemes	12	12	18	30	100
g.	Penyelidikan dan Pembangunan Skim Perkhidmatan g. Research and Development of Schemes of Service	30	29	1	30	99
<b>Jumlah Total</b>		<b>409</b>	<b>408</b>	<b>472</b>	<b>880</b>	<b>99.9</b>

**Rajah 7: Perancangan dan Pencapaian Pembangunan Organisasi**  
Figure 7: Organisational Development Planning and Achievement

#### A. FOKUS PEMBANGUNAN ORGANISASI

Pada 2007, pendekatan dalam aspek perjawatan adalah berfokuskan kepada tujuh perkara utama iaitu:

##### Fokus 1 : Memantapkan Sistem Penyampaian Perkhidmatan Melalui Keberkesanan Penguatkuasaan

JPA telah menyusun semula struktur organisasi beberapa agensi antaranya Pejabat-pejabat Setiausaha Kerajaan Negeri dan Pihak Berkuasa Tempatan dengan mewujudkan sebanyak 3,213 jawatan baru. Penstrukturkan semula Kementerian Perumahan dan Kerajaan Tempatan, Perbadanan Putrajaya, Perbadanan Labuan dan Dewan Bandaraya Kuala Lumpur telah dibuat bagi menjayakan pelaksanaan Pusat Perkhidmatan Setempat (One-Stop Service Centre) melibatkan pertambahan sebanyak 564 jawatan baru.

Selain itu, sebanyak 1,497 jawatan diluluskan berikutan penyusunan semula Jabatan Imigresen Malaysia secara menyeluruh bagi mengawal dan menangani kemasukan pendatang asing tanpa izin ke Malaysia.

#### A. FOCUS ON ORGANISATIONAL DEVELOPMENT

In 2007, the approach focused on seven important aspects, i.e:

##### Focus 1: Enhancing Service Delivery System Through Effective Enforcement

The PSD has restructured several agencies such as the State Secretariat Offices and the Local Authorities. This has resulted in the creation of 3,213 posts. Agencies like the Ministry of Housing and Local Authority, Putrajaya Corporation, Labuan Corporation and Kuala Lumpur City Hall have also been restructured to enable the implementation of the One-Stop Service Centre. This exercise has resulted in the creation of 564 new posts.

To effectively manage the issue of illegal immigrants, the PSD approved the creation of 1,497 posts through the restructuring exercise of the Immigration Department of Malaysia.

Dalam pada itu, JPA turut mengukuhkan Ibu Pejabat Jabatan Pengangkutan Jalan (JPJ) dengan penambahan sebanyak 271 jawatan, mewujudkan Bahagian Kejuruteraan Automotif dan Bahagian Penguatkuasaan di seluruh negara untuk meningkatkan keupayaan penguatkuasaan.

#### **Fokus 2 : Memperkasakan Perkhidmatan Pendidikan dan Kesihatan**

##### **Perkhidmatan Pendidikan**

Hasrat Kerajaan bagi melahirkan generasi ulul albab yang tajam akal dan bermentaliti kelas pertama, BPO terlibat secara langsung dalam pembangunan 27 buah sekolah iaitu sembilan buah Sekolah Rendah, sebelas buah Sekolah Menengah Harian, enam buah Sekolah Berasrama Penuh dan sebuah Sekolah Menengah Teknik.

Bagi memantapkan pengajaran dan pembelajaran di Sekolah Kurang Murid (SKM), BPO mewujudkan jawatan Guru Penolong Kanan (Hal Ehwal Murid) dan Guru Pemulihan di semua SKM. Selain itu, norma perjawatan guru berdasarkan bilangan kelas telah ditambahbaik untuk semua sekolah, yang melibatkan tambahan jawatan dan kenaikan gred sebanyak 60,000 jawatan. Secara keseluruhannya, BPO telah mewujudkan sejumlah 61,981 jawatan.

##### **Perkembangan Pendidikan Pengajian Tinggi**

Kerajaan secara berterusan berusaha memartabatkan Institusi Pengajian Tinggi (IPT) demi kemajuan sosio ekonomi negara terutamanya dalam aspek pembangunan modal insan. Selaras dengan itu, bagi menampung pertambahan pelajar serta kepelbagaiaan program pengajaran dan mengekalkan daya saing IPT, beberapa IPTA telah ditubuhkan, antaranya Universiti Pertahanan Nasional Malaysia, Universiti Darul Iman dan Universiti Malaysia Kelantan. Dalam hubungan ini, BPO telah mewujudkan sebanyak 6,856 jawatan.

Di samping itu, bagi menjamin kecemerlangan dan kualiti pendidikan serantau, BPO berperanan dalam penubuhan *Malaysian Qualifications Agency (MQA)* bagi menggantikan Lembaga Akreditasi Negara yang bertindak sebagai sebuah badan jaminan kualiti IPTA dan Institut Pengajian Tinggi Swasta (IPTS) serta melaksanakan *Malaysian Qualifications Framework* sebagai rujukan kelayakan kebangsaan.

The PSD also strengthened the Road Transport Department Headquarters with the addition of 271 new posts and the creation of the Automotive Engineering Division and Enforcement Division to ensure effective enforcement, and better service delivery system.

#### **Focus 2 : Strengthening the Education And Health Services**

##### **Education Service**

In line with the Government's desire to build a united generation which is progressive, dynamic and productive with high moral and ethical values and first-class mentality, the Organisational Development Division was directly involved in the opening of 27 schools including nine primary schools, eleven secondary schools, six boarding schools and one technical secondary school.

The Organisational Development Division also created new Senior Assistant (Student Affairs) posts and Rehabilitation Teacher Posts in all under-enrolled schools in order to strengthen the education system in these schools. Besides that, the teacher to class ratio was increased for all schools, involving an increase of posts and increment of grade totalling 60,000 posts. Overall, the Organisational Development Division created 61,981 posts.

##### **Development of Higher Education Studies**

The government continuously strives to enhance institutions of higher learning for the nation's socio-economic development especially in the aspects of human capital development. As a result, more institutions of higher learning were built such as the Malaysian National Defence University, Darul Iman University and University Malaysia Kelantan. This resulted in the creation of a total of 6,856 posts.

In ensuring excellence and quality of education regionally, the Organisational Development Division was instrumental in the establishment of the Malaysian Qualification Agency to replace The National Accreditation Board. Among its functions are to ensure the quality of public and private institutions of higher learning and to implement the Malaysian Qualifications Framework as a national qualification reference.

## **Perkhidmatan Kesihatan**

Pada tahun 2007, BPO telah mewujudkan sebanyak 6,647 jawatan Kumpulan P&P dan 11,209 jawatan Kumpulan Sokongan. Beberapa jawatan seperti Pengarah Kesihatan Negeri Terengganu, Negeri Sembilan dan Wilayah Persekutuan Kuala Lumpur serta jawatan Pengarah-Pengarah Hospital telah dinaik taraf berdasarkan keperluan bagi memantapkan perkhidmatan kesihatan.

### **Fokus 3 : Mengukuhkan Keselamatan Negara**

Dalam usaha memperkemas jentera keselamatan negara, BPO sentiasa memberi perhatian kepada usaha-usaha membasmi jenayah melalui pemantapan sistem keselamatan, penguatkuasaan dan kepolician. Dengan itu, sepanjang 2007 sebanyak 6,757 jawatan telah diwujudkan untuk menampung keperluan anggota bagi 50 balai polis, Unit Teknologi Perhubungan dan Komunikasi Pusat Latihan Polis DiRaja Malaysia (PDRM), empat buah ibu pejabat polis daerah dan Kawalan Keselamatan Pengiring DiRaja serta Bahagian Agama dan Kaunseling PDRM.

### **Fokus 4 : Memangkin Pembangunan Fizikal dan Infrastruktur**

Kajian perjawatan 2007 juga memberi tumpuan kepada agensi-agensi yang melaksanakan projek-projek pembangunan RMKe-9 yang menyumbang kepada penjanaan ekonomi dan kemajuan negara. BPO telah meluluskan sebanyak 964 jawatan dalam penyusunan semula Jabatan Kerja Raya Malaysia dan Jabatan Kerja Raya Negeri untuk meningkatkan pembangunan fizikal dan kemudahan penyelenggaraan aset kerajaan.

### **Fokus 5 : Menjana Pertumbuhan Sektor Pertanian dan Pelancongan**

#### **Sektor Pertanian**

Sektor pertanian merupakan pemacu pertumbuhan ekonomi negara yang ketiga. Untuk merealisasikan agenda ini, BPO memperkuatkannya struktur organisasi dan mewujudkan 967 jawatan di Jabatan Pertanian, Jabatan Perkhidmatan Haiwan di seluruh negara, termasuk agensi dan Badan-badan Berkanun seperti Lembaga Kemajuan Pertanian Muda (MADA), Lembaga Kemajuan Pertanian Kemubu (KADA), Bank Pertanian Malaysia dan Institut Penyelidikan dan Kemajuan Pertanian Malaysia (MARDI).

## **Health Services**

In 2007, the Organisational Development Division created 6,647 posts in the Management and Professional Group and 11,029 posts in the Support Group. The PSD also upgraded the posts of the State Health Directors in the states of Terengganu, Negeri Sembilan and the Federal Territory of Kuala Lumpur along with the posts of several hospital directors based on the need to improve the provision of health service in the country.

### **Focus 3 : Strengthening National Security**

In the effort to improve the nation's security machinery, the Organisation Development Division has also directed its focus on the efforts towards crime eradication through the enhancement of the security, enforcement and policing systems.

As such in 2007, a total of 6,757 posts were created to cater for the staffing needs of 50 police stations, the Technology Relations and Communications Unit of the PDRM Training Centre, four police headquarters at the district levels, the Royal Police Outriders and the Counselling and Religious Division of the PDRM.

### **Focus 4 : Catalysing Infrastructural and Physical Development**

The 2007 establishment study also gave focus to agencies implementing the Ninth Malaysia Plan which contribute to the generation of the nation's economic growth. The Organisational Development Division approved 964 posts in the restructuring of the Federal and State Public Works Departments to improve infrastructural development and the maintenance of the Government's assets nationwide.

### **Focus 5 : Generating the Growth of The Agricultural and Tourism Sectors**

#### **Agricultural Sector**

The Agricultural Sector is the third driver of the nation's economic growth. To realise this agenda, the Organisational Development Division created 967 posts in the Agriculture and Veterinary Services Departments throughout the country, including agencies and statutory bodies such as Muda Agricultural Development Authority (MADA), Kemubu Agricultural Development Authority (KADA), the Agricultural Bank of Malaysia and the Malaysian Agricultural Research and Development Institute (MARDI).

## Sektor Pelancongan

Bagi memantapkan struktur organisasi Lembaga Penggalakan Pelancongan Malaysia (LPPM) termasuk pejabat-pejabat LPPM di luar negara dalam usaha untuk menggiatkan aktiviti mempromosikan Malaysia sebagai destinasi pelancongan unggul di rantau ini, BPO telah menyusun semula agensi ini dan mewujudkan 227 jawatan.

### **Fokus 6: Memperkuatkan Pejabat Perwakilan Malaysia di Luar Negara**

Bagi meningkatkan peranan agensi yang terlibat dalam hubungan antarabangsa dan seterusnya membantu memastabatkan kedudukan negara di arena antarabangsa, BPO memantapkan struktur dan perjawatan di Kementerian Luar Negeri dan beberapa buah pejabat perwakilan Malaysia di luar negara. Sebanyak 10 jawatan Pegawai Perwakilan baru/tambahan diwujudkan selain 10 jawatan Kakitangan Ambilan Tempatan di Pejabat-pejabat Perwakilan di Yangon, Bucharest, Tashkent, Stockholm, Dili, Warsaw dan Zagreb.

### **Fokus 7: Melestarikan Pengurusan Alam Sekitar**

BPO telah meluluskan sebanyak 154 jawatan tambahan dalam usaha melestarikan pengurusan alam sekitar melalui penubuhan Jabatan Taman Laut Malaysia. Jabatan ini bertanggungjawab memulihara serta mengurus sumber, habitat dan kepelbagaiaan biologi marin.

## B. FOKUS PERSKIMAN

Projek dan aktiviti perskiman dikategorikan kepada:

- i. Dasar Baru;
- ii. Perubahan Skim Perkhidmatan;
- iii. Pengurusan Skim Perkhidmatan; dan
- iv. Penyelidikan dan Pembangunan Skim Perkhidmatan.

### **i. Dasar Baru**

- Kajian Gaji Pegawai Perkhidmatan Pendidikan Siswazah (PPPS) yang dilantik dari kalangan Pegawai Perkhidmatan Pendidikan Lepasan Diploma (PPPLD).

## Tourism Sector

To realise the Government's vision to make the tourism sector one of the nation's main economic contributors and to promote Malaysia as the top tourism destination in this region, the PSD has strengthened the Malaysian Tourism Promotion Board including its overseas offices. This reorganisation resulted in the creation of 227 posts.

### **Focus 6 : Strengthening Foreign Delegation Office**

To enhance the effectiveness of agencies dealing with international relations and to uphold our nation's sovereignty, the PSD has strengthened the establishments in the Foreign Affairs' Ministry and several Malaysian Missions overseas. Among these are the creation of ten posts in the Foreign Affairs' Ministry and ten posts for local staff in our offices in Yangon, Bucharest, Tashkent, Stockholm, Dili, Warsaw and Zagreb.

### **Focus 7 : Managing A Sustainable Environment**

The Organisational Development Division has approved 154 additional posts in the efforts towards sustainable management of the environment through the formation of the Malaysian Marine Department. This department is responsible for the conservation and management of marine life.

## B. FOCUS ON SCHEMES

The projects and activities regarding schemes were categorised into:

- i. New Policies;
- ii. Changes in Schemes of Service;
- iii. Managing Schemes of Service; and
- iv. Research and Development of Schemes of Service.

### **i. New Policies**

- Study on the salary of Graduate Education Service Officers who were appointed from the Diploma of Education Service Officer scheme of service.

- Kajian semula Bayaran Insentif Perkhidmatan Kritikal (BIPK) bagi lima skim perkhidmatan baru:
  - i. Pegawai Kawalan Trafik Udara
  - ii. Penerbit Rancangan
  - iii. Pembantu Perubatan
  - iv. Pembantu Teknik Kapal Terbang
  - v. Penolong Pegawai Kawalan Trafik Udara
- Penggubalan Skim Perkhidmatan Pegawai Pendidikan Pengajian Tinggi.
- Perubahan Skim Perkhidmatan melibatkan penggabungan dan perubahan syarat lantikan bagi:

Sebelum Before	Selepas After
Arkitek Laut Marine Architect	
Pegawai Laut Marine Officer	Pegawai Laut Marine Officer
Jurutera Laut Marine Engineer	
Malim Navigator to Marine Officer	
Penolong Pegawai Laut Assistant Marine Officer	Penolong Pegawai Laut Assistant Marine Officer
Penolong Jurutera Laut Assistant Marine Engineer	

- Penggubalan skim perkhidmatan bersepada di peringkat Kumpulan P&P bagi Perkhidmatan Pendaftaran iaitu Penolong Pegawai Pendaftaran/Pegawai Pendaftaran.
- Mesyuarat Pertama Jawatankuasa Kabinet – Mesyuarat Penyelarasan Gaji Sektor Awam (JKK-MPGSA) Bilangan 1 Tahun 2007
  - Penambahbaikan Skim Perkhidmatan;
  - Cadangan Pewujudan Skim Perkhidmatan Pegawai Kanan Timbalan Setia Negeri Johor dan Pegawai Timbalan Setia Negeri Johor; dan
  - Cadangan Mewujudkan Lapisan Gred Baru Skim Perkhidmatan PPPLD bagi Guru Besar Cemerlang di sekolah rendah dan sekolah kluster.
- Creation of an integrated scheme of service at the Management and Professional Group level for Registration Services through the creation of Registration Officer and Assistant Registration Officer.
- First Cabinet Committee Meeting on Establishment and Salaries of Employees in the Public Sector (JKK- MPGSA) No. 1 Year 2007
  - Improvement of schemes of service;
  - Proposal to create the schemes of service of Senior Johor Military Force Officer and Johor Military Force Officer; and
  - Proposal to create a new grade for the scheme of service of Non-Graduate Education Service Officer for Excellent Headmasters at primary and cluster schools.

- Mesyuarat Kedua Jawatankuasa Kabinet Mengenai Perjawatan dan Gaji Pekerja-pekerja Sektor Awam (JKK-MPGSA) Bilangan 2 Tahun 2007
  - Penggubalan dan Perubahan Skim Perkhidmatan; dan
  - Pemberian Hadiah Kenaikan Gaji kepada PPPS Gred DG41 yang Dilantik dari Kalangan PPPLD.

Berikutnya pembentangan kertas-kertas di Mesyuarat JKK-MPGSA tersebut, sebanyak 15 pekeliling perkhidmatan dan satu surat pekeliling perkhidmatan dikeluarkan untuk melaksanakan keputusan-keputusan yang telah dipersetujui. Senarai Pekeliling Perkhidmatan dan Surat Pekeliling Perkhidmatan adalah seperti di lampiran.

## **ii. Perubahan Skim Perkhidmatan**

- Perluasan skop fungsi dan bidang tugas perkhidmatan Kaunselor kepada tiga bidang utama iaitu Psikologi, Psikologi Klinikal dan Kaunseling yang melibatkan perubahan nama skim perkhidmatan Kaunselor dan Penolong Kaunselor kepada Pegawai Psikologi dan Penolong Pegawai Psikologi.
- Perubahan klasifikasi perkhidmatan dari Klasifikasi Pentadbiran (N) ke Klasifikasi Ekonomi (E) bagi skim perkhidmatan Perangkawan, Penolong Pegawai Perangkaan dan Pembantu Perangkaan.
- Perubahan skim perkhidmatan Pegawai Kanan Polis, Pegawai Rendah Polis dan Konstabel, Pegawai Rendah Polis dan Konstabel Orang Asli dan Pegawai Rendah Polis dan Konstabel Tambahan.
- Perubahan skim perkhidmatan PPPLD yang memperuntukkan tambahan Gred DGA38 bagi Guru Besar Cemerlang dan Guru Besar Sekolah Kluster.
- Kajian penambahbaikan skim perkhidmatan Pegawai Tadbir dan Diplomatik.
- Kajian penambahbaikan kemajuan kerjaya perkhidmatan Pegawai Perubatan Kementerian Kesihatan Malaysia.
- Penambahbaikan skim perkhidmatan Bentara Parlimen dan Penolong Jururawat.

- Second Cabinet Committee Meeting on Establishment and Salaries of Employees in the Public Sector (JKK- MPGSA) No. 2 Year 2007

- Creation and improvement of schemes of service; and
- Provision of the Salary Increment Award for the scheme of service of Graduate Education Officers Grade DG41 who were appointed from the scheme of service of Non Graduate Education Service Officers.

To implement the decisions by the Cabinet Committee Meetings mentioned above, a total of 15 service circulars and one service circular letter were issued. The list of the service circulars and service circular letters are shown in the appendix.

## **ii. Changes in Schemes of Service**

- The enlargement of job functions for the schemes of service of Counsellor which now includes the field of Psychology, Clinical Psychology and Counselling has resulted in the change of name for the schemes of service of Counsellor and Assistant Counsellor to Psychology Officer and Assistant Psychology Officer.
- The change of service classification from Administration Classification (N) to Economy Classification (E) for the statistical services which include Statistician, Assistant Statistical Officer and Assistant Statistician.
- Changes in the schemes of service of Senior Police Officer, Junior Police Officer and Constable, Junior Police Officer and Aborigine Constable and Junior Police Officer and Auxiliary Constable.
- Changes in the scheme of service of Graduate Education Service Officer which involved the additional grade of DGA38 for Excellent Headmaster and Cluster School Headmaster.
- Improvement studies on the scheme of service of Administrative and Diplomatic Officer.
- Improvement studies in terms of career development for the scheme of service of Medical Officer in the Ministry of Health.
- Improvement in the schemes of service of Parliament Usherers and Assistant Nurses.

- Pertambahan lapisan Gred KX38 bagi skim perkhidmatan Penolong Penguasa Penjara.
- Perubahan syarat lantikan bagi skim perkhidmatan Pembantu Tadbir (Kesetiausahaan), Pembantu Penilaian, Pegawai Perhubungan Perusahaan dan Pemeriksa Kereta Motor.
- Kajian perkhidmatan jumud:
  - i. Juruproses Filem X-Ray
  - ii. Bidan
  - iii. Pembantu Hospital Rendah
- Perubahan nama skim perkhidmatan yang menggunakan perkataan ‘Rendah’ iaitu skim perkhidmatan Pekerja Rendah Awam dan Pekerja Rendah Awam Khas.

### **iii. Pengurusan Skim Perkhidmatan**

- i. Majlis Bersama Kebangsaan
- Guru Lulusan Sarjana dan PhD diberi gaji setimpal dengan kelayakan.
- Skim Integrasi Perkhidmatan Pelajaran.
- ii. Kelonggaran Syarat Skim Perkhidmatan
- Permohonan Kelonggaran Syarat untuk lantikan:
  - i. Lapan Juruteknik Gred J17 dan seorang Pelukis Pelan Rendah Gred J11 (Sementara) ke Perkhidmatan Tetap di Jabatan Kerja Raya Negeri Kelantan.
  - ii. Pegawai-Pegawai Kontrak di Jabatan Hal Ehwal Khas.
  - iii. Pegawai-Pegawai Kontrak di Agensi Penguatkuasaan Maritim Malaysia.
  - iv. Lantikan Kontrak di Lapang Sasar Antarabangsa Langkawi.
  - v. Lantikan Kontrak calon-calon bukan warganegara untuk berkhidmat di Sekolah Agama Rakyat Negeri di bawah Sekolah Bantuan Kerajaan, Kementerian Pelajaran Malaysia.

- Additional grade of KX38 for the schemes of service of Assistant Prisons Superintendent.
- Changes in the terms and conditions of appointment for the schemes of service of Administrative Assistant (Secretarial), Valuation Assistant, Industrial Relations Officer and Motor Vehicles Inspector.
- Studies on the obsolete schemes of service of:
  - i. X -Ray Film Processors
  - ii. Midwife
  - iii. Junior Hospital Attendant
- Change in the term “Junior” in schemes of service specifically Junior General Worker and Special Junior General Worker.

### **iii. Management of Schemes of Service**

- i. National Joint Council
- Graduate teachers with Masters and PhD qualifications given the appropriate salary.
- Integrated scheme for the Education Services.
- ii. Flexibility in Classifications of Scheme of Service
- Requests for flexibility in appointment of:
  - i. Eight Grade J17 Technicians (Temporary) and one Junior Draughtsman Grade J11 from the Temporary Services to Permanent Service in the Kelantan’s Public Works Department.
  - ii. Contract officers in the Special Affairs’ Department.
  - iii. Contract Officers in the Malaysian Maritime Enforcement Agencies.
  - iv. Contract Appointment in the Langkawi International Shooting Range Malaysia.
  - v. Contract appointment of non-citizens to serve in the State Religious Schools that are registered under Government Assisted Schools in the Ministry of Education.

- Pelaksanaan Pekeliling Perkhidmatan Bilangan 16 Tahun 2006 - Skim Perkhidmatan Penolong Pengguna Imigresen/Pengguna Imigresen.
  - Pelaksanaan Pekeliling Perkhidmatan Skim Perkhidmatan Operator Wayarles .
  - Permohonan Pertukaran Pelantikan Pembaca Pruf (Jumud) Gred N11, N14 ke skim perkhidmatan Ahli Fotografi Gred B17 di Parlimen Malaysia.
  - Cadangan Menyelesaikan Masalah Pelantikan Kakitangan yang Tidak Mengikut Skim Perkhidmatan di Universiti Perguruan Sultan Idris.
  - Kajian *Bridging Programme* sebagai Syarat Kenaikan Pangkat Secara Lantikan Pembantu Makmal ke Penolong Pegawai Sains.
- 
- iv. Penyelidikan dan Pembangunan Skim Perkhidmatan**
- Kertas Dasar Berkaitan Kelulusan Ijazah Pertama yang Tidak Diiktiraf bagi Lantikan Bukan Warganegara.
  - Kertas Dasar Berkaitan Lantikan Tanpa Ijazah Pertama bagi Calon Warganegara.
  - Kajian Pemanjangan Bayaran Insentif Perkhidmatan Kritikal (BIPK) bagi Pegawai Perkhidmatan Pengajian Tinggi, Pengajar (Pembantu Perubatan) dan Pegawai Perubatan dan Pegawai Pergigian (Program Pengajian Sarjana Perubatan atau Pergigian).
  - Pengecualian Syarat Bahasa Melayu di peringkat Sijil Pelajaran Malaysia (SPM) bagi Lantikan Kontrak ke Perkhidmatan Awam.
  - Kajian Semula Kelulusan Bahasa Malaysia Anjuran Universiti untuk Menggantikan Kelulusan Bahasa Malaysia di Peringkat SPM bagi Maksud Pelantikan ke Perkhidmatan Awam dan Pengesahan Dalam Perkhidmatan.
  - Kajian Pelaksanaan Garis Panduan Pembayaran BIPK.
  - Kajian Semula Dasar Pemberian Hadiah Pergerakan Gaji.
- The implementation of Service Circular No. 16 Year 2006 – Schemes of Service of Immigration Officer and Assistant Immigration Officer.
  - The implementation of Service Circular on scheme of service of Wireless Operator.
  - The application for the change of appointment for the obsolete scheme of service of Proofreader Grade N11 and N14 to the scheme of service of Photographer Grade B17 in Parliament.
  - Proposal to resolve the issues of staff in the Sultan Idris Teaching University who were appointed not in accordance with the relevant schemes of service.
  - Studies on the concept of Bridging Programme as a condition for promotion for the scheme of service of Laboratory Assistant to Assistant Science Officer.
- 
- iv. Research and Development of Schemes of Service**
- Policy paper on the appointment of non-citizens with non-recognised first degrees.
  - Policy paper on the appointment of citizens without first degrees.
  - Studies on the extension of Incentive Payment for Critical Services for the schemes of service of Officers in the Higher Learning Services, Tutors (Medical Assistants) and Medical Officers and Dental Officer (Medical or Dentistry Masters Programme).
  - The exemption of the Bahasa Malaysia requirement at SPM level for appointment into the public sector.
  - Review on the approved University level Bahasa Malaysia requirement in replacement of SPM level Bahasa Malaysia requirement for the purpose of appointment into the public sector and confirmation in service.
  - Studies on the guidelines for the implementation of Incentive Payment For Critical Services.
  - Studies on the Upward Salary Movement Reward policy.

- Penerbitan.

Sebanyak tiga penerbitan telah dihasilkan iaitu:

- i. Buku Maklumat Skim Perkhidmatan
- ii. Penghuraian Kerja Skim Perkhidmatan
- iii. Panduan Tatacara Penggubalan dan Pindaan Skim Perkhidmatan

### C. PERANCANGAN DAN PEMBANGUNAN PERJAWATAN

Aktiviti naziran perjawatan dilaksanakan bagi memastikan agensi sektor awam sentiasa mengoptimumkan guna tenaga sedia ada. Aktiviti ini telah berjaya dilaksanakan di 12 agensi berikut:

- Agensi Penguatkuasaan Maritim Malaysia
- Jabatan Kerja Raya Malaysia
- Pejabat Daerah Sepang
- Jabatan Kastam DiRaja Malaysia di Lapangan Terbang Antarabangsa Kuala Lumpur
- Biro Pengaduan Awam
- Hospital Daerah Jelebu
- Suruhanjaya Pilihan Raya Negeri Selangor
- Majlis Perbandaran Jasin
- Setiausaha Kerajaan Negeri Terengganu
- Perpustakaan Awam Negeri Terengganu
- Perbadanan Labuan
- Lembaga Pembangunan Langkawi

Selain itu, kajian-kajian berikut telah berjaya dilaksanakan:

- Kajian Penetapan Kelulusan Perjawatan Pejabat Cawangan Peringkat Kementerian dan Negeri.
- Kajian Pembentukan Model Bahagian/Unit Korporat di Kementerian.
- Kajian Pembentukan Model Bahagian Pembangunan di Kementerian.
- Kajian Pertukaran Status Jawatan Terbuka Unit Audit Dalam di Kementerian/Jabatan Persekutuan kepada Jawatan Kader Jabatan Audit Negara

- Publications.

A total of three publications were produced:

- i. Information on Schemes of Service
- ii. Job Specification on Schemes of Service
- iii. Guidelines on the Creation and Change of Schemes of Service

### C. ESTABLISHMENT PLANNING AND DEVELOPMENT

Inspectorate activities on establishments were carried out to ensure that the public sector optimises its resources in implementing its functions. In 2007, 12 agencies were involved in the inspectorate activities on establishments:

- Malaysian Maritime Enforcement Agency
- Public Works Department
- Sepang District Office
- Malaysian Royal Customs Department at Kuala Lumpur International Airport
- Public Complaints' Bureau
- Jelebu District Hospital
- Selangor Elections Commission
- Jasin Municipal Council
- Terengganu State Secretariat
- Terengganu State Public Library
- Labuan Corporation
- Langkawi Development Authority

Several strategic establishment policy studies were carried out in 2007, namely :

- Study on Determining the Approval Level on Application of establishments for state and ministerial branch offices.
- Study on the creation of establishment model for the Corporate Division in all Ministries.
- Study on the creation of establishment model for the Development Division in all Ministries.
- Study on the changing of status of open posts in the Internal Audit Unit in various Ministries into cadered posts of National Audit Department.

- Kajian Pewujudan Jawatan Kader Pegawai Hal Ehwal Islam dan Penolong Pegawai Hal Ehwal Islam di Kementerian.
- Kajian Pembentukan Model Unit Pengurusan Data Sumber Manusia di Setiap Agensi Awam.
- Kajian Pembentukan Model Bahagian Teknologi Maklumat dan Komunikasi di Kementerian.

### Mesyuarat

Mesyuarat-mesyuarat utama yang telah diadakan ialah:

- i. enam Mesyuarat Jawatankuasa Khas bagi Mengkaji Jawatan-jawatan Tingkatan Tertinggi (JKTT).
- ii. 15 Mesyuarat Jawatankuasa Kerja Pembangunan Organisasi (JKKPO).

Jumlah keseluruhan perjawatan yang diperakurkan adalah sebanyak 132,236 jawatan serta melibatkan implikasi kewangan sebanyak RM 3.02 bilion.

### Data Perjawatan dan Pengisian

Bilangan perjawatan sehingga 31 Disember 2007 adalah sebanyak 1,433,798 jawatan di mana pengisian pula adalah sebanyak 1,225,586 dan butirannya adalah seperti di jadual:

- Study on the creation of the post of Islamic Affairs' Officer and Assistant Islamic Affairs' Officer in all Ministries.
- Study on the creation of establishment model for Human Resource Management Data Unit in all public sector agencies.
- Study on the creation of establishment model for the Information and Communication Technology Division in all Ministries.

### Meetings

Main meetings held were:

- i. six meetings of the Special Committee on Reviewing Premier Grade Posts.
- ii. 15 meetings of the Working Committee on Organisational Development.

A total of 132,236 posts were reviewed during these meetings which involved RM3.02 billion.

### Data on Establishment and Personnel

The number of posts until 31<sup>st</sup> December 2007 was 1,433,798 and a total of 1,225,586 of these posts were filled. A summary of posts and personnel according to categories of service is as in the table below :

Bil No	Agensi Agency	Perjawatan Post	Pengisian Personnel	%
1	Perkhidmatan Awam Persekutuan Federal Public Service	1,115,310	974,957	79.55
2	Perkhidmatan Awam Negeri State Public Service	121,337	88,892	7.25
3	Badan-badan Berkanun Persekutuan Federal Statutory Bodies	122,842	104,104	8.49
4	Badan-badan Berkanun Negeri State Statutory Bodies	19,038	14,478	1.18
5	Pihak Berkuasa Tempatan Local Authorities	55,271	43,155	3.52
<b>Jumlah Total</b>		<b>1,433,798</b>	<b>1,225,586</b>	<b>100</b>

**Rajah 8: Jumlah Perjawatan dan Pengisian Mengikut Jenis Perkhidmatan**  
**Figure 8: Total Number of Posts and Personnel According to Categories of Service**

Jumlah perjawatan dan pengisian mengikut kumpulan perkhidmatan adalah seperti di jadual:

Total number of posts and personnel according to groups of service is as in table below:

Bil. No.	Kumpulan Perkhidmatan Group of Service	Perjawatan Post	Pengisian Personnel	%
1.	Pengurusan Tertinggi Top Management	2,108	1,841	1
2.	Pengurusan dan Profesional Management and Professional	340,832	302,405	22
3.	Sokongan Support	1,090,858	921,340	77
<b>Jumlah Total</b>		<b>1,433,798</b>	<b>1,225,586</b>	<b>100</b>

**Rajah 9: Jumlah Perjawatan dan Pengisian Mengikut Kumpulan Perkhidmatan**

Figure 9: Personnel According to Groups of Service

Terdapat sebanyak 720 agensi sektor awam pada 31 Disember 2007. Pecahan agensi sektor awam mengikut jenis perkhidmatan adalah seperti di Rajah 10 dan jumlah agensi mengikut jenis perkhidmatan serta peringkat agensi adalah seperti di Rajah 11:

There were 720 public sector agencies as at 31<sup>st</sup> December 2007. The breakdown of public sector agencies according to categories of service is as in Figure 10 and the total number of agencies according to categories of service and level of agency is as in Figure 11:

Bil. No.	Agensi Agencies	Bilangan No.	%
1.	Persekutuan Federal	139	19
2.	Negeri State	251	35
3.	Badan-badan Berkanun Federal Statutory Bodies	78	11
4.	Badan Berkanun Negeri State Statutory Bodies	108	15
5.	Pihak Berkuasa Tempatan Local Authorities	144	20
<b>Jumlah Total</b>		<b>720</b>	<b>100</b>

**Rajah 10: Jumlah Agensi Sektor Awam Mengikut Jenis Perkhidmatan**

Figure 10: Overall Total of Public Sector Agencies According to Categories of Service

Bil. No.	Agensi Agencies	Kem/Jabatan Min./Department	Badan Berkanun Statutory Bodies	Penguasa Tempatan Local Authorities	Jumlah Total
1.	Persekutuan Federal	139	78	1	218
2.	Negeri-negeri di Semenanjung Peninsular State	170	73	96	339
3.	Sabah Sabah	47	14	22	83
4.	Sarawak Sarawak	34	21	25	80
<b>Jumlah Total</b>		<b>390</b>	<b>186</b>	<b>144</b>	<b>720</b>

**Rajah 11: Bilangan Agensi Sektor Awam Mengikut Negeri dan Jenis Perkhidmatan**

**Figure 11: Number of Public Sector Agencies According to Categories of Service**

Jumlah skim perkhidmatan yang berkuat kuasa ialah 289. Butiran mengikut klasifikasi dan kumpulan perkhidmatan adalah seperti di Rajah 12:

There are 289 schemes of service in the public sector. Details according to classification and service groups are as in Figure 12:

Klasifikasi Perkhidmatan Service Classification	Kumpulan Perkhidmatan Service Group			Jumlah Total
	Pengurusan dan Profesional Management and Professional	Sokongan Support	Bersepadu Integrated	
1. Pengangkutan (A) Transport	7	13	-	20
2. Bakat dan Seni (B) Arts and Talent	-	-	7	7
3. Sains (C) Science	8	13	-	21
4. Pendidikan (D) Education	6	2	-	8
5. Ekonomi (E) Economy	2	5	-	7
6. Teknologi Maklumat (F) Information Technology	1	3	-	4
7. Pertanian (G) Agriculture	7	17	-	24
8. Kejuruteraan (J) Engineering	9	14	1	24
9. Keselamatan dan Pertahanan Awam (K) Security and Civil Defense	5	15	1	21

Klasifikasi Perkhidmatan Service Classification	Kumpulan Perkhidmatan Service Group			Jumlah Total
	Pengurusan dan Profesional Management and Professional	Sokongan Support	Bersepadu Integrated	
10. Perundangan dan Kehakiman (L) Legal and Judicial	2	5	-	7
11. Tadbir dan Diplomatik (M) Administration and Diplomatic	1	-	-	1
12. Pentadbiran dan Sokongan (N) Administration and Support	7	36	-	43
13. Penyelidikan dan Pembangunan (Q) Research and Development	2	2	-	4
14. Mahir/Separuh Mahir/Tidak Mahir (R) Skilled/Semi-Skilled/Unskilled	-	11	-	11
15. Sosial (S) Social	13	26	-	39
16. Perubatan dan Kesihatan (U) Medical and Health	7	11	4	22
17. Kewangan (W) Finance	7	11		18
18. Penguatkuasaan Maritim (X) Maritime Enforcement	-	1	1	2
19. Polis (Y) Police	-	3	1	4
20. Tentera (Z) Army	-	1	1	2
<b>Jumlah Total</b>	<b>84</b>	<b>189</b>	<b>16</b>	<b>289</b>

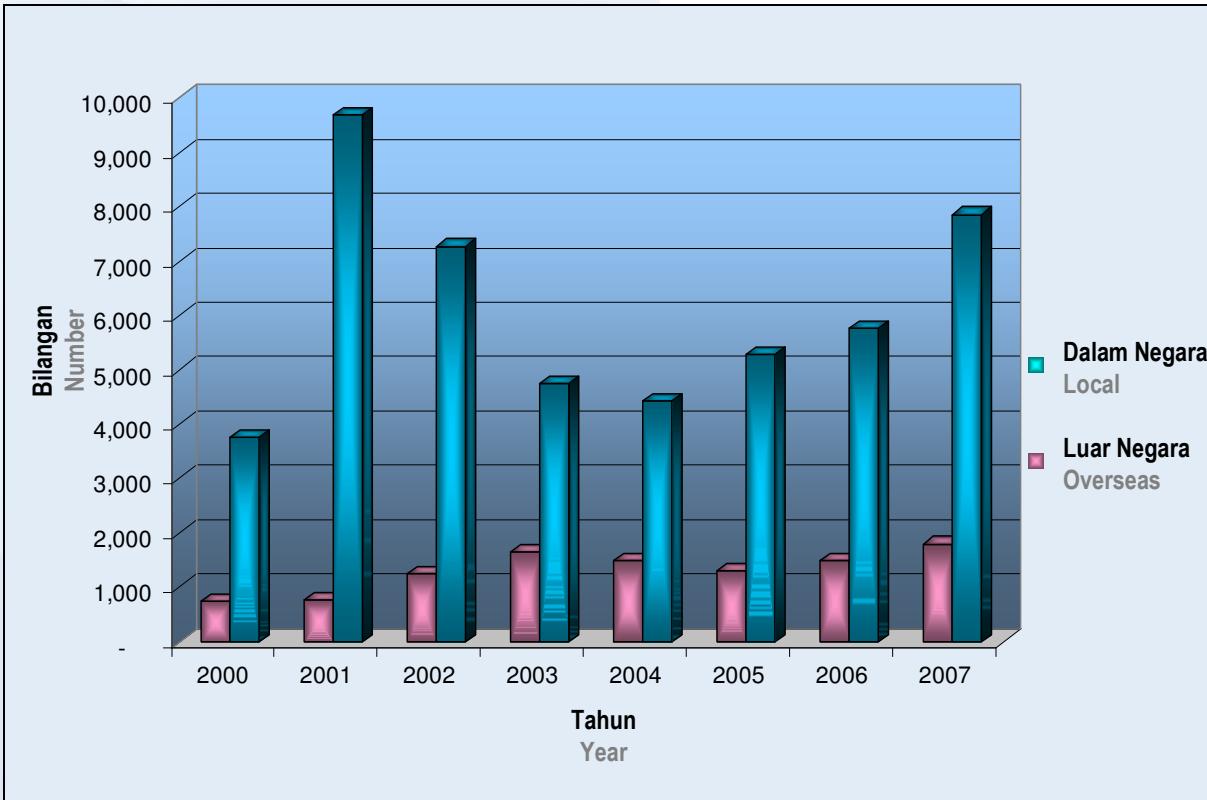
**Rajah 12: Skim Perkhidmatan Mengikut Klasifikasi dan Kumpulan Perkhidmatan**  
**Figure 12: Schemes of Service According to Classifications and Groups**



*Perbincangan dan bengkel diadakan bagi mendapatkan hasil terbaik  
 Discussions and workshops were organised to gain better outcome*

# Dasar Latihan, Penajaan dan Pengiktirafan

Training Policies, Sponsorship and Recognition of Qualifications



Rajah 13: Bilangan Pelajar Dalam dan Luar Negara yang Ditaja dari Tahun 2000 hingga 2007

Figure13: Number of Students (Local and Overseas) Sponsored by the PSD from 2000 to 2007

## Dasar Latihan

Latihan menjadi landasan bagi melahirkan kakitangan yang berwibawa dan berintegriti. Setiap agensi dikehendaki mematuhi dasar-dasar latihan yang telah ditetapkan. Di samping itu, bilangan pelajar tajaan, baik di dalam maupun di luar negara telah ditingkatkan. Bagi memastikan pelajar-pelajar dan pegawai tajaan JPA di dalam dan luar negara mengikuti pengajian dengan selesa, kadar biasiswa yang berbeza-beza sama ada di dalam negeri atau luar negara telah dinaikkan pada tahun ini.

## Training Policy

Training is the path towards producing employees who are able and possess a high integrity. Every agency is expected to adhere to the training policies that have been formulated. The number of sponsored students at both local and overseas institutions have been increased. To ensure that the sponsored students and officers are able to study in comfort, the varied scholarship rates for both those studying locally or overseas were also raised this year.

## **Penilaian dan Pengiktirafan Kelayakan**

Sepanjang tahun 2007, kerajaan telah mengiktiraf sebanyak 114 kelayakan dari IPTA, 510 dari IPTS dan 12 kelayakan dari universiti luar negara. JPA juga telah meluluskan enam dasar dan prinsip pengiktirafan kelayakan. Ini bagi menjamin kualiti kelayakan-kelayakan dari universiti tempatan dan luar negara.

Perkara ini juga dihebahkan melalui laman web untuk memudahkan Pihak Berkuasa Melantik (PBM) dan orang ramai menyemak senarai kelayakan yang telah mendapat pengiktirafan.

## **Program Penajaan Ijazah Luar Negara**

JPA menaja biasiswa kepada seramai 1,800 orang bagi mengikuti kursus ijazah pertama di luar negara dalam pelbagai bidang yang kritikal dan juga kursus profesional seperti ACCA/CIMA/CLP/RIBA.

Bahagian Latihan juga menyediakan kemudahan pinjaman berbentuk perkongsian kos kepada para pelajar persendirian yang mengikuti pengajian peringkat ijazah pertama di luar negara. JPA membayar yuran pengajian tertakluk kepada jumlah maksimum sebanyak RM 200,000.00 sepanjang tempoh pengajian. Kos hidup dan lain-lain dibiayai oleh pelajar sendiri.

## **Evaluation and Recognition of Qualification**

During 2007, the Government recognised a total of 114 qualifications from the public institutions of higher education, 510 from the private institutions of higher education and 12 qualification from foreign universities. The PSD has also approved six policies and principles for recognition of qualifications. This is to guarantee the quality of the qualification from both local and foreign universities.

This matter was also announced through web sites so as to facilitate the Appointing Authorities and the public to check the qualification list that has received recognition.

## **Sponsorship Programme For Study In Foreign Universities**

In 2007, the PSD offered scholarships to 1,800 students to obtain their first degree in foreign universities in various fields such as medicine, dentistry, pharmacy, engineering, biotechnology etc. and also professional courses such as ACCA/CIMA/CLP/RIBA.

The PSD also provides study loans for individual students who are studying for their first degree in foreign universities. The loans provided are on a sharing basis whereby the PSD pays for the tuition fees of up to a maximum amount of RM 200,000.00. The student pays for the cost of living and other expenses.



*Pelajar tajaan JPA mengangkat sumpah  
PSD's sponsored students taking their oath*

## Program Penajaan Biasiswa Dalam Negara

Pada tahun 2007, sebanyak 8,000 biasiswa ditawarkan kepada pelajar-pelajar yang layak untuk melanjutkan pelajaran di IPTA dan IPTS terpilih tempatan dalam pelbagai bidang. Sebanyak 300 biasiswa pula diperuntukkan kepada pelajar politeknik untuk mengikuti pengajian peringkat diploma dalam bidang kejuruteraan dan 40 biasiswa ijazah lanjutan dan profesional.

## Program Penajaan Biasiswa Agong

Bilangan pelajar yang dianugerahkan Biasiswa Agong pada tahun 2007 telah meningkat kepada 12 orang berbanding 10 orang pada tahun sebelumnya. Mereka akan mengikuti pengajian di peringkat Sarjana dan Doktor Falsafah di universiti-universiti terulung dalam bidang sains dan teknologi.



12 Pelajar menerima Biasiswa Agong  
12 Recipients of the King's Scholarship

## Dasar Pandang Ke Timur

Sepanjang tahun ini, seramai 624 orang, iaitu 481 pelajar dan pegawai dihantar ke Jepun manakala 143 orang pelajar dan pegawai dihantar ke Republik Korea sama ada melanjutkan pelajaran ataupun menjalani latihan lanjutan.



Pelajar Tajaan JPA mendengar pesanan dari Y.B. Dato' Abd Raman Suliman,  
Timbalan Menteri di Jabatan Perdana Menteri  
PSD's Sponsored Students listening to advice from Y.B. Dato' Abd Raman Suliman,  
Deputy Minister of The Prime Minister Department

## Sponsorship Programme For Local Universities

In 2007, 8,000 scholarships were offered to public and private local universities' students to pursue their studies in various fields. In addition, 300 scholarships were given to local polytechnics' students to pursue their studies at the diploma level particularly in the engineering field. The PSD also granted 40 scholarships to its ex-scholars to further their education at the graduate and professional levels.

## The King's Scholarship Programme

The number of students who were awarded the King Scholarship for the year 2007 has increased to 12 as compared to 10 in the previous year. They will be pursuing their studies at the Master's and Doctorate levels at various renowned universities in the field of science and technology.

## Look East Policy

In 2007, 481 students and officers were sent to Japan and 143 students and officers were sent to the Republic of Korea to further their studies or to attend courses under the Look East Policy Programme.

Program / Kursus Programme / Course	Jumlah Pelajar / Pegawai Total Students / Officials
Program Pengajian Ijazah ke Jepun Academic Education Programme to Japan	154
Program Pengajian Diploma ke Jepun Technical Education Programme to Japan	71
Program Pengajian Guru Bahasa Jepun Japanese Language Programme For Malaysian Teachers	8
Program Politeknik Universiti Jepun Japan Polytechnic University Programme	1
Program Pengajian Peringkat Sarjana / Kedoktoran Post-Graduate Programme	24
Program Perkongsian Ekonomi Economic Partnership Programme	63
Program Latihan Pegawai Muda Trainning Programme For Young Leaders	64
Kursus-kursus Anjuran Japan International Cooperation Agency (JICA) Courses Organised by Japan International Cooperation Agency (JICA)	96
Program Pengajian Diploma Kejuruteraan ke Korea Technical Education Programme to Korea	67
Program Latihan Pembangunan - Central Official Training Institute (COTI) Executive Development Programme - Central Official Training Institute (COTI)	60
Program Pertukaran Belia Malaysia – Korea Malaysia – Korea Youth Exchange Programme	15
Program Latihan - Korean International Cooperation Agency (KOICA) Korean International Cooperation Agency Training Programme (KOICA)	1
<b>JUMLAH BESAR GRAND TOTAL</b>	<b>624</b>

**Rajah 14: Bilangan Pelajar dan Pegawai yang Mengikuti Program Tajaan di Bawah Dasar Pandang Ke Timur, 2007**  
 Figure 14: Number of Students and Officers Sponsored for Programmes Under the Look East Policy, 2007

#### Unit Pengurusan Kerjaya

Penubuhan Unit Pengurusan Kerjaya adalah bertujuan untuk memantau dan memastikan para pelajar tajaan JPA, sama ada di bawah Program Ijazah Luar Negara (PILN) atau Program Ijazah Dalam Negara (PIDN) melaporkan diri ke Bahagian Latihan setelah tamat pengajian. Langkah ini memberi peluang kepada Kerajaan mendapat calon-calon terbaik dan berpotensi untuk memasuki Perkhidmatan Awam.

Pada tahun 2007, seramai 6,731 orang pelajar telah mendaftar.

#### Career Management Unit

The main function of this unit is to monitor and ensure that the PSD sponsored students, whether under the Overseas Degree Programme (PILN) or Local Degree Programme (PIDN), report to the Training Division upon completion of their studies. This step also allows the Government the opportunity to obtain the best and potential candidates for appointment into the Public Service.

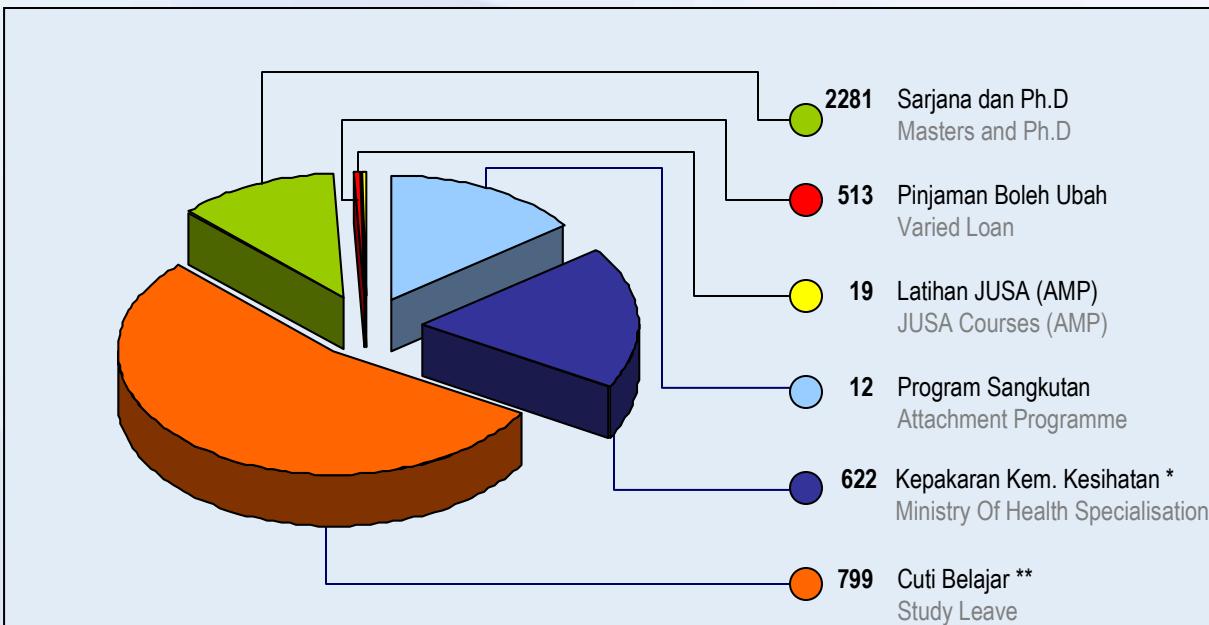
In 2007, a total of 6,731 students reported to the Unit.

## Program Latihan Dalam Perkhidmatan

Dalam tahun 2007, JPA telah memperuntukkan sebanyak RM57 juta bagi membantu 40 program latihan dalam pelbagai bidang. Seramai 4,246 orang kakitangan awam telah mendapat manfaatnya iaitu 252 orang mengikuti latihan di luar negara manakala bakinya seramai 3,994 mengikuti latihan di institusi dalam negeri. Perincian bilangan pegawai yang ditaja mengikut program dalam negeri seperti di Rajah 15 manakala mengikut negara pula seperti di Rajah 16:

## In Service Training Programme

In 2007, the PSD allocated RM 57 million for 40 training programmes in various fields. A total of 4,246 government servants were trained whereby 252 officers underwent training abroad while the rest of 3,994 officers attended training at local institutions. The details on the number of officers trained locally by programme are as shown in Figure 15 Figure 16 shows the details of the number of officers trained abroad according to countries:



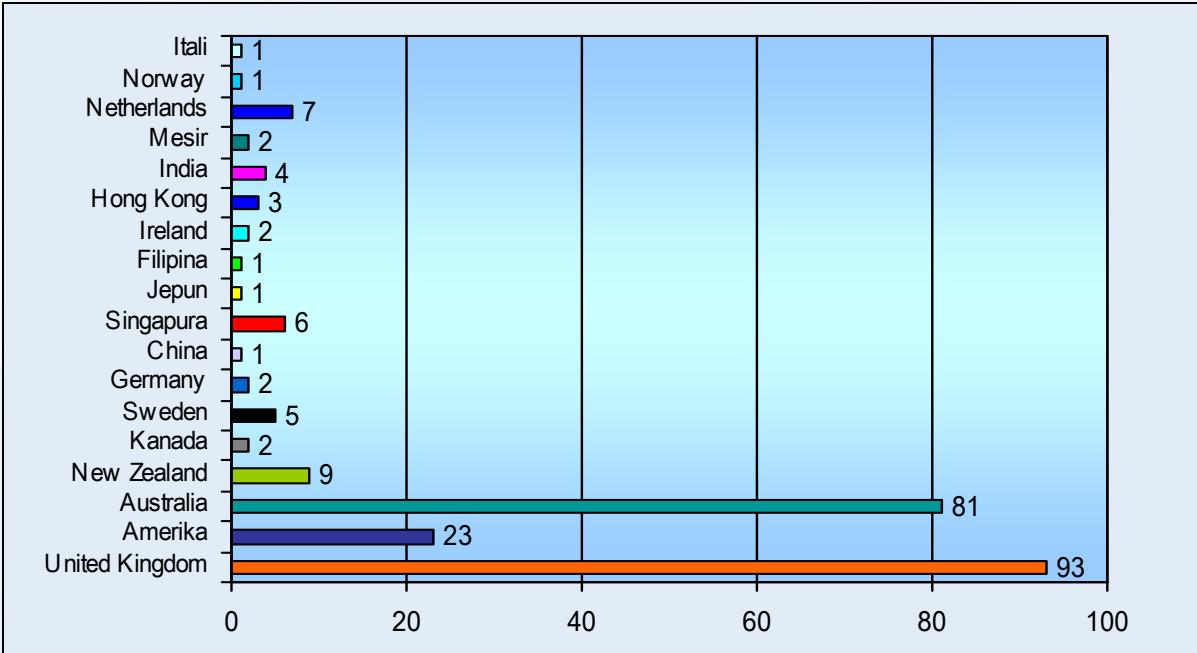
**Rajah 15: Perincian Bilangan Tajuaan Kursus Dalam Negara Mengikut Program**  
Figure 15: Details of Number of Students Sponsored Locally According to Programme

\* Program Kepakaran Kementerian Kesihatan termasuk Pakar Perubatan dan Pakar Kesihatan.

\*\* Cuti Belajar termasuk Cuti Belajar Bergaji Penuh, Cuti Belajar Separuh Gaji dengan Pinjaman Boleh Ubah, Cuti Belajar Separuh Gaji Tanpa Pinjaman Boleh ubah dan Cuti Belajar Tanpa Gaji.

\* Ministry of Health Specialised Programme is inclusive of Medical Specialist and Health Specialist.

\*\* Study Leave is inclusive of Full Paid Study Leave, Half-Paid Study Leave with Varied Loan, Half-Paid Study Leave without Varied Loan and Unpaid Study Leave.



**Rajah 16: Perincian Bilangan Tajaan Kursus Luar Negara Mengikut Negara**  
**Figure 16: Details of Number of Foreign Sponsored Students According to Country**

#### Program Kepakaran untuk Kementerian Kesihatan Malaysia

JPA dan Kementerian Kesihatan Malaysia (KKM) bekerjasama dalam menyediakan penajaan untuk Pegawai Perubatan dan Pegawai Sains Kesihatan Bersekutu di peringkat ijazah lanjutan. Seramai 447 orang Pegawai Perubatan ditaja untuk mengikuti kursus peringkat Sarjana Kepakaran di dalam negara dan 90 orang Pakar Perubatan mengikuti latihan di peringkat Sub Kepakaran di luar negara dalam pelbagai bidang. Sejumlah 106 pegawai sains kesihatan yang terdiri daripada pegawai farmasi, pegawai pergiyan, pegawai pemakanan dan pegawai penyelidik ditawarkan kemudahan untuk mengikuti pengajian di peringkat Sarjana dan Ph.D di institusi pengajian dalam dan luar negara.

#### Program Sangkutan Pegawai-pegawai Kanan

Program Sangkutan Pegawai Kanan Awam di syarikat-syarikat asing terpilih di luar negara bertujuan untuk mendedahkan peserta kepada amalan pengurusan sektor swasta dan syarikat-syarikat multinasional.

Bagi tahun 2007, JPA dan *British-Malaysia Chamber Of Commerce* (BMCC) melaksanakan program melibatkan 12 orang pegawai. Program ini amat bermanfaat kepada peserta di samping memupuk hubungan baik antara Kerajaan dengan sektor swasta.

#### Specialisation Programme Under The Ministry Of Health

The PSD collaborated with the Ministry of Health (MOH) to provide sponsorships for Medical and Health-Allied Science Officers to pursue postgraduate studies. A total of 447 Medical Officers were sponsored for courses at the Master's level at local institutions of higher learning and 90 Specialists underwent sub-specialisation training in their various fields abroad. A total of 106 Health-Allied Science Officers which consisted of pharmacists, dentist, dieticians and researchers were offered sponsorships for further studies at the Master's and Ph.D levels in local and foreign institutions.

#### Attachment Programme For Senior Officers

The Attachment Programme for senior Government officers at selected foreign companies is aimed at enabling them to gain exposure and experience on various aspects of the management of private and multinational companies.

In 2007, the PSD and the British-Malaysia Chamber of Commerce (BMCC) jointly organised the programme involving 12 senior officers. This programme has greatly benefitted the participants and served to foster good relationships between the Government and the private sector.

## Kursus Khas Pegawai Pengurusan Tertinggi

JPA menganjurkan program latihan di beberapa buah universiti tersohor di dunia seperti Harvard Business School, Amerika Syarikat dan Universiti Oxford, United Kingdom. Tujuannya untuk memantapkan lagi keupayaan pegawai-pegawai pengurusan tertinggi dalam memimpin jabatan masing-masing ke arah menjadi sebuah jabatan yang dinamik dan berdaya tahan.

Pada tahun 2007 sembilan pegawai tertinggi telah menghadiri *Advanced Management Programme (AMP)* di mana lima pegawai telah mengikuti program di Harvard Business School manakala empat orang lagi di Universiti Oxford, United Kingdom. Tambahan kepada itu, seramai sepuluh orang pegawai tertinggi telah mengikuti program Global Leadership Development Programme (GLDP) di Kuala Lumpur.

## Kutipan Bayaran Balik Pinjaman & Gantirugi

### Pinjaman

Jumlah kutipan bayaran balik Pinjaman Pelajaran JPA bagi tahun 2007 ialah sebanyak RM61 juta. Bagi meningkatkan jumlah kutipan balik dan memudahkan urusan bayaran oleh pelanggan, beberapa perancangan telah dibuat bagi meluaskan kaedah pembayaran antaranya melalui sistem perbankan Internet.

### Gantirugi

Pada tahun 2007, jumlah kutipan Tuntutan Gantirugi Biasiswa ialah sebanyak RM7 juta. Jumlah turun naiknya tertakluk kepada bilangan kes pelanggaran kontrak pada sesuatu masa.

### Notis Amaran

JPA telah mengambil ketetapan mana-mana peminjam tegar yang tidak pernah membayar balik pinjaman akan:

- i. disenarai hitam dan anak-anak mereka tidak dipertimbangkan untuk mendapat sebarang tajaan;
- ii. ditarik balik balik kemudahan diskau 75% yang diberikan kepada peminjam; dan
- iii. diambil tindakan undang-undang.

## Special Courses For Senior Officers

The PSD also sponsored training programmes at prestigious institutions such as the Harvard Business School, USA and the University of Oxford, UK. The aim is to strengthen the competency of top management officers to lead their respective departments towards the goal of dynamic and resilient departments.

In 2007, nine senior officers attended the Avanced Management Programme (AMP), of which five were sent to the Harvard Business School and four to the University of Oxford. In addition, ten more officers participated in the Global Leadership Development Programme (GLDP) that was held in Kuala Lumpur.

## Collection of Loan Repayment and Indemnity

### Loans

The amount of loan repayment collected by the PSD for the year 2007 was RM 61 million. The PSD is planning to improve the methods of payment especially through internet banking in order to increase the amount of collection.

### Indemnity

The amount of scholarship indemnity claims collected in 2007 was RM 7 million. This amount is dependent upon the number of students who breached their contract.

### Warning Notice

The PSD has taken the stand that loan defaulters who failed to pay any of the loan that they had borrowed would be:

- i. Blacklisted and their children would not be considered for any sponsorship;
- ii. Subject to withdrawal of the 75% discount offered to borrowers; and
- iii. Subject to legal action.

# Gaji, Elaun dan Kemudahan

Salaries, Allowances and Facilities

## Kenaikan Gaji Anggota Perkhidmatan Awam, Polis DiRaja Malaysia dan Angkatan Tentera Malaysia.

Kerajaan telah mengumumkan kenaikan gaji antara 7.5% hingga 35% mengikut Kumpulan Perkhidmatan kepada seluruh anggota Perkhidmatan Awam mulai 1 Julai 2007. Bagaimanapun, perkhidmatan Polis DiRaja Malaysia dan Angkatan Tentera Malaysia mendapat tambahan 20%.

Selaras dengan itu, Anggota Badan Kehakiman, Ketua Audit Negara, Ahli Suruhanjaya-suruhanjaya Perkhidmatan dan Ahli Suruhanjaya Pilihan Raya turut mendapat kenaikan gaji mengikut peratusan kenaikan yang dinikmati oleh anggota Perkhidmatan Awam. Kenaikan gaji mereka juga berkuat kuasa mulai 1 Januari 2008 kecuali Ketua Audit Negara berkuat kuasa 1 Julai 2007.

Pekeliling Perkhidmatan Bilangan 7 Tahun 2007, Pekeliling Perkhidmatan Bilangan 8 Tahun 2007 dan Surat Pelaksanaan Rujukan Bilangan 262/5/5-12A(Z) Klt. 4 (29) adalah berkaitan.

## Penambahbaikan Kadar Kenaikan Gaji Tahunan

Kerajaan telah meluluskan penambahbaikan Kadar Kenaikan Gaji Tahunan (KGT) bagi Pengurusan Tertinggi Sektor Awam termasuk Polis DiRaja Malaysia dan Angkatan Tentera Malaysia berkuat kuasa mulai 1 Julai 2007.

Hebahan dibuat melalui Pekeliling Perkhidmatan Bilangan 18 Tahun 2007, Pekeliling Perkhidmatan Bilangan 19 Tahun 2007 dan Surat Pelaksanaan Rujukan Bilangan 262/5/5-12A(Z) Klt. 5 (7).

## Improvement in Annual Salary Increment

The Government also announced an improvement in the Annual Salary Increment (KGT) of the Premier Service including the Malaysian Royal Police Force and the Malaysian Armed Forces effective 1<sup>st</sup> July 2007.

Announcements were made via Service Circular No. 18 Year 2007, Service Circular No 19 Year 2007 and Implementation Letter No. 262/5/5-12A(Z) Klt. 5 (7).

## Salary Increase For The Civil Service, Malaysian Royal Police Force and Malaysian Armed Forces

The Government announced a salary increment of between 7.5% to 35% based on Classification of Service to all civil servants effective 1<sup>st</sup> July 2007. However, the Malaysian Royal Police Force and Malaysian Armed Forces received an additional 20%. Consequently, members of the Judiciary, Auditor-General's Office, members of public commissions and members of the Election Commission

### FAKTA NOMBOR

#### Tuntutan kenaikan gaji

**1.2 juta**

Kakitangan awam

**14**

Tahun lalu kali terakhir  
Semakan gaji dibuat

also received salary increments based on the amount received by civil servants. Their salary increments took effect on 1<sup>st</sup> January 2008 except for the Auditor General's Office which took effect on 1<sup>st</sup> July 2007.

This was implemented through Service Circular No. 7 Year 2007, Service Circular No. 8 Year 2007 and Implementation Letter Ref. No. 262/5/5-12A(Z) Klt. 4(29).



*Y.A.B. Perdana Menteri mengumumkan kenaikan gaji kakitangan awam di Majlis Perhimpunan Hari Pekerja Sektor Awam 2007 pada 21 Mei 2007*

*The Rt. Hon. Prime Minister announcing the salary increment for public servants at the Public Service Labour Day Assembly 2007 on 21<sup>st</sup> May 2007*

### Jadual Gaji Khas Untuk Penyandang

Jadual Gaji Khas Untuk Penyandang (KUP) disediakan untuk anggota yang gaji jawatan lamanya tidak dapat ditampung oleh gaji maksimum dalam struktur gaji dalam jawatan baru berikutan urusan pinjaman/pertukaran sementara, kenaikan pangkat secara lantikan (KPSL) dan urusan pertukaran pelantikan. Sebanyak 219 permohonan Jadual Gaji KUP telah diselesaikan seperti dinyatakan dalam Rajah 17:

Jenis Permohonan Types of Application	Jumlah Kelulusan Total Approved
Pinjaman/ Pertukaran Sementara Secondment/Temporary Transfer	34
Kenaikan Pangkat Secara Lantikan (KPSL) Promotion Through Appointment	10
Pertukaran Pelantikan Transfer of Appointment	175
<b>Jumlah Total</b>	<b>219</b>

**Rajah 17: Jenis Permohonan Jadual Gaji Khas Untuk Penyandang**  
**Rajah 17: Types Of Application For Personal-To-Holder Salary Schedules**

### Kenaikan Kadar Imbuhan Tetap Perumahan

Kerajaan telah meluluskan kenaikan kadar Imbuhan Tetap Perumahan Bagi Pegawai Perkhidmatan Awam Persekutuan Gred 41 hingga 44 berkuat kuasa mulai 1 Januari 2008. Surat Pekeliling Perkhidmatan Bilangan 16 Tahun 2007 adalah berkaitan.

Gred Jawatan Post Grade	Kadar Baru (RM) New Rate
Gred 43 dan 44 Grade 43 and 44	400.00
Gred 41 dan 42 Grade 41 and 42	250.00

**Rajah 18: Kadar Baru Imbuhan Tetap Perumahan Bagi Pegawai Perkhidmatan Awam Persekutuan**  
**Figure 18: New Rates for Housing Allowance for Federal Officers**

### Elaun Bahasa Asing

Perkembangan perhubungan antarabangsa antara Malaysia dengan negara luar memerlukan kemahiran berkomunikasi dalam hubungan diplomasi dan perdagangan ditingkatkan. Sehubungan dengan itu,

### Salary Schedule for Personal-To-Holders

The Salary Schedule for Personal-To-Holders (PTH) was prepared for personnel for whom the maximum salary in the new posts cannot accommodate the salaries they received in their previous posts. This is due to the reason of secondment or temporary transfer, promotion through appointment and changes in the schemes of service. A total of 219 applications for PTH Salary Schedules was completed as shown in Figure 17:

### Increase in Housing Allowance

The Government also approved an increase in the Housing Allowances for Federal Officers Grades 41 to 44 effective 1<sup>st</sup> January 2008 through Service Circular Letter No. 16 Year 2007.

### Allowance for Foreign Languages

Developments in international relations between Malaysia and other foreign countries require the enhancement of skills to communicate in diplomatic relations and trade. As such, the Government agreed

Kerajaan meluluskan Elaun Bahasa Asing yang diberi kepada pegawai yang menjalankan tugas-tugas tertentu dan mempunyai sijil kemahiran bahasa bagi bahasa Arab, Mandarin, Perancis, Rusia atau Sepanyol mulai 1 Januari 2008 mengikut kadar berikut :

Tahap Kemahiran Level of Proficiency	Kadar Sebulan (RM) Rate for Month
Asas atau Pertengahan Basic or Midlevel	100.00
Lanjutan Advance	150.00

**Rajah 19: Kadar Elaun Bahasa Asing**  
**Figure 19: Rates of Foreign Language Allowance**

#### Subsidi Yuran TASKA di Tempat Kerja Sektor Awam

Sebagai majikan yang prihatin terhadap kebaikan pekerjanya, mulai 1 April 2007 Kerajaan bersetuju memberi Subsidi Yuran Pengasuhan TASKA di tempat kerja sektor awam kepada pegawai yang mempunyai pendapatan isi rumah tidak melebihi RM2,000 sebulan dan menghantar anak ke TASKA di tempat kerja masing-masing. Jumlah maksimum pemberian subsidi ialah RM180 sebulan.



*Majlis Graduasi Anak-anak TASKA JPA*  
*Graduation Ceremony of PSD's Child Care Center*

#### Nursery Fee Subsidy at the Workplace

Mindful of the welfare of its personnel, effective 1<sup>st</sup> April 2007 the Government agreed to provide assistance in the form of subsidised nursery fees. This is provided to all officers with a monthly household income of less than RM2,000 and also to officers who send their children to the nurseries at their workplaces. The maximum subsidy provided is RM180.

#### Kemudahan Cuti Menjaga Anak

Kemudahan Cuti Menjaga Anak diperuntukkan kepada pegawai wanita Perkhidmatan Awam Persekutuan untuk menjaga anak yang baru dilahirkan selama 1,825 hari (lima tahun) sepanjang tempoh perkhidmatan sama ada secara berperingkat atau sekali gus.

#### Child Care Privilege

This privilege is provided to all female officers of the Federal Public Service to care for their new-borns for a period of 1,825 days (five years) during the course of their service. This privilege can either be taken in stages or all at once.

## Pindaan Peraturan Pelaksanaan Kemudahan Perubatan di Institut Jantung Negara

Peraturan berkaitan kemudahan rawatan perubatan di Institut Jantung Negara Sdn. Bhd. (IJNSB) ditambah baik dengan membolehkan pegawai Perkhidmatan Awam Persekutuan dan pesara Perkhidmatan Awam Persekutuan yang menerima pencen serta keluarga mereka yang berkelayakan mendapat rawatan di IJNSB mulai 1 Oktober 2007.

## Pelaksanaan Waktu Bekerja Berperingkat di Agensi Kerajaan Persekutuan

Kerajaan juga telah bersetuju melaksanakan Waktu Bekerja Berperingkat di semua agensi Kerajaan Persekutuan di seluruh negara yang berkuat kuasa mulai 1 Jun 2007.

## Implementation of the Staggered Working Hours at Federal Public Agencies

The Government has also agreed to implement the Staggered Working Hours at all Federal Public Agencies throughout the country effective 1<sup>st</sup> June 2007.

## Taklimat Pelarasan Gaji/ Saraan

Sepanjang tahun 2007, Bahagian Gaji dan Elaun (BGE) terlibat dalam 20 siri taklimat kepada pengurus sumber manusia pelbagai agensi awam untuk menjelaskan hal-hal berkaitan Kaedah Penetapan Gaji Permulaan, Pergerakan Gaji Tahunan, Tarikh Pergerakan Gaji dan Kaedah Pelarasan Gaji. Manakala enam taklimat berkaitan saraan disampaikan kepada agensi awam atau swasta serta delegasi luar negara. Taklimat ini bertujuan memberi gambaran amalan sistem saraan dalam Perkhidmatan Awam.

## Mesyuarat Jawatankuasa Kabinet Mengenai Perjawatan dan Gaji Pekerja-pekerja Sektor Awam

Sepanjang tahun 2007, Mesyuarat Jawatankuasa Kabinet Mengenai Perjawatan dan Gaji Pekerja-pekerja Sektor Awam (JKK-MPGSA) yang dipengerusikan oleh Y.A.B. Perdana Menteri Malaysia telah diadakan sebanyak dua kali. Sebanyak 10 kertas kerja berkaitan saraan, skim perkhidmatan dan perjawatan telah dibentangkan.

## Amendment to the Regulation on the Implementation of Medical Privilege at the National Heart Institute

The regulation pertaining to medical treatment privilege at the National Heart Institute Pvt. Ltd. was improved to allow officers of the Federal Public Service and pension recipients of the Federal Public Service and their eligible family members to seek medical treatment at the IJNSB effective 1<sup>st</sup> October 2007.



*Pelaksanaan waktu bekerja berperingkat  
Implementation of the staggered working hours*

## Briefing on Salary/Remuneration Adjustments

Throughout 2007, the Division of Salaries and Allowances was involved in 20 briefing sessions to human resource managers at various public agencies. The briefings were on matters such as the methods to determine the starting salary for public personnel, the annual salary increment, the date of salary increment and the methods for salary adjustment. Six briefings were also provided to public or private agencies including foreign delegations. The briefings were aimed at providing an overview of the remuneration practices within the Public Service.

## Meeting of the Cabinet Committee on Establishment and Salaries of Public Sector Employees

In 2007, two meetings of the Cabinet Committee on Establishment and Salaries of Public Sector Employees (JKK-MPGSA) chaired by the Hon. Prime Minister were held. 10 working papers related to salaries, schemes of service and establishments were discussed in the meetings.



*Mesyuarat Jawatankuasa Kabinet Mengenai Perjawatan dan Gaji Pekerja-pekerja Sektor Awam Bilangan 1*  
*Meeting of the Cabinet Committee on Establishment and Salaries of Public Sector Employees Number 1*



*Mesyuarat Jawatankuasa Kabinet Mengenai Perjawatan dan Gaji Pekerja-pekerja Sektor Awam Bilangan 2*  
*Meeting of the Cabinet Committee on Establishment and Salaries of Public Sector Employees Number 2*

### **Majlis Perhimpunan Hari Pekerja Sektor Awam 2007**

Majlis Perhimpunan Hari Pekerja Sektor Awam 2007 telah diadakan pada 21 Mei 2007 di PICC dengan temanya ‘Integriti - Kunci Pembangunan Negara’. Inti pati amanat Y.A.B Perdana Menteri telah menekankan kepentingan ilmu pengetahuan bagi membentuk kekuatan rohani dan jasmani serta integriti anggota Perkhidmatan Awam.

#### **Public Sector Labour Day Assembly 2007**

The Public Sector Labour Day Assembly was held on 21<sup>st</sup> May 2007 at the PICC with the theme “Integrity-The Key to National Development” The thrust of the Hon. Prime Minister’s speech included the importance of knowledge for developing the spiritual and physical strength of public servants.



*Majlis Perhimpunan Hari Pekerja Sektor Awam 2007*  
*Public Service Labour Day Assembly 2007*



*Mesyuarat Majlis Bersama Kebangsaan (MBK)*  
*National Joint Council Meetings (NJC)*

Mesyuarat MBK telah diadakan sebanyak enam kali sepanjang tahun 2007. Mesyuarat tersebut telah membincangkan 11 isu berhubung kait dengan saraan, skim perkhidmatan dan perjawatan.

#### **National Joint Council Meetings (NJC)**

Six NJC Meetings were held in 2007. Throughout these meetings, 11 papers on issues related to remunerations, schemes of service and establishments were discussed.

## Mesyuarat Pemantauan Perjalanan Majlis Bersama Jabatan

Pada tahun 2007, sebanyak empat mesyuarat pemantauan telah diadakan di Sarawak, Kedah, Wilayah Persekutuan Labuan dan Pulau Pinang dengan dihadiri wakil-wakil agensi yang menyelaras MBJ di peringkat Jabatan masing-masing.

Sebanyak 718 agensi telah menubuhkan MBJ, iaitu 216 daripada agensi Persekutuan dan 502 agensi Negeri. Sebanyak 99.4% agensi telah mengadakan mesyuaratnya pada tahun 2007.

## Dokumen dan Data Saraan Sektor Awam 2006/2007

BGE sentiasa mengemas kini Data Saraan Sektor Awam dan yang terkini turut memasukkan gaji dan elaun bagi Menteri, Ahli Parlimen dan Ahli Suruhanjaya. Hebahan maklumat ini dibuat melalui penerbitan buku, CD dan dimuat naik ke Laman Web BGE. Di samping itu, BGE juga mengeluarkan dokumen:

- i. Jumlah pendapatan minimum dan maksimum bagi setiap Gred dalam Sistem Saraan Malaysia; dan
- ii. Jumlah pendapatan bagi Gred Lantikan mengikut skim perkhidmatan Sistem Saraan Malaysia.

Penghasilan dokumen dan data-data di atas adalah untuk membolehkan para pelanggan mendapat maklumat yang terkini, pantas dan tepat.



Ahli Mesyuarat Seminar Pengurusan Strategik Bahagian  
Members of Strategic Management Seminar

## Meetings to Monitor the Proceedings of the Joint Department Council (JDC)

In 2007, four meetings to monitor the proceedings and operations of the JDC were held in Sarawak, Kedah, Wilayah Persekutuan Labuan and Pulau Pinang. The meetings were attended by representatives of agencies responsible for coordinating JDC at their respective departments.

A total of 718 agencies have formed JDC, and this includes 216 from the federal agencies and 502 of the state agencies. A total of 99.4% agencies held their meetings in 2007.

## Document and Data on Public Service Remuneration 2006/2007

The Salaries and Allowances Division, continuously updates the Data on Public Service Remuneration of which the latest includes the salaries and allowances for Ministers, Members of Parliament and Members of Commissions. This information was disseminated through publications, CD and uploads onto the Division's website. Among published documents are:

- i. The total minimum and maximum income for each grade within the Malaysian Remuneration System; and
- ii. The total income for each Appointment Grade according to scheme of service within the Malaysian Remuneration System.

The production of the above documents and data is to enable customers to receive the most current and accurate information within the shortest time possible.



Seminar Pengurusan Strategik Bahagian sedang dijalankan  
Strategic Management Seminar is on progress

# **PROGRAM OPERASI SUMBER MANUSIA**

## HUMAN RESOURCE OPERATIONS PROGRAMME

PENCEN DAN FAEDAH PERSARAAN PENSIONS AND RETIREMENT BENEFITS **86 - 89** : INSTITUT TADBIRAN AWAM NEGARA NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION **90 - 99** : PERKHIDMATAN PSIKOLOGI DAN KAUNSELING PSYCHOLOGICAL SERVICES AND COUNSELLING **100 - 105** : PENGURUSAN SUMBER MANUSIA DAN KHIDMAT PENGURUSAN HUMAN RESOURCE AND MANAGEMENT SERVICE **106 - 111** : PENGURUSAN TEKNOLOGI MAKLUMAT INFORMATION TECHNOLOGY MANAGEMENT **112 - 116**



# **PROGRAM OPERASI SUMBER MANUSIA**

## **HUMAN RESOURCE OPERATIONS PROGRAMME**

**En. Yeow Chin Kiong** – Pengarah Bahagian Pencen  
Director of Pensions Division

**Dr. Muhamad Hamzah** – Pengarah INTAN  
Director of INTAN  
mulai | as of 27 Ogos Aug 07

**Dato' Dr. Malek Shah Hj. Mohd Yusoff** – Pengarah INTAN  
Director of INTAN  
sehingga | until 20 Julai July 07



**Datin Madinah Mohamad** – Pengarah Bahagian Sumber Manusia dan Khidmat Pengurusan  
Director of Human Resource and Management Service Division

**Dr. Hj. Mohd Azhar Hj. Yahaya** – Pengarah Bahagian Perkhidmatan Psikologi  
Director of Psychological Services Division  
sehingga | until 30 Nov 07

**Dr. Aris Kasan** – Pengarah Bahagian Perkhidmatan Psikologi  
Director of Psychological Services Division  
mulai | as of 1 Dis Dec 07

**En. Kamaruddin Tahir** – Pengarah Bahagian Pengurusan Teknologi Maklumat  
Director of Information Technology Management Division



# Program Operasi Sumber Manusia Human Resource Operations Programme

Meliputi aktiviti-aktiviti seperti hal ehwal kemudahan pencer dan faedah persaraan selepas tamat perkhidmatan, perkhidmatan sokongan seperti pembangunan sistem kerja berdasarkan ICT dan pembangunan diri personel dan kerjaya melalui perkhidmatan kaunseling dan psikologi serta pembangunan modal insan melalui latihan yang berterusan.

Encompasses activities such as pensions service and pensions benefits after retirement, support services such as ICT based system development, personal and career development via counselling and psychology services and development of human capital through continuous training.

## INTAN - Menjana modal insan sektor awam

**KUALA LUMPUR** 10 Jun - Institut Tadbiran Awam Negara (INTAN) adalah sebuah institusi latihan sektor awam yang bertanggungjawab mengembangkan sumber manusia melalui latihan yang berkualiti. Sebagai cabang jalur di bawah Jabatan Perkhidmatan Awam (JPA), INTAN telah diberi mandat dan tanggungjawab untuk melatih latihan awam yang berkualiti di agensi Kerajaan Persekutuan, Negeri, Bahagian Bersekutu dan Negri serta Pihak Berkuasa Tempatan.

Selainnya itu, kewujudan INTAN telah memberi banyak manfaat dalam meningkatkan pengstahuan dan kecekapan anggota perkhidmatan awam dalam menjalankan rufus dan tanggungjawab yang diamanahkan oleh rakyat.

### Pembangunan Model Insan Sektor Awam

Dalam tempoh Rancangan Malaysia Kesembilan (RMK-9), pembangunan model insan menjadi teras utama seende nemahutan awam. Peningkaman model insan ini

### Organisasi, Pengurusan dan Tenaga Pengajar

INTAN telah ditubuhkan secara rasmi pada tahun 1972. Kampus Utama INTAN terletak di Bulak Kira, Kuala Lumpur. Manakala enam kampus cawangan terletak di seluruh negara iaitu INTAN Kampung Wilayah Selatan (IKWAS), INTAN Kampung Wilayah Tengah (INTENGAR), INTAN Kampung Wilayah Timur (INTOM), INTAN Kampung Wilayah Utara (INTURA), INTAN Kampung Sabah (INTAN Sabah) dan INTAN Kampung Sarawak (INTAN Sarawak).

Pada masa ini INTAN diketuai oleh seorang Pengaroh dengan dibantu oleh Timbalan Pengaroh (Akademik) dan Timbalan Pengaroh (ICT). Pengurusan INTAN juga dianggotai oleh 12 orang Ketua Program dan enam Ketua Kampus walaupun.

Sehingga kini, kewujudan INTAN telah memberi banyak manfaat dalam meningkatkan pengstahuan dan kecekapan anggota perkhidmatan awam dalam menjalankan rufus dan tanggungjawab yang diamanahkan oleh rakyat.

## Intan courses cheaper and in demand

**PETALING JAYA:** Government agencies and departments which want the National Institute of Public Administration (Intan) to organise courses for them have to make bookings months in advance.

The institute's schedule is very tight as it conducts all kinds

Bangi and another in Kuala Lumpur were for about 120 officers and some of their spouses.

According to Federal Territory Ministry secretary-general Datuk Ab Hakim Borhan, such courses were normally conducted by Intan. However, if Intan could not hold the courses, private consultants are engaged.

### Syabas to Pensions Division for caring service

THERE has been a lot of debate on whether the Civil Service deserves the recent salary hike that has been said to be the largest ever.

Whilst there may be areas that still leave much to be desired, in general there has certainly been marked improvement in the public

### Latihan Intan diiktiraf negara luar

**K**UALA LUMPUR: Institut Tadbiran Awam Negara (Intan) mendapat pengiktirafan secara antarabangsa apabila program latihan anjurannya

### > DELIVERY SYSTEM

## Caring service by Pension Division

THERE has been a lot of debate on whether the civil service deserves the recent salary hike, touted as the largest ever.

Whilst there may be areas that leave much to be desired, in general there has been a marked improvement in the public delivery system in areas such as the issuance of MyKad and passport.

I am, however, most impressed by the Pension Division of the Public Service Department which is not a high-profile government division but plays an important role for senior citizens.

Pensioners are the people most in need of timely payments. It is even more important to widows of pensioners. Recently, my brother-in-

law, a pensioner, suffered a heart attack and died. We attended to the funeral ceremony and did not even think of the derivative pension my sister was entitled to.

We could not believe it when my sister received the necessary forms to be submitted for her derivative pension without even making an application.

Soon after the completed forms and documents were submitted, she received an approval letter accompanied by the pension card. Just slightly over a month after my brother-in-law's death, my sister was a beneficiary of his derivative pension. Now that is excellent and caring service.

R.V.G.  
Kuala Lumpur

### Terima pencer awal

**S**emuai pesara kakitangan awam akan menerima pembayaran pencer lebih awal berikut sambutan Krismas, 25 Disember ini.

Ketua Komunikasi Korporat Jabatan Perkhidmatan Awam (JPA), Nik Noraini Nik Yahya, menerusi satu kenyataan semalam, berkata

### SENYUM KAMBING

557,033 pesara turut nikmati kenaikan pencer.



## 550,000 pesara terima pencer kadar baru

**P**UTRAJAYA: Lebih 550,000 pesara kerajaan akan menerima pencer mengikut kadar baru selaras kenaikan gaji mulai esok.

Ketua Unit Komunikasi Korporat Jabatan Perkhidmatan Awam (JPA), Hasniah Rashid, berkata penerima pencer yang dibayar melalui akaun bank akan menerima kadar baru mulai esok, manakala yang dibayar secara waran menerima waran

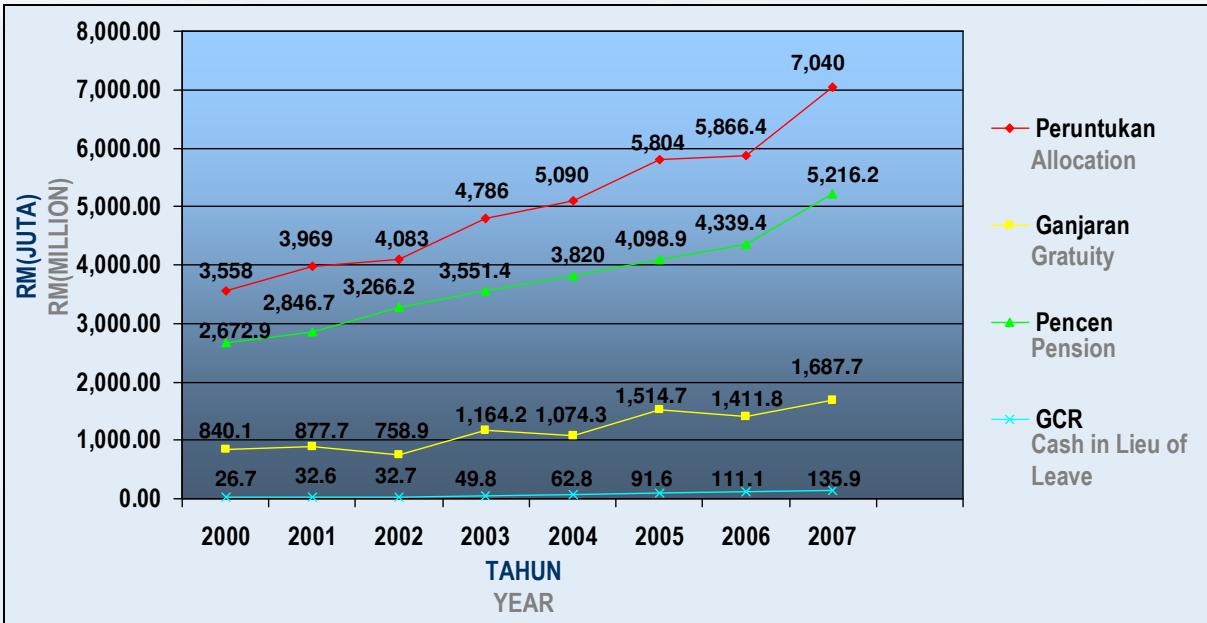
(PDRM) dan Angkatan Tentera Malaysia (ATM) pula mendapat tambahan 20 peratus menjadikan kenaikan hingga 42 peratus.

Turut menikmati kenaikan berikut pengumuman kenaikan gaji kakitangan awam ia-lah 557,033 pesara kerajaan. Kalii terakhir semakan gaji kakitangan awam dibuat pada 1992.

Hasniah berkata, keterangan lanjut dan maklumat perkiraan

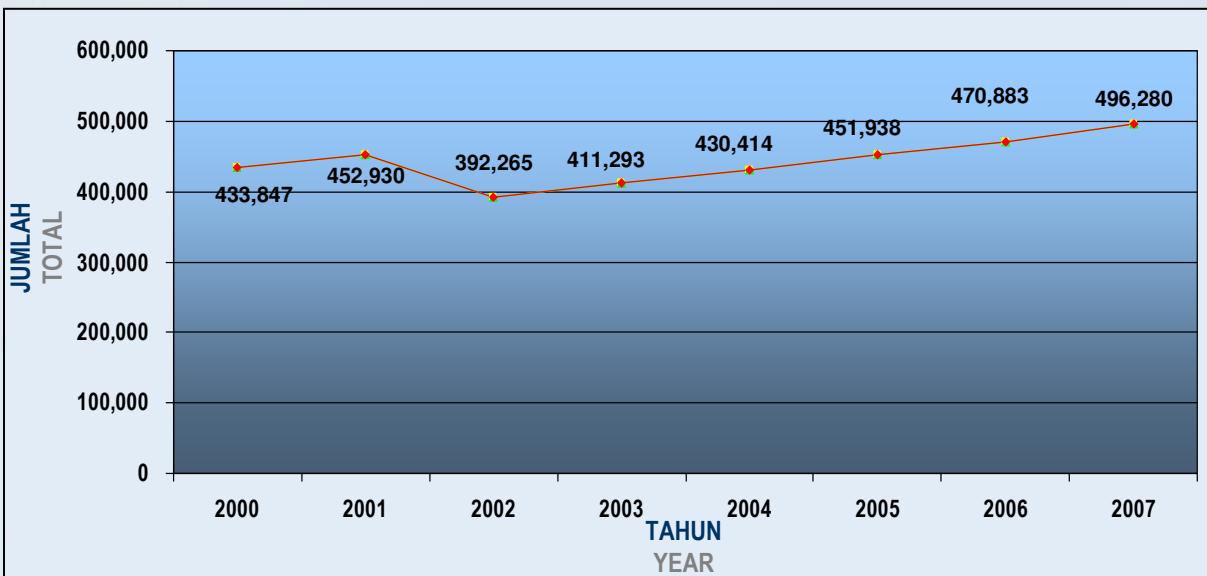
# Pencen dan Faedah Persaraan

Pensions and Retirement Benefits



Rajah 20: Perbelanjaan dan Peruntukan Ganjaran, Pencen dan Wang Tunai Gantian Cuti Rehat untuk Tempoh 2000 hingga 2007 (RM Juta)

Figure 20: Expenditure and Allocation for Gratuity, Pensions and Cash in Lieu of Leave for the Period 2000 to 2007 (RM Million)



Rajah 21: Bilangan Pesara dan Penerima Pencen dari Tahun 2000 hingga 2007

Figure 21: Number of Pensioners and Pension Recipients from Year 2000 to 2007

## Menghargai Sumbangan, Mengenang Jasa

Jasa dan sumbangan setiap anggota adalah landas kecemerlangan sesebuah organisasi. Dalam usaha menghargai sumbangan yang dicurahkan anggota Perkhidmatan Awam, JPA terus menggubal dasar berkaitan urusan persaraan dan tamat perkhidmatan bagi semua anggota Perkhidmatan Awam, seperti skim persaraan, umur persaraan dan juga formula pengiraan faedah persaraan.

### Perbelanjaan Bayaran Faedah-faedah Persaraan

Sepanjang tahun 2007, terdapat seramai 351,568 pesara dan 144,712 penerima pencen. Ini telah melibatkan kos faedah persaraan sebanyak RM7,042,703,017.45 (Peruntukan Tanggungan) dan RM74,695,352.89 (Peruntukan Mengurus).

Perbelanjaan bagi membayar faedah persaraan bagi tahun 2007 dan bilangan pesara dan penerima pencen dari 2003 hingga 2007 adalah seperti Rajah di bawah:

Bil No.	Jenis Perkhidmatan Type of Service	RM
1	Ganjaran Gratuity	1,687,793,558.48
2	Pencen Pensions	5,216,243,995.58
3	Wang Gantian Cuti Rehat Cash in Lieu of Leave	135,975,259.01
4	Perubatan Medical	54,078,111.48

Rajah 22: Perbelanjaan Bagi Membayar Faedah Persaraan

Figure 22: Expenditure for Pensions and Retirement Benefits

Tahun Bersara Retirement Year	Bilangan Pesara No. of Pensioners	Bilangan Penerima Pencen No. of Pension Recipients	Jumlah Keseluruhan Total
2003	280,196	131,097	411,293
2004	296,966	133,448	430,414
2005	316,257	135,681	451,938
2006	334,228	136,655	470,883
2007	351,568	144,712	496,280

Rajah 23: Bilangan Pesara Dan Penerima Pencen Dari Tahun 2003 Hingga 2007 (Kumulatif)

Figure 23: Number of Pensioners and Pension Recipients from 2003 to 2007 (Cumulative)

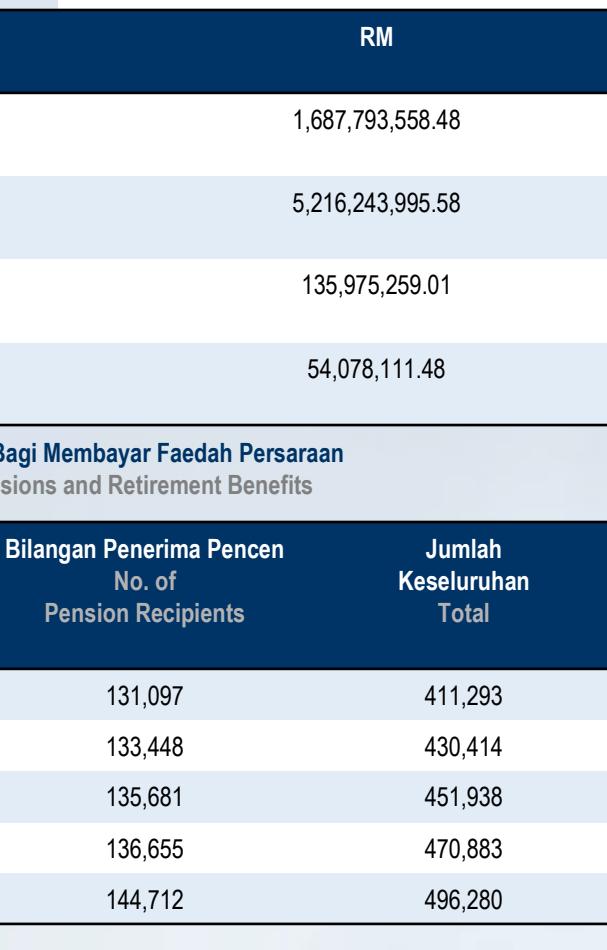
## Appreciating Contributions, Remembering Deeds

The deeds and contributions of each personnel is the basis of excellence for any organisation. In appreciation of the contributions of all Public Service personnel, the PSD continuously formulates policies in relation to pensions and service termination such as pensions scheme, retirement age and the formula for calculating pensions benefits.

### Expenditure for Pensions and Retirement Benefits

Throughout 2007, there were a total of 351,568 pensioners and 144,712 pension recipients involving a cost in retirement benefits of RM7,042,703,017.45 (allocation from the Federal Charged Budget) and RM74,695,352.89 (Operating Budget).

The expenditure for pensions and retirement benefits for the year 2007 and the number of pensioners and pension recipients from 2003 to 2007 are as shown in the Figures below:





*Kakitangan Bahagian Pencen melayani pertanyaan pesara  
Staff of Pensions Division attending to client enquiries*

### Prestasi Pembayaran Pencen

Pencapaian BP secara keseluruhannya adalah memuaskan. Sebanyak 90% dari bilangan pesara telah menerima bayaran faedah persaraan dalam tempoh 30 hari dari tarikh persaraan wajib. Kegagalan 10% lagi adalah disebabkan:

- i. borang dan dokumen sokongan persaraan lewat dikemukakan iaitu kurang dari tiga bulan; dan
- ii. penyata KWSP 1036 lewat diperolehi dari Kumpulan Wang Simpanan Pekerja.

Bagaimanapun pada suku tahun terakhir 2007 BP memperkenalkan program “Operasi Matang Raya”, yang membolehkan faedah persaraan dibayar tanpa Penyata KWSP 1036 yang diperolehi kemudian.

### Pensions Payment Performance

Overall, the performance of the Pensions Division was excellent. 90% of the pensioners were able to receive their pensions within 30 days from the date of their compulsory retirement. The failure of the other 10% to receive their pensions within the stipulated time was due to a number of reasons such as:

- i. late submission of forms and supporting documents; and
- ii. delays in the submission of the EPF Statement 1036 by the Employees Provident Fund.

However, in the last quarter of 2007, the Pensions Division introduced the programme titled “Operasi Matang Raya” that allows pensions payments to be made first and the accompanying EPF Statement 1036 to be sought thereafter.



*Kakitangan Bahagian Pencen mengemaskini data pesara menggunakan sistem POWER  
Staff of the Pensions Division updating pensioners data by using POWER application*

Permohonan Diterima	Bil. Permohonan Diterima	Bil. Permohonan Dapat Dibayar Dalam Tempoh 30 Hari	Bil Permohonan Dibayar Melebihi Tempoh 30 hari	Baki Pesara Masih Belum Dibayar
Applications Received	No. of Applications Received	No. of Payments Made within 30 days	No. of Payments Made after 30 days	Remaining Number of Pensioners Unpaid
3 Bulan Sebelum Tarikh Bersara 3 Months Before Retirement Kurang dari 3 bulan/ selepas tarikh bersara Less than 3 months/after retirement	8,691 12,245	2,773 (31.9%) 2,376 (19.4%)	4,958 (57.05%) 8,687 (70.95%)	960 (11.05%) 1,182 (9.65%)
<b>Jumlah Keseluruhan Total</b>	<b>20,936</b>	<b>5,149 (24.6%)</b>	<b>13,645 (65.17%)</b>	<b>2,142 (10.23%)</b>

Rajah 24: Prestasi Pembayaran Faedah Persaraan Bagi Tahun 2007

Figure 24: The Performance of Pensions Payments for the year 2007

### Sistem Pengesahan Pesara Melalui MyKad

Tahun 2007 juga merupakan permulaan projek pembangunan aplikasi Sistem Pengesahan Pesara melalui MyKad. Aplikasi sistem ini dapat membantu para pesara ketika berurusan untuk mendapatkan kemudahan-kemudahan persaraan.

### Program Outreach

Program *outreach* diperkenalkan sebagai usaha proaktif BP meningkatkan kefahaman Ketua Jabatan dalam menguruskan persaraan kakitangan mereka yang akan bersara. Sebanyak 118 kursus berkaitan telah dijalankan kepada Bahagian Sumber Manusia (BSM) di agensi-agensi.

BP juga menuahkan pasukan *Flying Squad* untuk membuat pemantauan dan siasatan mengenai urusan dan kes-kes persaraan secara bersemuka dengan pesara. Sehubungan ini, pihak Pengurusan BP telah mengadakan lawatan naziran ke Australia.

### Pensions Online Workflow Environment

Bagi memastikan urusan harian berjalan lancar, penambahbaikan ke atas sistem kerja sentiasa dijalankan melalui sistem **Pensions Online Workflow Environment (POWER)** iaitu urusan memproses dokumen persaraan dan pembayaran faedah persaraan dibuat sepenuhnya menggunakan teknologi pengkomputeran.

### Pensioner Verification System Using MyKad

The year 2007 also saw the start of the development of the application Pensioner Verification System using MyKad. This system seeks to assist pensioners in their dealings for pensions and retirement benefits.

### Outreach Programme

The Outreach Programme was a proactive effort by the Pensions Division to reach out to Heads of Departments and increase their understanding on the management of retirement of their staff. A total of 118 courses were organised for Human Resource Managers of public agencies.

The Pensions Division also formed flying squads to monitor and investigate retirement cases face-to-face with pensioners. Following this, the Pensions Division also conducted an inspection visit to Australia.

### Pensions Online Workflow Environment

To ensure smooth daily operations, improvements were continuously made to the work processes using the Pensions Online Workflow Environment (POWER) which processes pension documents and pension benefit payments fully using computer technology.

### **Membangunkan Kecemerlangan Modal Insan Sektor Awam**

Program latihan INTAN digubal berteraskan konsep Latihan Untuk Pembangunan. Pada tahun 2007, INTAN telah menyusun dan meneruskan program-program latihannya bagi memenuhi keperluan semasa Perkhidmatan Awam yang berkait rapat dengan pelaksanaan dasar-dasar kerajaan dalam RMKe-9 seperti program pendidikan, latihan dan aktiviti penyelidikan dan pembangunan (R&D).

Fokus projek latihan INTAN bagi tahun 2007 adalah:

- i. Memantapkan kursus-kursus sedia ada seperti kursus-kursus Pengurusan Kewangan, Perancangan Projek dan Kepimpinan di samping memberi penekanan kepada kursus-kursus *Mentoring and Coaching*;
- ii. Memperkenalkan kursus-kursus selaras dengan kehendak stakeholders dan pelanggan dari agensi-agensi Kerajaan seperti Penilaian Projek dan Pemantauan, Penyampaian Perkhidmatan dan Perkhidmatan Pelanggan Berbudi Bahasa;
- iii. Menambah kursus-kursus secara *on-line* untuk memberi lebih peluang latihan kepada penjawat awam;
- iv. Mewujudkan perkongsian pintar dengan institusi latihan terkemuka;
- v. Meningkatkan usaha penyelidikan serta penulisan buku dan kajian kes; dan
- vi. Membangunkan sistem-sistem aplikasi ICT bagi meningkatkan mutu latihan INTAN.



*Peserta kursus sedang membuat persiapan persembahan kumpulan*  
*Course participants preparing for group presentation*

### **Developing Public Service Human Capital Excellence**

INTAN developed its training programmes based on the concept of Training For Development. For the year 2007, INTAN organised and continued with its training programmes to meet the needs of the Public Service, especially in relation to the implementation of Government policies in the Ninth Malaysia Plan such as education programmes, training as well as research and development (R&D) activities.



*Peserta kursus sedang mengikuti ceramah*  
*Course participants listening to a lecture*

The focus of INTAN's training projects for the year 2007 were as follows:

- i. Strengthening currently available courses such as Financial Management, Project Planning, and Leadership as well as emphasising courses on *Mentoring and Coaching*;
- ii. Introducing new courses to meet the needs of stakeholders and clients from Government agencies such as Project Evaluation and Monitoring, Service Delivery and Courteous Customer Service;
- iii. Adding on-line courses to provide more training opportunities to civil servants;
- iv. Establishing smart partnerships with reputable training institutions;
- v. Increasing research efforts and writing of books and case studies; and
- vi. Developing ICT system applications to improve INTAN's training quality.

## Pelaksanaan Projek Latihan

Sebanyak 1,382 projek latihan telah berjaya dilaksanakan dengan penyertaan seramai 49,113 orang peserta dan 401,698 bilangan hari latihan. Perangkaan ini menunjukkan terdapatnya peningkatan dari segi bilangan kursus dan bilangan hari peserta berbanding tahun sebelumnya. Walau bagaimanapun, penurunan dari segi bilangan peserta berbanding jumlah dirancang pada tahun 2007 adalah disebabkan terdapatnya kekangan kewangan pada suku akhir tahun 2007. Rajah di bawah menjelaskan kedudukan ini:

## Implementation of Training Projects

Throughout 2007, 1,382 training projects were successfully implemented with the participation of 49,113 participants and involving 401,698 participant days. This indicates a marked increase in the number of training courses and participant days compared to the previous year. However, there was a decrease in terms of planned and actual number of participants due to financial constraint in the fourth quarter of 2007. The figure below illustrates this situation:

Tahun Year	Bilangan Kursus Number Of Courses			Bilangan Peserta Number Of Participants			Bilangan Hari Peserta Number of Participant Days
	Rancang Planned	Laksana Implemented	%	Rancang Planned	Laksana Implemented	%	
2006	1,252	1,326	106	43,852	45,754	104	306,554
2007	1,356	1,382	102	49,191	49,113	100	401,698

**Rajah 25: Program Latihan dan Penyertaan Bagi Tahun 2006 dan 2007**

**Figure 25: 2006 and 2007 Training Programmes and Participation**

Bagi tahun 2007, latihan dalam bidang-bidang asas pentadbiran dan pengurusan seperti kewangan, ICT, pembangunan sumber manusia, kualiti, komunikasi dan kepimpinan terus diberi penekanan di samping memperkenalkan kursus-kursus baru dalam bidang kepimpinan dan pengurusan kewangan. Pembahagian kursus mengikut bidang yang telah dijalankan adalah seperti di Rajah 26:



*Peserta kursus ICT mengikuti kelas secara hands-on  
ICT course participants attending hands-on lectures*

For 2007, courses in the basic areas of administration and management such as finance, ICT, human resource development, quality, communication, and leadership were continuously given emphasis as well as the introduction of new courses in the areas of leadership and financial management. The distribution of courses according to categories are shown in Figure 26 below:

Bidang Kursus Course Category	Bilangan Kursus Number of Courses	%
Kewangan Finance	299	22
Teknologi Maklumat Information Technology	224	16
Pembangunan Sumber Manusia Human Resource Development	161	12
Kualiti Quality	150	11
Kursus Mandatori Mandatory Courses	117	8
Komunikasi dan Bahasa Communication and Languages	106	8
Kepimpinan Leadership	100	7
Ekonomi dan Pengurusan Projek Economy and Project Management	36	3
PTD Road Map ADS Road Map	32	2
Budi Bahasa/Perkhidmatan Kaunter Courteous Service/ Counter Service	15	1
Pengurusan Kerajaan Tempatan dan Daerah District and Local Government Management	28	2
Integriti Integrity	18	1
Pengurusan Alam Sekitar Environmental Management	16	1
Pengurusan Pertanian Agriculture Management	14	1
Pengurusan Islam/Nilai Islamic Management/ Values	22	2
Diploma dan Sarjana Sains Pengurusan (DSP/SSP) Diploma and Master in Management Science	2	0.1
Lain-lain Others	42	3
<b>Jumlah Kursus Total Number of Courses</b>	<b>1,382</b>	<b>100.0%</b>

**Rajah 26: Pembahagian Kursus INTAN Mengikut Bidang**  
**Figure 26: INTAN's Training Courses According to Categories**

Daripada 1,382 kursus yang dilaksanakan, sebanyak 517 kursus (37%) telah dilaksanakan oleh Kampus Utama manakala 865 kursus (63%) oleh Kampus Wilayah. Kebanyakan kursus yang dikendalikan oleh Kampus Utama adalah kursus-kursus seperti teknologi maklumat, kewangan, ekonomi, kualiti, pembangunan sumber manusia, kepimpinan dan kursus-kursus mandatori.

Kampus-kampus Wilayah pula menumpukan kepada kursus-kursus bagi Kumpulan Sokongan seperti penyeliaan dan kepimpinan, motivasi, kewangan dan asas komputer. Pembahagian kursus yang dirancang dan dilaksanakan mengikut Program/Kampus adalah seperti di Rajah 27:

Of the 1,382 courses, 517 (37%) courses were conducted at the Main Campus and 865 (63%) at the regional campuses. Most of the courses conducted at the Main Campus were in the areas of information technology, finance, economy, quality, human resource development, leadership and mandatory courses.

The regional campuses placed greater emphasis on the implementation of courses for the support group in the areas of supervision and leadership, motivation, finance and basic computing. The distribution of the planned and implemented courses according to programmes and regional campuses is as shown in Figure 27 below:

<b>Program/ Kampus Programmes/ Campus</b>	<b>Rancang Planned</b>	<b>Laksana Implemented</b>
Kepimpinan / Leadership	71	69
IMATEC (ICT)	77	68
Pengurusan / Management	57	60
Ekonomi / Economy	85	61
Kewangan / Finance	69	100
Komunikasi / Communication	95	74
Profesional (PTD) / Professional (ADS)	34	40
Kuantitatif / Quantitative		
Pengurusan Konsultasi dan Penyelidikan/ Research and Consultation	11	9
Pengurusan Kerajaan Tempatan dan Daerah / Local Government and District Management	40	36
<b>Jumlah Kampus Utama Total for Main Campus</b>	<b>539</b>	<b>517</b>
INTENGAH / Central Region	85	100
INTURA / Northern Region	170	189
INTIM / Eastern Region	180	166
IKWAS / Southern Region	160	197
INTAN Sabah	99	99
INTAN Sarawak	112	114
<b>Jumlah Kampus Wilayah Total for Regional Campuses</b>	<b>806</b>	<b>865</b>
<b>Jumlah Keseluruhan Overall Total</b>	<b>1,345</b>	<b>1,382</b>

**Rajah 27: Pelaksanaan Kursus Mengikut Program Dan Kampus Wilayah**  
**Figure 27: Implementation of Courses According to Programme and Regional Campus**

## Kursus-Kursus Baru Bagi Tahun 2007

Pada tahun 2007, INTAN telah melaksanakan kursus-kursus baru yang bersesuaian dengan kehendak stakeholders dan keperluan pelanggan dari pelbagai agensi Kerajaan seperti di Rajah 28:

Kursus Course
Pengurusan Aset ICT: Tatacara Perolehan Penilaian dan Pelupusan ICT Asset Management: Procurement, Assessment and Disposal Procedure
Kejuruteraan Modal Insan Human Capital Engineering
Mentoring dan Coaching Mentoring and Coaching
Sistem Kewangan Islam Islamic Financial System
Analisis Bajet Gender Gender Budget Analysis
Pengurusan Peribadi Personal Management
Program Pembangunan Kepimpinan Leadership Development Programme

## New Courses For The Year 2007

In 2007, INTAN implemented new courses to meet the needs of stakeholders and clients from various Government agencies as shown in Figure 28:

## Program Latihan di Bawah Program Kerjasama Teknikal Malaysia

Bagi tahun 2007, INTAN telah berjaya melaksanakan sebanyak 15 kursus di bawah Program Kerjasama Teknikal Malaysia (MTCP). Ia melibatkan seramai 244 peserta daripada 51 buah negara. Senarai kursus adalah yang telah dijalankan adalah seperti berikut:

## Training Programmes Under the Malaysian Technical Cooperation Programme

For 2007, INTAN successfully implemented 15 courses under the Malaysian Technical Cooperation Programme (MTCP). It involved 244 participants from 51 countries. The courses carried out were:

Bil. No.	Kursus Course
1.	Pengurusan Kepimpinan dan Organisasi Leadership and Organisational Management
2.	Pengurusan Sumber Manusia dalam Perkhidmatan Awam Human Resource Management in the Public Sector
3.	Pengurusan Teknologi Maklumat dalam Perkhidmatan Awam Information Technology Management in the Public Sector
4.	Perkhidmatan Berkualiti dalam Perkhidmatan Awam Quality Services in the Public Sector
5.	Perancangan dan Pengurusan Projek Project Planning and Management
6.	Metodologi Latihan Training Methodology

Bil. No.	Kursus Course
7.	Menguruskan Penswastaan Managing Privatisation
8.	Perancangan dan Pengurusan Persekutuan Bersepadu Integrated Environmental Planning and Management
9.	Menguruskan Sistem Pertanian Managing Agricultural Systems
10.	Pengurusan Strategik Strategic Management
11.	Membangunkan Aplikasi Multimedia Untuk Pengurus Developing Multimedia Applications for Managers
12.	Perancangan dan Pengurusan Bandar Urban Planning and Management
13.	Perancangan dan Pengurusan Ekonomi Economic Planning and Management
14.	Bengkel Kajian Kes ASEAN ASEAN Case Study Workshop
15.	Program Pembangunan Eksekutif Kanan Senior Executive Development Programme

**Rajah 29: Program Latihan di Bawah Program MTCP**

Figure 29: Training Programmes under the MTCP

**Siri INTAN Executive Talk dan Jaringan Kerjasama Lain**

INTAN juga menjalankan beberapa siri INTAN Executive Talk serta program latihan dengan kerjasama institusi antarabangsa dan swasta seperti berikut:

**INTAN Executive Talk and Other Smart Networking**

INTAN also carried out a series of INTAN Executive Talk and several training programmes in collaboration with international and private institutions. These included:

Bil No.	Majlis/Persidangan Events/Conferences	Tarikh Date
1	“Strategy Matters: The Myths, Mysteries and Mistakes” oleh Ms. Margaret Bridges	23 Jan
2	“Tips for Towering Personalities in the Civil Service” oleh Y.Bhg. Dato’ Dr. Fadzillah Kamsah	5 Feb
3	“Moving with the Times: Developing Successful Strategy through Innovative Leadership” oleh Prof. Peter Sheldrake	14 Mac March
4	Kursus “Senior Executive Development Programme” kerjasama INTAN-Singapore Civil Service College	19-30 Mac March
5	“Rejoinder of Noble Mission: INTAN A Great Nation Agenda 2057” oleh Y.Bhg. Dato’ Dr. Mohd. Ghazali Mat Nor (IDB)	31 Mei May
6	“Change Management and Leadership Facilitation” oleh Mr. Vasudevan Alasingachar (The Indian Society for Applied Behavior Science, India)	6 Nov
7	“Workshop on Green Productivity for Trainers and Consultant” kerjasama INTAN-NPC	26 Feb – 23 Mac March
8	“Kursus “Environmental Protection for CLMV Countries” kerjasama INTAN-JICA di INTAN Bukit Kiara.	26 Nov – 7 Dis Dec

**Rajah 30: Siri INTAN Executive Talk dan Jaringan Kerjasama Lain**

Figure 30: INTAN Executive Talk Series and Other Smart Networking

Di samping itu, INTAN juga telah menerima kunjungan delegasi dari pelbagai institusi luar negara serta secara berterusan telah menjalinkan hubungan kerjasama dengan pelbagai institusi terkemuka di peringkat antarabangsa seperti berikut:

Institusi Institution
Lee Kuan Yew School of Public Policy, National University of Singapore
Civil Service College, Singapore
Central Officer Training Institute, Korea (COTI)
Administrative Staff College, India (ASCI)
Brunei Public Service Institute
Asian Institute of Technology, Thailand (AIT)
Harvard Business School

**Rajah 31: Kunjungan Delegasi Dari Pelbagai Agensi**  
Figure 31: Delegations From Various Agencies

INTAN juga turut menjalinkan kerjasama dengan agensi-agensi luar negara dalam menjalankan program-program latihan dan kajian. Antaranya:

Similarly, INTAN continued to foster strong collaborations with other renowned international agencies such as:

Institusi Institution
Commonwealth Secretariat (COMSEC)
Japan International Cooperation Agency (JICA)
Danish International Development Agency (DANIDA)
International Development Bank (IDB)
Asian Productivity Organisation (APO)
Colombo Plan
British Council

**Rajah 32: Kerjasama Bersama Agensi Antarabangsa**  
Figure 32: Collaborations with Other International Agencies

### Pembentangan Kertas Kerja di Persidangan Antarabangsa dan Nasional

Pada tahun 2007, pegawai-pegawai INTAN telah membentangkan kertas kerja di persidangan peringkat antarabangsa dan nasional seperti yang ditunjukkan di bawah:

### Paper Presentations at International and National Conferences

In 2007, INTAN officials presented working papers at international and national level conferences which are as follows:

Bil. No.	Tajuk Kertas Pembentangan Title Of Paper Presentation	Tempat Venue	Tarikh Date
1.	Unity in Diversity - Leading Across Differences: A Commonwealth High-Level Reflection on Diversity Leadership	Ottawa, Canada	19-21 Jun June
2.	Enhancing Human Capital Performance for Effective Implementation. Eleventh Civil Service Conference	INTAN	4 September
3.	Effective Public Service Delivery Through Quality Training. Eleventh Civil Service Conference	INTAN	3 September
4.	Manual on Gender Budgeting : Malaysia's Experience. Korean Institute for Gender Equity (KIGEPE) Conference	Seoul, Korea	14 September
5.	A Preliminary Observation on the Role of INTAN in Enhancing Its Strategic Development Agenda	Putrajaya	18 September
6.	Institutional Alignment with Reform: INTAN's Model. 14 <sup>th</sup> ASEAN Conference on Civil Service Matters (ACCSM)	Bali, Indonesia	29-31 Oktober October
7.	Institutional Alignment to Reform: INTAN's Model. Leadership, Learning, Institutes and Public Service	Accra, Ghana	7-9 November
8.	Exemplary Leadership in the Public Sector. National Workshop on Traditions of Effective Public Sector Leadership	Putrajaya	13-14 Disember December
9.	Developing Collaborative Leaders for a Highly Diverse Society. National Workshop on Traditions of Effective Public Sector Leadership	Putrajaya	13-14 Disember December
10.	Leading Change in the Public Sector Through Knowledge Management. TRM for Public Sector: National Workshop on Traditions of Effective Public Sector Leadership	Putrajaya	13-14 Disember December

**Rajah 33: Pembentangan Kertas Kerja di Persidangan Antarabangsa dan Nasional**  
**Figure 33: Paper Presentations at International and National Conferences**

#### Pengurusan Majlis dan Persidangan

Antara majlis-majlis utama dan persidangan yang telah dijalankan sepanjang tahun 2007 adalah seperti berikut:



*Anugerah Fellow INTAN dan Penyampaian Diploma INTAN 2007  
The 2007 INTAN Fellow Award Ceremony and the Presentation of INTAN Diploma*

#### Event and Conference Management

Among the main events and conferences conducted by INTAN in 2007 were as follows:



*Majlis Perdana Perkhidmatan Awam Ketujuh (MAPPA VII)  
7th Prime Ministerial Address to the Public Service*

Bil No.	Majlis/Persidangan Event/Conference	Tarikh Date
1	Majlis Perdana Perkhidmatan Awam Ketujuh (MAPPA VII) 7th Prime Ministerial Address to the Public Service	11 Januari January
2	Persidangan Penyelidikan Sektor Awam 2007 Public Sector Research Conference	27 Februari February
3	Majlis Pelancaran dan Seminar E-Pembelajaran Sektor Awam Public Sector E-Learning Seminar	9 Julai July
4	Persidangan Perkhidmatan Awam Keduabelas The Twelveth Civil Service Conference	3-4 September
5	Konvensyen KMK Peringkat Kebangsaan dan Anugerah Inovasi Perkhidmatan Awam ke-24, Kota Bharu, Kelantan National QCC Convention and the 24th Public Sector Innovation Award	28-29 Oktober October
6	Anugerah Fellow INTAN dan Penyampaian Diploma INTAN 2007 The 2007 INTAN Fellow Award Ceremony and the Presentation of INTAN Diploma	4 Disember December

**Rajah 34: Pengurusan Majlis dan Persidangan**

Figure 34: Event and Conference Management

#### Penerbitan

INTAN juga menggalakkan budaya penulisan dan penerbitan bahan-bahan bacaan sebagai pemangkin perambahahan fikiran di kalangan penjawat awam. Pada tahun 2007, INTAN telah menerbitkan sebanyak empat buah buku dan lapan penerbitan berkala seperti berikut:-

#### Publications

In addition to training, INTAN also encourages writing and publication of reading materials to enhance critical thinking among civil servants. In 2007, INTAN published the following four books and two periodicals:

Bil. No.	Tajuk Title	Jenis Penerbitan Types of Publication
1	Amanat Perdana: Perkhidmatan Awam Bertaraf Dunia. (Koleksi Ucapan Perdana Menteri Sempena MAPPA 2000-2005)	Buku Umum General Book
2	Protokol dan Etiket Dalam Pengurusan dan Menghadiri Majlis (Edisi Baru)	Buku Umum General Book
3	<i>Development With Human Touch: Maximising Human Capital Potential</i>	Buku Umum General Book
4	<i>Dealing With Mental Disorders and Other Abnormalities At The Office</i>	Buku Umum General Book
5	<i>INTAN Management Journal Vol.8, No. 1, 2006</i>	Penerbitan Berkala (Journal)
6	<i>Public Sector ICT Management Review Vol. 1 No. 1, 2007</i>	Penerbitan Berkala (Journal)

**Rajah 35: Penerbitan**

Figure 35: Publications

## Kajian Dan Penyelidikan

Bagi tahun 2007, INTAN telah berjaya melaksanakan pelbagai kajian dan penyelidikan. Antaranya:

## Studies and Surveys

In 2007, INTAN conducted various studies and surveys. Among others:

Bil. No.	Tajuk Title
1	Kajian Mengenai Kepuasan Bekerja Dan Komitmen Pegawai Awam Persekutuan Yang Bertugas di Sarawak Survey on Job Satisfaction and Commitment Levels of Federal Public Officials in Sarawak
2	Training Needs Analysis for Malaysian Public Sector Information Technology Workforce Training Needs Analysis for Malaysian Public Sector Information Technology Workforce
3	Kajian Keberkesanan Terhadap Pelaksanaan Kumpulan Meningkat Mutu Kerja (KMK): Kajian ke atas Agensi yang Menyertai Konvensyen KMK Kebangsaan The Effectiveness of the Implementation of Quality Control Circles (QCC): A Study on Participating Agencies in the National QCC Convention
4	Kajian Impak Kursus Generik INTAN Impact Study on INTAN's Generic Courses
5	Kajian Impak Kursus Pembangunan Laman Web INTAN Impact Study on INTAN's Homepage Development Courses
6	Kajian Impak Program Gerak Tumpuan Kementerian Wilayah Persekutuan Impact Study on "Focus Action" Programme of the Ministry of Federal Territory
7	Kajian Tahap Kepuasan Pelanggan Terhadap Perkhidmatan Kaunter A Study on Customer Satisfaction Level regarding Counter Services
8	Kajian Persepsi Peserta Terhadap Keberkesanan Mesej dalam Kursus Anjuran INTAN A Study on Participants' Perception on Message Efficiency in Courses Organised by INTAN
9	Kajian Keberkesanan Sistem Kad Perakam Waktu A Study on the Effectiveness of the Punch Card System
10	Kajian Keberkesanan Pelaksanaan Model PTD Assessment Centre dalam Pemilihan Pegawai PTD Baru A Study on the Effectiveness of the Implementation of the PTD Assessment Centre Model in the Selection of New PTD Officials
11	Kajian Keberkesanan Program Lawatan Integrasi Dalam Memupuk Integrasi Nasional An Effectiveness Study on the Integration Visits to Inculcate National Integration
12	Kajian Impak Kursus Diploma Pengurusan Awam (DPA) INTAN An Impact Study on INTAN's Diploma of Public Management (DPA) Course

**Rajah 36: Kajian dan Penyelidikan Tahun 2007**

Figure 36: Studies and Surveys in 2007

## Pencapaian Lain

Dalam tahun 2007, INTAN telah terpilih memenangi tempat kedua Anugerah *Malaysian Emerging Knowledge Organisation (MEKO)* 2007. Anugerah MEKO adalah satu pengiktirafan untuk organisasi di Malaysia yang mempunyai struktur dan *road map* dalam menerapkan amalan pengurusan ilmu. Pengiktirafan ini diharap akan menjadi pemangkin dalam meneruskan fungsi INTAN sebagai institusi latihan yang menjana kecemerlangan modal insan untuk sektor awam.

## Other Achievements

In the year 2007, INTAN secured second place in the Malaysian Emerging Knowledge Organisation (MEKO) Award. The MEKO Award is a recognition for Malaysian organisations that have a proper structure and road map for instilling the practice of knowledge management. It is hoped that this official recognition will serve as a catalyst for INTAN to continue in its role as a training institute that generates human capital excellence for the public sector.

# Perkhidmatan Psikologi dan Kaunseling

Psychological Services and Counselling

Bahagian Perkhidmatan Psikologi (BPPs) menekankan lima fokus utama program iaitu perancangan dan penggubalan dasar-dasar psikologi, penyediaan khidmat konsultasi, perancangan, pelaksanaan berlandaskan program pembangunan, pencegahan dan pemulihan serta penyelidikan dan penilaian. Keseluruhan program dan aktiviti menjurus kepada meningkatkan penggunaan potensi modal insan yang berintegriti dan berprestasi tinggi.

## Penggubalan Dasar Perkhidmatan Psikologi

BPPs menyediakan garis panduan, pekeliling dan dasar berkaitan perkhidmatan psikologi mengikut keperluan semasa. Pada tahun 2007, Gerakan Membudayakan Kerja Kelas Pertama telah diperkenalkan sebagai kesinambungan dari Gerakan Budaya Kerja Cemerlang yang telah diwujudkan sejak 1989.

Pendekatan *mentoring* turut diperkenalkan sebagai satu usaha mewujudkan modal insan Perkhidmatan Awam berminda kelas pertama. Usaha ini diterapkan melalui penganjuran siri taklimat untuk memberi penerangan dan kefahaman kepada penjawat awam, khususnya Pengurus Sumber Manusia berhubung kepentingan aplikasi psikologi dalam pengurusan modal insan.

## Khidmat Pakar Rujuk Perkhidmatan Psikologi

BPPs juga menyediakan kepakaran berhubung dasar psikologi dan menjadi tempat rujukan dalam menyediakan perkhidmatan psikologi. Antara perkhidmatan yang dijalankan sepanjang tahun 2007 termasuk siri taklimat berhubung penggunaan e-Psikologi kepada agensi-agensi awam.

The focus of the programmes and activities of the Psychological Services Division (BPPs) was on five areas of psychological services, which are policy formulation, consultation services, planning and implementation based on developmental, prevention and rehabilitation programmes, and research and evaluation. All these programmes and activities are directed towards enhancing the potential utilisation of high performing and high integrity human capital.

## Formulation of Policies on Psychological Service

BPPs provides guidelines, circulars and formulates policies on psychological services based on needs basis. In 2007, the First Class Work Culture Movement was introduced as a continuation of the Excellent Work Culture Movement that was introduced in 1989.

The mentoring approach was also introduced as one of the initiatives to develop a world-class human capital for the Public Service. This was done through briefing sessions that provide explanations and insights to public servants especially Human Resource Managers on the importance of the psychological application in human capital management.

## Consultancy Services for Psychology

BPPs also provided expert advice on matters relating to psychological policies as well as serving as a reference point for psychological services. Amongst the services provided throughout the year 2007 were briefing sessions on e-Psikologi to government agencies.

BPPs turut memberi khidmat nasihat berhubung pembangunan ujian psikologi kepada agensi-agensi awam yang memerlukan.

Pada tahun 2007, BPPs bekerjasama dengan Suruhanjaya Perkhidmatan Awam Malaysia menggubal soalan peperiksaan bagi 14 skim perkhidmatan bagi tujuan lantikan. BPPs juga membantu Kementerian Pelajaran Malaysia membangunkan Inventori Sahsiah Keguruan bagi calon Kursus Perguruan Pra Perkhidmatan.

BPPs juga menganggotai jawatan kuasa seperti:

- Pasukan Khas Perunding Jawatankuasa Keutuhan Pengurusan II (PKPJ KP II)
- Jawatankuasa Pembentukan Latihan
- Jawatankuasa Sistem Pengurusan Audit Nilai Dalam Perkhidmatan Awam
- Jawatankuasa Kebangsaan Respons Kesihatan Mental Untuk Bencana
- Lembaga Kaunselor Malaysia
- Persatuan Kaunseling Malaysia
- Persatuan Psikologi Malaysia.

### **Perancangan Keperluan Perkhidmatan Psikologi**

Bagi memenuhi keperluan perkhidmatan psikologi, BPPs telah membangunkan Modul Bina Insan yang mengandungi sub modul seperti Konflik dan Mediasi, Pengurusan Kemarahan, Pengurusan Kesedihan dan Kehilangan, Pengurusan Emosi serta Pengurusan Perubahan.

BPPs also offered advisory services on the development of psychological testing to government agencies.

In 2007, BPPs worked together with the Public Service Commission on the formulation of examination questions for entrance into 14 schemes of service. BPPs was also involved with the Ministry of Education in the development of the Inventory of Teaching Personality for candidates of the Teachers Pre-service Course.

BPPs also sat on various committees such as:

- Special Consultative Committee on Management Excellence II (PKPJ KP II)
- Committee on the Development of Training Courses
- Committee on Management System for Auditing Values in the Public Service
- National Committee for Mental Health Response in Disasters
- Malaysia Counsellors' Board
- Counselling Association of Malaysia
- Malaysian Psychological Association.

### **Psychological Service Requirements**

To fulfil the needs for psychological service requirements, BPPs developed the Human Capital Development Module that included sub-modules such as conflict and mediation, anger management, grief and loss management, management of emotions and change management.

JENIS PENGGUNA	
1)	Kakitangan Kerajaan
2)	Pasangan Dan Anak Kakitangan Kerajaan
3)	Pelajar Tajaan JPA
4)	Pelajar Pinjaman JPA
5)	Pelajar Pinjaman JPJ

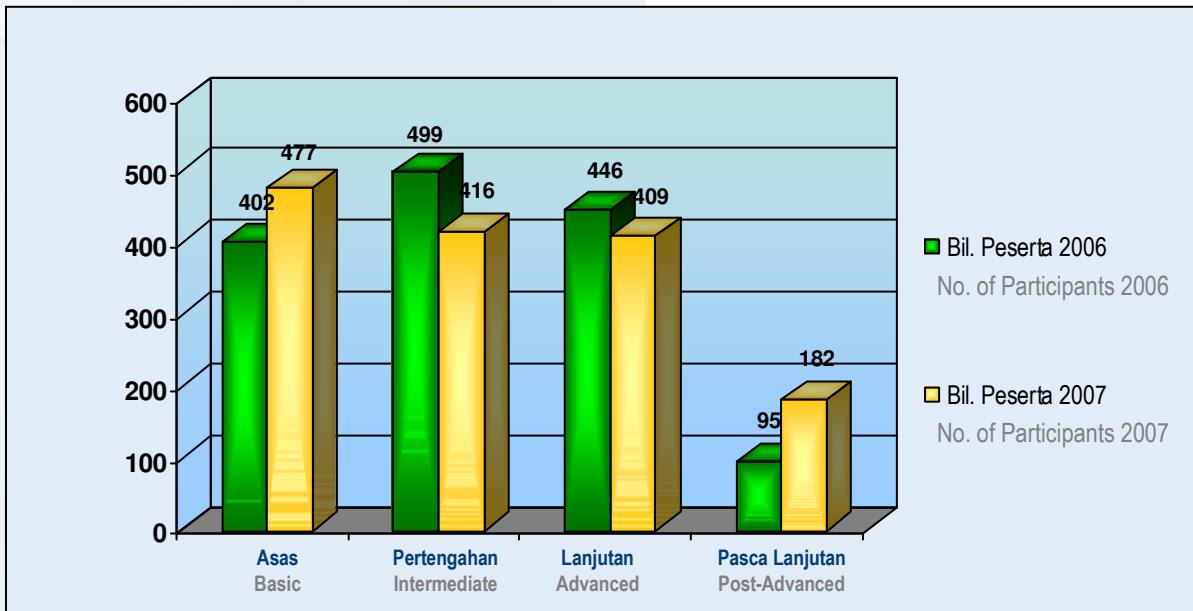
**Paparan e-Psikologi di Portal JPA**  
Snapshot of e-Psikologi at the PSD Portal

## Pelaksanaan Perkhidmatan Psikologi

BPPs bertanggungjawab melaksanakan program yang berbentuk pembangunan, pencegahan dan pemulihan. Sepanjang tahun 2007, 50 siri Program Peningkatan Kemahiran Kaunseling (PPKK) telah dianjurkan kepada peserta di pelbagai agensi awam. Statistik pengajuran PPPK seperti rajah di bawah:

## Implementation of Psychological Services

BPPs was also responsible for implementing programmes in the forms of development, prevention and rehabilitation. Throughout 2007, 50 series of Counselling Skills Enhancement Programmes (PPKK) were conducted for participants from various government agencies. The statistics on the number of PPPK carried out in 2007 are summarised in the figure below:



Rajah 37: Bilangan Peserta Program Peningkatan Kemahiran Kaunseling Bagi Tahun 2006 dan 2007

Figure 37: Number of Participants of Counselling Skills Enhancement Programmes for 2006 and 2007

BPPs telah menganjurkan Seminar Psikologi Perkhidmatan Awam Kali Ke-13 dengan tema “Membudayakan Budaya Kerja Kelas Pertama” pada 19 – 20 Jun 2007 yang dirasmikan oleh Ketua Setiausaha Negara.

Forum-forum lain anjuran BPPs sepanjang 2007 antaranya:

- Bengkel Peningkatan Profesionalisme Pengamal Kaunseling anjuran bersama Persatuan Kaunseling Malaysia pada 23 April 2007 di PICC. Bengkel yang bertemakan “Pekerja Minda Kelas Pertama”;
- Seminar Setiausaha Perkhidmatan Awam pada 14 Mei 2007 di Dewan Perbadanan Putrajaya; dan
- Sebanyak 353 ceramah telah disampaikan kepada 21,708 orang kakitangan awam di seluruh Malaysia (peningkatan 11.4% bagi ceramah dan 4.6% peserta berbanding tahun 2006).

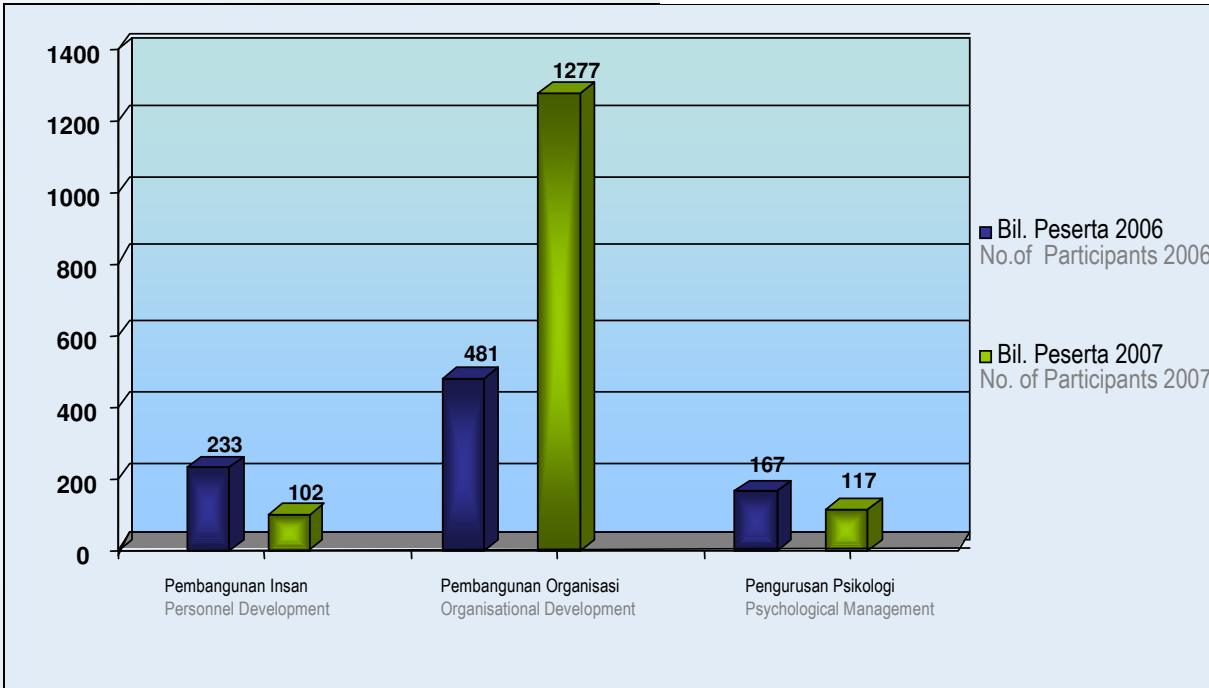
BPPs also organised the 13th Psychology Seminar for the Public Service with the theme “Enculturing First-Class Work Culture” on 19<sup>th</sup>-20<sup>th</sup> June 2007. The seminar was officiated by the Chief Secretary to the Government.

Other forums organised by BPPs throughout 2007 were:

- Workshop on the Enhancement of Professionalism of Psychology Practitioners organised jointly with the Counselling Association of Malaysia on 23<sup>rd</sup> April 2009 at PICC with the theme “First-Class Worker”
- Seminar for Secretaries in the Public Service on 14<sup>th</sup> May 2007 at the Putrajaya Corporations Hall; and
- 353 lectures to 21,078 public servants throughout Malaysia (an increase of 11.4% in the number of lectures and 4.6% in the number of participants compared to 2006)

BPPs juga melaksanakan program-program berbentuk pembangunan insan, pembangunan organisasi dan pengurusan psikologi dengan penganjuran 26 program yang melibatkan 1496 orang peserta (peningkatan 8.3% dari segi bilangan siri dan 70% peserta berbanding tahun 2006).

BPPs also implemented programmes in the forms of human resource development, organisational development and psychological management through 26 programmes involving 1496 participants (an increase of 8.3% in the number of programmes and 70% in the number of participants compared to 2006).



**Rajah 38: Siri Penganjuran Program dan Bilangan Peserta Terlibat bagi Tahun 2007**  
**Figure 38: Programmes Organised and Total Number of Participants Involved for Year 2007**

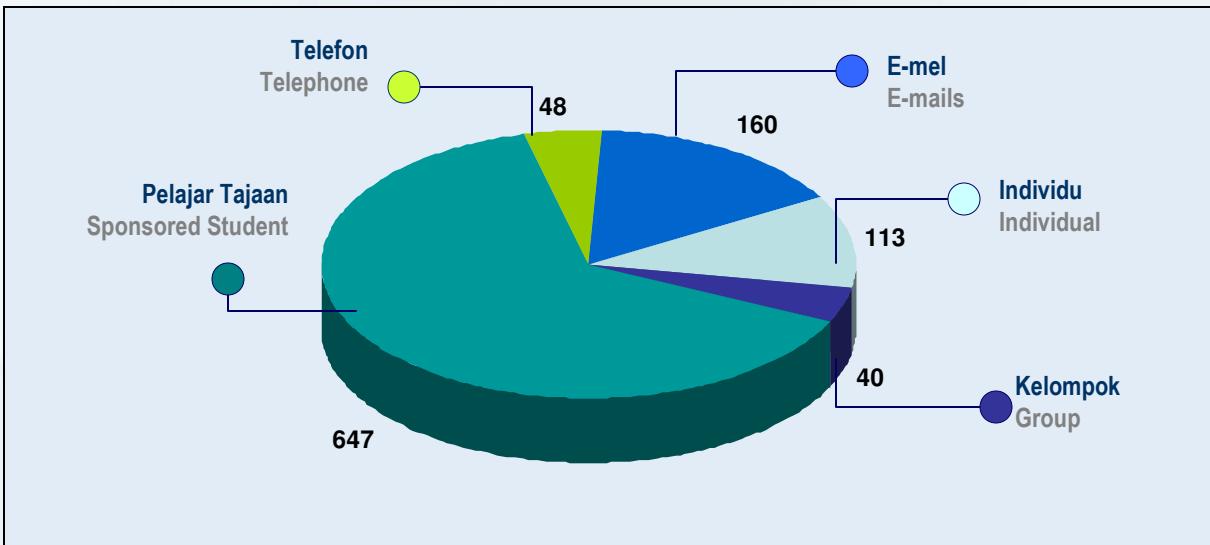
BPPs mengadakan 14 Program Anjakan Paradigma dan Pengukuhan Set Minda yang melibatkan 759 orang pelajar tajaan JPA yang akan ke luar negara.

Sebanyak 1,008 sesi perkhidmatan kaunseling berbentuk pencegahan dan pemulihan telah diberi kepada anggota Perkhidmatan Awam, ahli keluarga terdekat dan para pelajar tajaan JPA.

BPPs also organised 14 paradigm shift and mind-set enhancement programmes involving 759 PSD-sponsored students in preparation for their studies abroad.

A total of 1,008 counselling service sessions in the forms of prevention and rehabilitation were provided for public servants, their immediate family members and PSD-sponsored students.

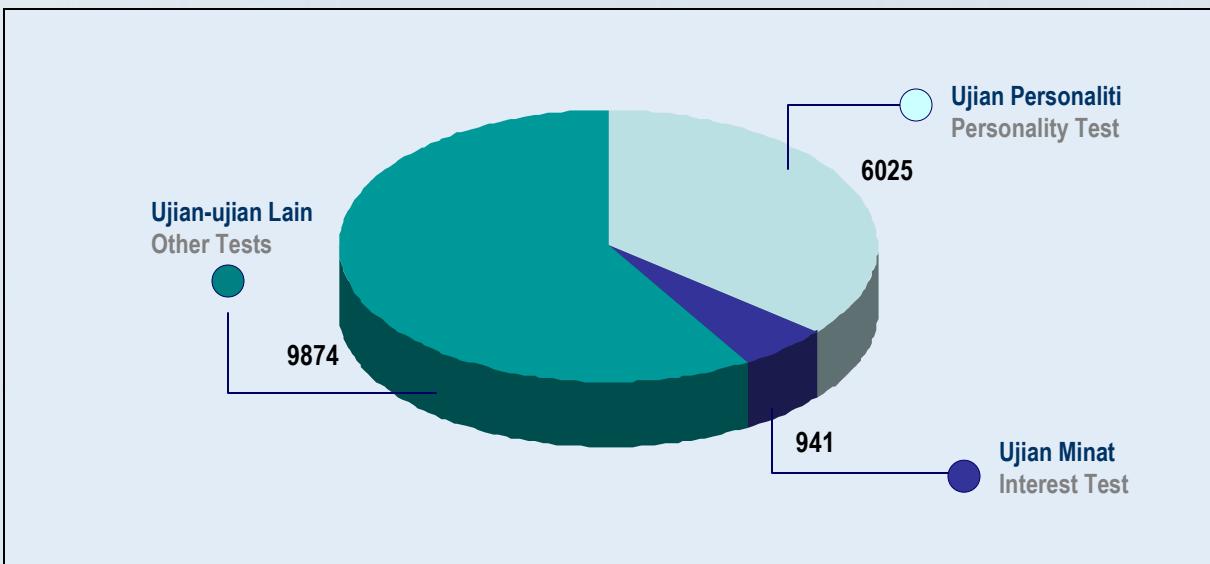




Rajah 39: Bilangan Sesi Kaunseling Tahun 2007.  
Figure 39: The Number of Counselling Sessions in 2007

BPPs mengendalikan ujian-ujian psikologi bagi urusan pengambilan, kenaikan pangkat, penempatan dan bagi tujuan diagnosis keperluan kaunseling atau perkembangan kendiri. Sepanjang tahun 2007, seramai 16,840 orang pelanggan telah mengambil ujian psikologi, peningkatan sebanyak 8,435 pelanggan atau 100.4% berbanding tahun 2006.

BPPs also conducted psychological testing services for recruitment, job promotion, placements as well as for diagnosing counselling needs or for self-development. Throughout 2007, a total of 16,840 clients sat for psychological tests, an increase of 100.4% or 8,435 clients compared to 2006.



Rajah 40: Bilangan Pelanggan Mengambil Ujian Psikologi Tahun 2007  
Figure 40: The Number of Clients Who Took Psychology Tests in 2007

## Kajian dan Penerbitan

Sepanjang tahun 2007, BPPs telah menjalankan lima kajian iaitu:

- i. Kajian Keberkesanan Ujian Psikologi
- ii. Kajian Keberkesanan Penyampaian Perkhidmatan
- iii. Kajian Cara Gaya Pengurusan Stres
- iv. Kajian Keberkesanan Program Peningkatan Kemahiran Kaunseling (PPKK)
- v. Kajian Keseronokan Bekerja Dalam Organisasi.

Manakala penerbitan BPPs sepanjang 2007:

- i. Jurnal Psikologi Perkhidmatan Awam Malaysia Bilangan Ke Dua yang memuatkan artikel berkaitan isu-isu psikologi dan hasil kajian berhubung disiplin psikologi dan kaunseling di tempat kerja.
- ii. Buku Budaya Kerja Kelas Pertama.

## Penambahbaikan Penyampaian Perkhidmatan

BPPs melaksanakan Ujian Psikologi Secara *Online* (*e-Psikologi*) secara berterusan bagi membantu Pengurusan Sumber Manusia membuat keputusan dalam urusan pemilihan, penempatan, pembangunan insan dan perkhidmatan kaunseling kepada pegawai di agensi masing-masing.

Bagi menangani pegawai berprestasi rendah dan bermasalah, Modul Pengembangan Diri Berkelompok telah diperkenalkan. Modul komprehensif ini menitikberatkan aktiviti berdasarkan strategi serampang empat mata, iaitu merangkumi aktiviti kaunseling, aktiviti psikologi, aktiviti kerohanian dan aktiviti fizikal, termasuk senaman kerehatan.

Selain itu, dalam usaha mempertingkatkan kecemerlangan pejawat awam terutamanya pegawai berprestasi rendah dan bermasalah, BPPs telah memperkenalkan Program Pengupayaan Kendiri (PPK). PPK ini melibatkan empat program utama iaitu:

- i. Penilaian Pekerja
- ii. *Mentoring*
- iii. Pembimbing Rakan Sekerja
- iv. Kaunseling.

## Research and Publication

Throughout 2007, BPPs conducted five studies, namely:

- i. Study on the Effectiveness of Psychological Testings
- ii. Study on the Effectiveness of Service Delivery
- iii. Study on Stress Management and Coping Styles
- iv. Study on the Effectiveness of Counselling Skills Enhancement Programmes (PPKK)
- v. Study on Organisational Workplace Enjoyment.

Among the publications produced by BPPs in 2007 were:

- i. Journal on Psychology for the Public Service Malaysia (No.2) that included articles on psychological issues and research findings relating to the psychology discipline and counselling at the work place.
- ii. Book on First-Class Work Culture.

## Improvements in Service Delivery

BPPs also implemented the online psychological test (*e-Psikologi*) on a continuous basis. This is a system that allows virtual psychological testing to be conducted to assist Human Resource Managers to make decisions on aspects related to selection, placements, human development and counselling services at their various agencies.

The Group Self-development Module was also introduced for handling poor performing and problematic officers. This comprehensive module emphasises activities based on psychological, spiritual and physical activities as well as relaxation techniques.

In addition, as an effort to enhance the performance of Public Service personnel, especially problematic and poor-performing officers, BPPs introduced the Self-empowerment Programme (PPK). PPK includes four main programmes namely:

- i. Staff Assessment
- ii. Mentoring
- iii. Peer Guidance
- iv. Counselling

# Pengurusan Sumber Manusia dan Khidmat Pengurusan

Human Resource and Management Services

Bahagian Sumber Manusia dan Khidmat Pengurusan (BKP) merupakan perancang, pemudah cara, penyelaras dan pelaksana aktiviti pengurusan sumber manusia di JPA.

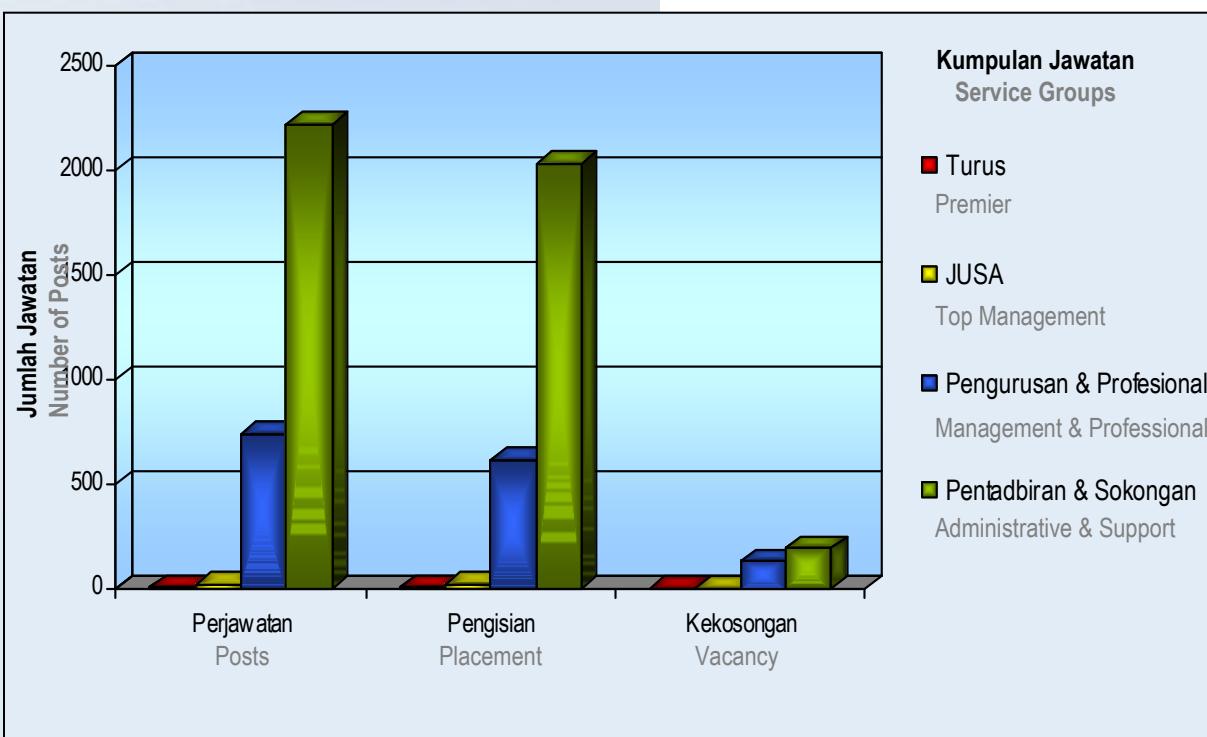
## Perjawatan dan Personel

Sehingga 31 Disember 2007, bilangan pengisian bagi semua kumpulan perkhidmatan di JPA adalah sebanyak 2,667 (89%) berbanding bilangan perjawatan sebanyak 2,981 iaitu Kumpulan Pengurusan Tertinggi seramai 19 orang (1%), Kumpulan Pengurusan dan Profesional seramai 740 orang (25%) dan Kumpulan Sokongan seramai 2,222 orang (74%). JPA juga telah melaksanakan urusan pengambilan bagi mengisi 73 kekosongan jawatan Kumpulan Sokongan II. Rajah di bawah menunjukkan kedudukan perjawatan dan pegawai mengikut kumpulan perkhidmatan.

The mission of the PSD's Human Resource and Management Services Division is to be the planner, facilitator, coordinator and executor of quality human resource activities.

## Posts and Personnel

As of 31<sup>st</sup> December 2007, 2667 (89%) posts had been filled as compared to 2981 posts in the PSD of which 19 (1%) were from the Top Management Group, 740 (25%) from the Management and Professional Group and the remaining 2222 (74%) from the Support Group. A total of 73 posts were filled in 2007 for Support Group II. The figure below indicates the breakdown of posts and personnel according to the service groups.



Rajah 41: Perjawatan, Pengisian dan Kekosongan Jawatan Mengikut Kumpulan Jawatan

Figure 41: Post, Placement and Vacancy According To Service Groups

## Penggunaan Sumber Manusia

JPA mempraktikkan konsep ‘kesesuaian kerja’ dan ‘pusingan kerja’, penggunaan sumber manusia secara optimum. Sepanjang tahun 2007, sebanyak 842 urusan penempatan dan pertukaran dalaman telah dilaksanakan berikutan kenaikan pangkat, pengambilan baru dan pertukaran pegawai.

## Persaraan Pegawai JPA

Sepanjang tahun 2007, seramai 45 pegawai JPA telah bersara wajib dan lima pegawai bersara pilihan. Majlis meraikan persaraan pegawai diadakan sekali setiap bulan.



## Majlis Bersama Jabatan

Mesyuarat Majlis Bersama Jabatan (MBJ) telah diadakan sebanyak empat kali seperti yang ditetapkan. Sebanyak 30 daripada 32 isu yang dibangkitkan telah dapat diselesaikan, antaranya:

- i. memastikan pengawal keselamatan swasta memberi layanan yang baik terhadap pesara dan Orang Kurang Upaya;
- ii. mengadakan pemantauan keselamatan di kawasan parkir JPA;
- iii. mengadakan prosedur keselamatan warga JPA ketika bencana;
- iv. memastikan kawalan trafik di Kompleks C lancar terutama pada sebelah petang; dan
- v. mengadakan Majlis Persaraan dalam tempoh sebulan sebelum pegawai bersara.

Ahli-ahli MBJ-JPA juga telah mengadakan program lawatan sambil belajar ke Dewan Bandar Raya Kuching Utara, Sarawak pada 12 November 2007 untuk bertukar fikiran mengenai pelaksanaan MBJ di jabatan masing-masing. Di samping itu, MBJ-JPA telah dikunjungi oleh Perbadanan Produktiviti Negara dan Majlis Daerah Kota Tinggi.

## Utilisation of Human Resource

The practical application of the ‘job match’ and ‘job rotation’ concept had brought about 842 significant internal transfers in 2007 due to promotion, new intakes and transfer of PSD personnel.

## Retirement Of PSD Officers

In 2007, 45 PSD officers reached their compulsory retirement age and five officers opted for early retirement. Ceremonies to acknowledge retiring officers were held every month.

## Joint Departmental Council

The Joint Departmental Council (JDC) was held four times as planned. A total of 30 out of 32 issues raised were resolved, which included:

- i. To ensure proper and cordial treatment to retirees and handicapped clients of the PSD;
- ii. To implement safety measures at the PSD parking lots;
- iii. The implementation of the PSD Personnel Safety Procedure during times of emergencies;
- iv. To ensure a smooth traffic flow every evening within Complex C; and
- v. The ceremony for would-be retirees to be held a month before their retirement.

Members of the PSD-JDC undertook a study visit to the Dewan Bandaraya Kuching Utara, Sarawak on 12<sup>th</sup> November 2007 to gain knowledge and share experiences on the JDC. In addition, the PSD-JDC also received visits from the National Productivity Council and the Kota Tinggi Municipal Council.

## **Program Mentoring**

Program *Mentoring* JPA telah dilancarkan pada 9 Januari 2007 dengan memadankan 36 *mentor* dari kalangan ahli Rakan Pembimbing Perkhidmatan Awam (AKRAM-JPA) dengan 36 pegawai lantikan baru sebagai *mentee*. Objektif program ini ialah bagi membantu pegawai baru menyesuaikan diri dengan persekitaran kerja dan organisasi.

Program *Mentoring* peringkat kedua telah dilancarkan pada 5 Julai 2007 dengan memadankan 35 *mentor* terdiri daripada pegawai yang berpengalaman dengan 35 pegawai yang baru dinaikkan pangkat sebagai *mentee*. Objektif program ini untuk membantu *mentee* menyesuaikan diri dengan tugas dan tanggungjawab baru.

Selain daripada itu, lawatan sambil belajar ke Petronas telah diadakan pada 2 Ogos 2007 untuk mendalami pelaksanaan Program *Mentoring*.

## **Laporan Penilaian Prestasi dan Pergerakan Gaji**

Pada Mei 2007, Panel Pembangunan Sumber Manusia (PPSM) telah meluluskan:

- i. Seramai 195 pegawai untuk mendapat Anugerah Perkhidmatan Cemerlang.
- ii. Meluluskan Anjakan Gaji kepada 97 pegawai yang telah memenuhi syarat-syarat yang sedang berkuat kuasa.

## **Latihan**

Pada tahun 2007, JPA telah menetapkan setiap pegawai menjalani latihan sekurang-kurangnya 10 hari dalam setahun. Beberapa pendekatan telah diambil, antaranya mengendalikan latihan secara dalaman serta menghantar pegawai mengikuti latihan anjuran agensi luar di dalam dan luar negara. Sebanyak 40 kursus dalaman yang berbentuk mandatori, generic, fungsian dan bahasa juga telah dikendalikan. Secara keseluruhan, seramai 2,359 orang pegawai telah menjalani latihan dengan purata menghadiri latihan sebanyak sembilan hari.

## **Aktiviti-Aktiviti Sukan, Kebajikan Dan Keagamaan**

Sepanjang 2007, Unit Kelab JPA terlibat secara aktif dalam aktiviti-aktiviti anjuran Majlis Agama, Kebajikan, Sukan Wilayah Persekutuan (MAKSWIP).

## **Mentoring Programme**

The PSD's mentoring programme was launched on 9<sup>th</sup> January 2007 with the matching of 36 mentors from the Members of the Rakan Pembimbing Perkhidmatan Awam with 36 mentees from the newly recruited officers. The objective of the programme was to assist new officers to adapt themselves with the working environment and the organisation.

The second stage of the programme was launched on 5<sup>th</sup> July 2007. The second edition of the programme involved matching 35 mentors who were selected among senior officers with 35 mentees from newly promoted officers. The objective of the programme was to assist the mentees to adapt themselves to new tasks and responsibilities.

On 2<sup>nd</sup> August 2007, a study visit to Petronas was conducted. The objective was to gain knowledge and ideas on the implementation of the mentoring programme in Petronas.

## **Annual Performance Appraisal Report**

In May 2007, the Human Resource Development Panel (PPSM) approved:

- i. The Excellent Service Reward for 195 officers.
- ii. Pay Increment to 97 officers who have fulfilled the necessary requirements.

## **Training**

In 2007, PSD set a policy whereby all officers had to undergo at least 10 days of training. Several approaches were undertaken including conducting in-house training and sending officers for training organised by other agencies locally and abroad. A total of 40 in-house training courses encompassing four categories i.e. mandatory, generic, functional and language were also conducted. Overall, 2,359 officers underwent training with an average of nine training days.

## **Sports, Welfare and Religious Activities**

Throughout 2007, the PSD Club played an active role in activities organised by the Federal Territory Council of Welfare, Sports and Religion (MAKSWIP).

### i. Aktiviti Sukan

Pelbagai aktiviti sukan telah dijalankan dalam tahun 2007 bagi 106 buah Kelab Gabungan MAKSWIP. Pertandingan Sukan Antara Bahagian JPA 2007 pula telah mengumumkan pemenang sukan seperti berikut:

Johan

: INTAN

Naib Johan

: Gabungan Bahagian Sumber  
Manusia dan Khidmat  
Pengurusan (BKP) &  
Bahagian Penyelidikan dan  
Perancangan (BPP)

Ketiga

: Bahagian Pencen

Selain daripada itu, penyertaan dalam aktiviti Majlis Kebajikan dan Sukan Anggota-anggota Kerajaan Malaysia (MAKSAK) juga telah dijalankan bagi pertandingan dengan Badan-badan Gabungan MAKSAK Malaysia.

Keputusan Pertandingan di peringkat MAKSAK Malaysia 2007 adalah seperti berikut:

Johan

: Kuala Lumpur (MAKSWIP)

Naib Johan

: Polis DiRaja Malaysia

Ketiga

: Selangor

### ii. Aktiviti Kebajikan

- Penganjuran Hari Keluarga, Malam JPA dan Majlis Aidilfitri
- Kempem menderma darah
- Ceramah khas untuk wanita dengan kerjasama PUSPANITA
- Ziarah warga JPA yang sakit
- Pinjaman wang kepada kakitangan Kumpulan Sokongan
- Sumbangan khairat kematian
- Sumbangan Hari Raya kepada warga yang memerlukan
- Lawatan sambil belajar

### i. Sports Activities

Various sports activities were carried out in 2007 for 106 MAKSWIP associated clubs. The winners of the Inter Division Games in 2007 were as follows:

Champion : INTAN

Second : Collaboration between Human Resource and Management Services Division and Research and Planning Division

Third : Pensions Division

In 2007, many activities were also organised by MAKSAK Malaysia for associated members of MAKSAK Malaysia.

Games results at MAKSAK Malaysia level in 2007 were as follows:

Champion : Kuala Lumpur (MAKSWIP)

Second : Royal Malaysian Police

Third : Selangor

### ii. Welfare Activities

- PSD's Family Day
- Blood Donation Campaign on Quality Day
- Exclusive Talk for Women in collaboration with PUSPANITA (Association of Wives and Women Officers in the Public Service)
- Visits to staff who were ill
- Small loans to staff in the Support Group
- Donation to PSD staff upon the death of spouse or child
- Hari Raya donations to staff in the Support Group
- Study visits

### iii. Aktiviti Keagamaan

- Ceramah Penerapan Nilai-nilai Islam
- Ceramah Ramadhan
- Majlis Solat Hajat sempena peperiksaan UPSR, PMR dan SPM
- Sambutan Maal Hijrah dan Maulidur Rasul
- Majlis Tahlil dan Doa Selamat untuk bakal-bakal Haji

Penyertaan pegawai JPA dalam aktiviti-aktiviti yang dianjurkan telah melahirkan semangat setia kawan dan hubungan silaturrahim yang erat di kalangan pegawai di sekitar Wilayah Persekutuan Kuala Lumpur dan Putrajaya.

### Program Kualiti dan Produktiviti

JPA sentiasa berusaha memupuk budaya kerja cemerlang dan berkualiti dari segi nilai, sikap dan pemikiran para pegawainya. Sepanjang tahun 2007, JPA telah melaksanakan tujuh program utama iaitu:

- Program 1 : Pemantapan Imej JPA
- Program 2 : Pelaksanaan Agenda ICT
- Program 3 : Pemantapan Penyampaian Perkhidmatan
- Program 4 : Pembangunan Modal Insan
- Program 5 : Pemantapan Semangat Kerja Berpasukan
- Program 6 : Penghayatan Nilai-nilai Murni
- Program 7 : Pembangunan Kepimpinan

Sambutan Hari Kualiti JPA Tahun 2007 telah diadakan pada 21 November 2007 dengan tema "Modal Insan Sektor Awam Era Baru". Ceramah Kualiti telah disampaikan oleh Y. Bhg. Dato' Haji Ahmad bin Said, Timbalan Ketua Pengarah Perkhidmatan Awam (Operasi).



### iii. Religious Activities

- Talks on inculcating Islamic Values
- Ramadhan Talks
- Special Prayers for UPSR, PMR and SPM
- Maal Hijrah and Maulidur Rasul celebrations
- Tahlil and prayers for intending pilgrims

Participation in the activities fostered strong relationships and strengthened the spirit of brotherhood among civil servants especially within the PSD in the Federal Territory and Putrajaya.

### Quality Programmes

Following the dynamic efforts to create an excellent work culture and quality in terms of structure, system, value, attitude and the mindset of its officers, the PSD implemented seven major quality programmes throughout the year 2007 as follows:

- Programme 1 : Improving the Image of the PSD
- Programme 2 : Implementation of ICT Agenda
- Programme 3 : Strengthening Service Delivery
- Programme 4 : Developing Human Capital
- Programme 5 : Consolidating Teamwork
- Programme 6 : Inculcating High Moral Values
- Programme 7 : Leadership Development

The PSD's Quality Day Celebration was held on 21<sup>st</sup> November 2007 with the theme "Public Sector Human Capital in the New Era". A Talk on Quality was delivered by Y. Bhg. Dato' Haji Ahmad bin Said, Deputy Director-General (Operations) of the Public Service Department.



*Pelbagai mesyuarat dan perbincangan diadakan sebelum sesuatu projek dijalankan  
Various meetings and discussions were held before a certain project is launched*

**Teknologi Maklumat : Rakan Strategik  
Pengurusan Sumber Manusia**

Bahagian Pengurusan Teknologi Maklumat (BPTM) berperanan mengoptimumkan penggunaan ICT dalam Pengurusan Sumber Manusia. Justeru, semua agensi awam digesa melaksanakan HRMIS dalam merealisasikan matlamat e-Kerajaan dan menjadi aplikasi teras ICT yang sentiasa relevan.

Fokus utama BPTM pada tahun 2007 adalah seperti berikut:

- Peluasan Pelaksanaan HRMIS ke semua agensi sektor awam;
- Pemantapan modul-modul HRMIS, aplikasi teras dan integrasi sistem;
- Pembangunan kepakaran modul di kalangan pemilik modul HRMIS, aplikasi teras dan integrasi sistem;
- Penentuan dan penetapan piawaian, garis panduan dan prosedur dokumentasi aplikasi sistem; dan
- Pemantapan prasarana perkakasan, rangkaian dan keselamatan ICT

**Pencapaian**

Dalam tahun 2007 sebanyak 1,002,913 rekod perjawatan dan 802,743 rekod personel bagi 617 daripada 720 agensi sektor awam telah dimasukkan ke dalam Pangkalan Data HRMIS.

**Information Technology : Strategic Partner in  
Human Resource Management**

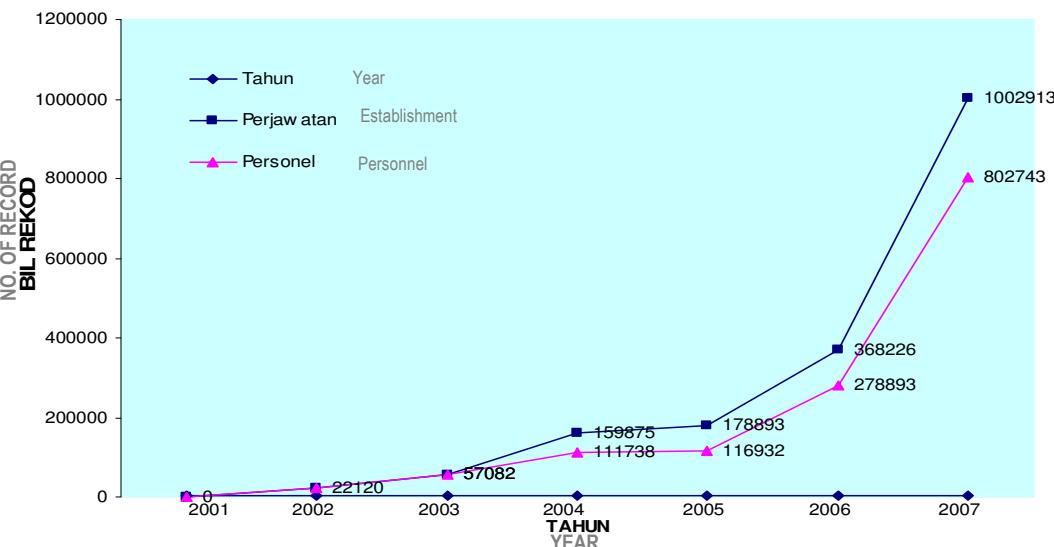
The role of the Information Technology Management Division (BPTM) is to optimise the use of ICT in human resource management. As such, all public sector agencies are urged to implement HRMIS to realise the e-Government initiatives and become a relevant core ICT application.

The main focus areas of BPTM are as follows:

- Enlarging the application of HRMIS to all public sector agencies
- Enhancing the HRMIS modules, core application and system integration
- Developing module expertise among the owners of the HRMIS module, core application and system application
- Identifying and specifying standards, guidelines and procedure and system application documentation procedures; and
- Enhancing the infrastructure hardware, network and ICT security

**Achievements**

In the year 2007, a total of 1,002, 913 service records and 802,743 personnel records for 617 out of the 720 public sector agencies were entered into the HRMIS Database.



**Rajah 42: Graf Pengemaskinian Perjawatan dan Pengisian HRMIS 2001 hingga 2007**  
 Figure 42: Graph of HRMIS Establishment and Placement Updates from 2001 to 2007

#### Pelaksanaan Modul/Submodul HRMIS

Antara modul/submodul HRMIS yang telah diperluaskan pelaksanaannya ke agensi-agensi awam adalah seperti berikut:

- i. Data Perjawatan
- ii. Pengurusan Rekod Peribadi
- iii. Profil Perkhidmatan
- iv. Pentadbiran Sistem
- v. Pengurusan Cuti
- vi. Penilaian Prestasi
- vii. Pengurusan Kaunseling
- viii. Perisyntiharhan Harta
- ix. Perolehan Sumber Manusia
- x. Pengurusan Komunikasi dan Tatatertib Pekerja (Fungsi Majlis Bersama Jabatan)
- xi. Pembangunan Organisasi
- xii. Pengurusan Perubatan (Fungsi eGL)

#### Module Implementation/HRMIS Submodule

The HRMIS modules/submodules that have been rolled out to public agencies are as follows:

- i. Establishment Data
- ii. Personal Record Management
- iii. Service Profile
- iv. System Administration
- v. Leave Management
- vi. Performance Evaluation
- vii. Counselling Management
- viii. Asset Declaration
- ix. Human Resource Procurement
- x. Communication Management and Worker Discipline (JDC Function)
- xi. Organisational Development
- xii. Medical Management (e-GL Function)

## Submodul Sistem Maklumat Eksekutif (EIS)

Modul ini telah dipasang di enam Bahagian di JPA. Penyediaan laporan sumber manusia sektor awam telah menggunakan modul ini sepenuhnya.

### Executive Information System Submodule (EIS)

This module has been installed in six divisions of the PSD. The module has been used wholly in the preparation of the report on the public sector human resource.

### Pelaksanaan eSILA

Modul Pemantauan Sistem Maklumat Latihan (eSILA) bukan sahaja dilaksanakan di Putrajaya tetapi juga di Pejabat Penasihat Latihan Luar Negara.

### The Implementation of eSILA

The Training Information System Monitoring Module (eSILA) is not only implemented in Putrajaya but also at the Training Advisory offices overseas.

### Program Utama Yang Telah Dilaksanakan

#### i. Taklimat/Latihan/Mesyuarat Kerja

- 48 sesi taklimat pelaksanaan HRMIS kepada pengurusan atasan semua Jabatan Pelajaran Negeri, Kementerian Pelajaran Malaysia dan Kementerian Kesihatan Malaysia.
- Lima Mesyuarat Jawatankuasa Pelaksanaan HRMIS dan enam Mesyuarat Jawatankuasa Kerja/ Pemantauan Pelaksanaan HRMIS dengan Agensi Perintis, Kementerian dan Pentadbiran Setiausaha Kerajaan Negeri.
- 45 sesi mesyuarat kerja secara *hands-on* untuk mengumpul data asas HRMIS iaitu data perjawatan dan data sandangan personel bagi 268 agensi.
- 31 sesi mesyuarat kerja/latihan bagi 1,108 kakitangan dari 27 Kementerian dan 11 Pentadbiran Setiausaha Kerajaan Negeri.



Pameran Modul EIS/DSS di Ekspo EG di Bangunan Parlimen Malaysia anjuran MDEC.

Exhibition of the EIS/DSS Module at EG Expo at Parliament House organised by MDEC.

The screenshot shows a web-based application for the eSILA system. At the top, there's a logo for 'eSILA' and 'JPA'. Below it, a banner reads 'Ujian Program Ijazah Luar Negara dibuka SEKARANG!!!'. The main content area contains instructions in English: 'Sila gunakan Internet Explorer ( ie ) sahaja untuk membuat Ujian ini.' and 'Pastikan masa, tarikh dan zon waktu dalam yang betul. Zon waktu (GMT +8:00 Kuala Lumpur Singapore)'. It also provides contact information: 'Sebarang Kemusyikilan Penajaan Sila Hubungi Talian Berikut : 03-8885 3412' and 'Sebarang Masalah mengenai Ujian PILN on-line Sila Hubungi Bahagian Pentadbir Sistem Di Talian : 03-88853720 / 03-88853698 / 03-88853717'. At the bottom, it says 'Paparan Portal: Sistem eSILA' and 'Portal Display: eSILA System'.

### Main Programmes Implemented

#### i. Briefing/Training/Work Meeting

- 48 HRMIS presentation sessions to all the top management of the State Education Offices, the Ministry of Education and the Ministry of Health.
- Five HRMIS Implementation Committee meeting and six HRMIS Working Committee/Implementation Coordination meetings with pilot agencies, ministries and the state secretariats.
- 45 hands-on work meeting sessions for HRMIS basic data collection such as service data and personnel attachment data for 268 agencies.
- 31 work meeting/training sessions for 1,108 staff and 27 ministries and 11 state secretariats.

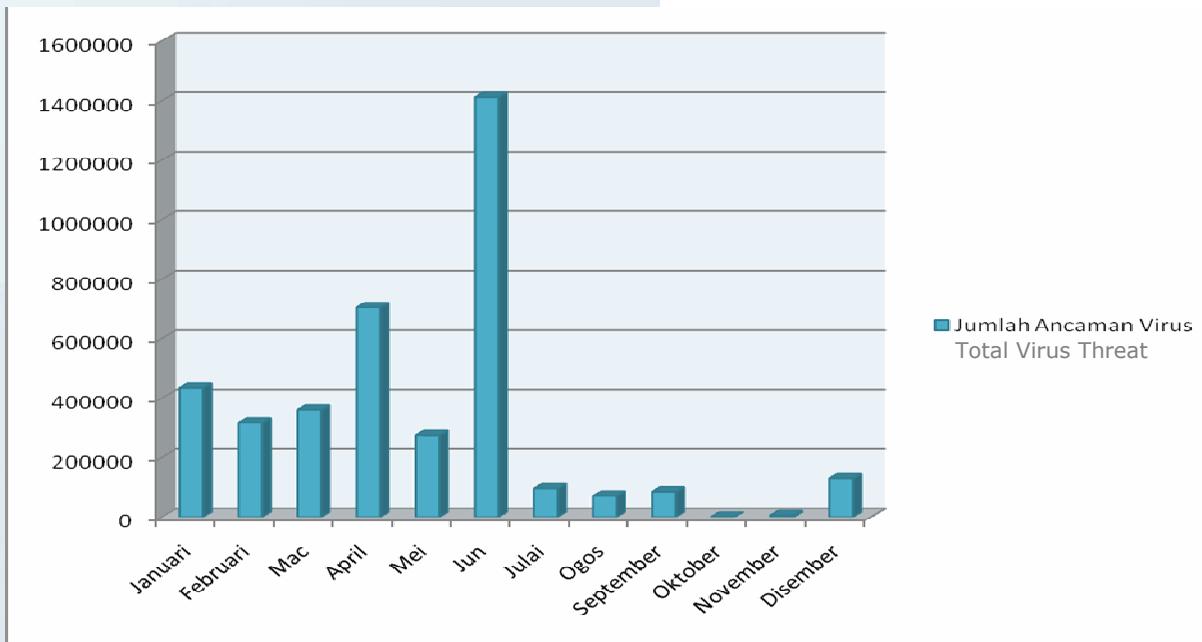
- 77 sesi mesyuarat kerja/latihan anjuran Kementerian dan agensi melibatkan seramai 3,088 orang peserta.
  - 23 latihan/kursus ICT dan 19 *Training Road Map* (TRM) kepada kakitangan JPA.
  - 11 sesi latihan kepada 294 petugas kaunter hospital Kementerian Kesihatan Malaysia bagi pelaksanaan Surat Pengesahan Diri dan Pengakuan Pegawai Secara Online (eGL).
  - Mesyuarat Kumpulan Jawatankuasa Kerja II - Kamus Data Sektor Awam.
  - Empat Mesyuarat Kerja Modul Pembangunan Organisasi melibatkan agensi-agensi berikut:
    - Kementerian Wilayah Persekutuan
    - Kementerian Perdagangan Antarabangsa dan Industri
    - Bahagian Pengurusan Hartanah, JPM
    - Kementerian Pengajian Tinggi
    - Kementerian Pelajaran Malaysia (termasuk semua Jabatan Pelajaran Negeri)
    - Kementerian Luar Negeri
    - Institut Penyelidikan Hidraulik Kebangsaan Malaysia
    - Lembaga Pemasaran Pertanian Persekutuan
    - JPA (BPO, BKP dan INTAN).
- ii. Penambahbaikan**
- Aplikasi HRMIS berdasarkan Pekeliling-Pekeliling Perkhidmatan, Surat Pekeliling Perkhidmatan dan Surat Edaran JPA.
  - Integrasi antara HRMIS dengan eSPKB dan GFMAS.
  - Penstruktur semula Kod Aktiviti Organisasi, Unit Organisasi dan Jawatan Sebenar dalam pangkalan data HRMIS.
- iii. Pembangunan Integrasi**
- Submodul Pengurusan Gaji dan Submodul Pengurusan Saraan dengan sistem legasi GFMAS Jabatan Akauntan Negara.
  - Submodul Pengurusan Tuntutan dengan sistem legasi eSPKB Jabatan Akauntan Negara.
- 77 work meetings/training sessions organised by ministries and agencies which involved 3,088 participants.
  - 23 ICT training/courses and 19 Training Road Maps (TRM) to the staff of the PSD.
  - 11 training sessions to 294 hospital counter staff at the Ministry of Health for the implementation of the Self Confirmation Letter and Online Officer Declaration (eGL).
  - Group Working Committee Meeting II – Public Sector Data Dictionary.
  - Four Organisational Development Module Working Meetings involving the following agencies:
    - Ministry of Federal Territory
    - Ministry of International Trade and Industry
    - Property Management Division, JPM
    - Ministry of Higher Education
    - Ministry of Education (inclusive of State Education Office)
    - Ministry of Foreign Affairs
    - Institute of National Hydraulic Research of Malaysia
    - Federal Board of Agriculture Marketing
    - PSD (BPO, BKP and INTAN)
- ii. Enrichment**
- HRMIS application based on Service Circulars, Service Circular Letters and PSD circulation letters.
  - Integration between HRMIS and eSPKB and GFMAS.
  - Restructuring of Organisation Activity Codes, Organisational Unit and Real Post in HRMIS database.
- iii. Integration Development**
- Salary Management Sub-Module and Perquisite Management Sub-Module with the Accountant-General's GFMAS legacy system.
  - Claims Management Sub-Module with the Accountant-General's eSPKB legacy system.

#### iv. Pemantapan/Peningkatan Infrastruktur ICT

- Peningkatan infrastruktur ICT JPA termasuk peralatan keselamatan dan rangkaian.
- Peningkatan peralatan dan perisian pusat data dari segi perkakasan, perisian dan kapasiti storan.
- Pemantapan infrastruktur rangkaian menghubungkan Cawangan Pengurusan Kompetensi dengan Kompleks JPA .
- Peningkatan pengurusan dan kawalan keselamatan rangkaian melalui pelaksanaan Active Directory (AD) dan Dynamic Host Configuration Protocol (DHCP).
- Pemantauan dan pengemaskinian perisian anti virus gateway.

#### iv. ICT Infrastructure Enhancement/Improvement

- Enhancement of the PSD's ICT infrastructure Including security and network.
- Upgrading of central data equipments and software such as hardware, software and storage capacity.
- Enhancement of Network Infrastructure that links the Competency Management Unit with the PSD Complex.
- Increasing the management and control of network security through the implementation of the Active Directory (AD) and Dynamic Host Configuration Protocol (DHCP).
- Monitoring and updating of the anti-virus software gateway



Rajah 43: Jumlah Ancaman Virus

Figure 43: Total Virus Threat

#### Penambahbaikan Penyampaian Perkhidmatan

Projek inovasi 'Aplikasi Hari Khas JPA Bersama Pelanggan Secara Maya' atau e-Pelanggan yang dibangunkan oleh BPTM merupakan salah satu penerima anugerah Inovasi Perkhidmatan Awam 2007. Kejayaan tersebut telah mendapat perhatian Ketua Setiausaha Negara yang meminta supaya projek tersebut diperluaskan ke agensi awam yang lain.

#### Service Delivery Enrichment

The innovation project, the 'Virtual PSD Special Day with Client Application' or e-Pelanggan which was developed by BPTM is one of the recipients of the Public Service Innovation Award 2007. This success has received the attention of the Chief Secretary to the Government who has requested that this project be extended to other public agencies.

# LAMPIRAN

## APPENDICES

PERISTIWA PENTING / IMPORTANT EVENTS I - IV : PELAWAT TEMPATAN LOCAL VISITORS V - VI : DELEGASI LUAR NEGARA OVERSEAS DELEGATIONS VII - VIII : PEKELILING PERKHIDMATAN 2007 SERVICE CIRCULARS 2007 IX - XI : SURAT PEKELILING PERKHIDMATAN 2007 SERVICE CIRCULAR LETTERS 2007 XII - XIII : PENYANDANG KETUA PENGARAH PERKHIDMATAN AWAM DIRECTORS-GENERAL OF THE PUBLIC SERVICE XIV : SIDANG PENYUNTING EDITORIAL BOARD XV



**11 Januari** | January 2007



**Majlis Perdana Perkhidmatan Awam Ke-7  
(MAPPA VII)**  
The 7th Premier Public Service Ceremony  
(MAPPA VII)

**15 – 16 Februari** | February 2007



**Seminar Perancangan Strategik JPA**  
The PSD Strategic Planning Seminar

**27 Februari** | February 2007



**Persidangan Penyelidikan Sektor Awam 2007**  
Public Service Research Conference 2007

**23 Mac** | March 2007



**Mesyuarat Majlis Bersama Kebangsaan Am**  
The General National Joint Council Meeting

# Peristiwa Penting

Important Events

2 April | April 2007



Majlis Perasmian Program Kerjasama Teknikal-Malaysia 1/2007

Opening Ceremony of the Malaysian Technical Cooperation Programme (MTCP) 1/2007

21 Mei | May 2007



Majlis Perhimpunan Hari Pekerja Sektor Awam 2007

Public Service Labour Day Assembly 2007

30 Jun | June 2007



Hari Keluarga JPA  
PSD Family Day

9 Julai | July 2007



Majlis Pelancaran dan Seminar E-Pembelajaran Sektor Awam (EPSA)

Launching of Public Service E-Learning and Seminar (EPSA)

**19 – 20 Julai | July 2007**



Mesyuarat Majlis Bersama Kebangsaan Kumpulan Pengurusan dan Profesional

Meeting of the National Joint Council for the Management and Professional Group

**1 – 3 Ogos | August 2007**



Persidangan Pengurusan Sumber Manusia Sektor Awam 2007

Public Sector Human Resource Management Conference 2007

**3 – 4 September | September 2007**



Persidangan Perkhidmatan Awam Ke-12  
The 12<sup>th</sup> Public Service Conference

**18 September | September 2007**



Mesyuarat Jawatankuasa Kabinet Mengenai Perjawatan dan Gaji Pekerja-pekerja Sektor Awam  
Meeting of the Cabinet Committee on Establishment and Salaries of Public Sector Employees

**28 - 29 Oktober | October 2007**



Konvensyen KMK Peringkat Kebangsaan dan Anugerah Inovasi Perkhidmatan Awam Ke-24  
National QC Convention and the 24<sup>th</sup> Public Service Innovation Award

**22 – 23 November | November 2007**



Mesyuarat Majlis Bersama Kebangsaan Am  
The General National Joint Council Meeting

**4 Disember | December 2007**



Majlis Anugerah Fellow INTAN 2007 & Penyampaian Diploma INTAN  
The 2007 INTAN Fellow Award and the Presentation of INTAN Diploma Ceremony

**5 Disember | December 2007**



Majlis Malam JPA Tahun 2007  
The 2007 PSD Annual Dinner

# Pelawat Tempatan

Local Visitors

BIL. NO.	TARIKH LAWATAN DATE OF VISIT	PELAWAT VISITORS
1.	22 Mac 22 <sup>nd</sup> March	Kakitangan Unit Pengurusan Sumber Manusia, Unit Kualiti dan Produktiviti Hospital Universiti Sains Malaysia (HUSM) Kubang Kerian, Kelantan Staff of the HRM Unit, Productivity and Quality Unit, HUSM Hospital, Kubang Kerian, Kelantan
2.	10 April 10 <sup>th</sup> April	Peserta Kursus Induksi Khusus (Pegawai Perkhidmatan Kehakiman dan Perundangan) anjuran Institut Latihan Kehakiman dan Perundangan Participants of the Induction Course (Legal and Judiciary Officer) organised by the Legal and Judiciary Training Institute
3.	7 Jun 7 <sup>th</sup> June	Pelajar Sekolah Menengah Sains, Kuala Terengganu Students of the Science Secondary School, Kuala Terengganu
4.	28 Jun 28 <sup>th</sup> June	Ahli Majlis Bersama Jabatan dan Ahli Jawatan Kuasa Kelab Sukan dan Kebajikan Perbadanan Kemajuan Iktisad Negeri Kelantan (PKINK) Joint - Council Members and Committee Members of the Sports and Welfare Club, Kelantan Economic Development Corporation
5.	9 Julai 9 <sup>th</sup> July	Peserta Kursus Induksi Khusus (Pegawai Perkhidmatan Kehakiman dan Perundangan) anjuran Institut Latihan Kehakiman dan Perundangan Participants of the Induction Course (Legal and Judiciary Officer) organised by the Legal and Judiciary Training Institute
6.	26 Julai 26 <sup>th</sup> July	Pelajar Sekolah Berasrama Penuh Integriti Rawang, Selangor Students of the Integrity Boarding School, Rawang, Selangor
7.	7 Ogos 7 <sup>th</sup> August	Peserta Kursus Isteri Pegawai-pegawai Tertinggi Kerajaan Malaysia Participants of the Course for Wives of the Top Civil Service Officers of the Government of Malaysia
8.	20 Ogos 20 <sup>th</sup> August	Lembaga Pengawas, Sekolah Menengah Teknik Butterworth, Telok Ayer Tawar Prefects Board of the Sekolah Menengah Teknik Butterworth, Telok Ayer Tawar
9.	28 Ogos 28 <sup>th</sup> August	Peserta Kursus Pembangunan Individu dan Organisasi Berintegriti Dalam Perkhidmatan Awam Anjuran Institut Integriti Malaysia Participants of the Individual Development and Organisational Integrity in the Public Service Course organised by Institute of Integrity Malaysia

# Pelawat Tempatan

Local Visitors

BIL. NO.	TARIKH LAWATAN DATE OF VISIT	PELAWAT VISITORS
10.	10 Sept 10 <sup>th</sup> Sept	(i) Ahli-ahli Kelab Rekreasi dan Kebajikan (REKA) JPA Negeri Sabah; dan (ii) Ahli-ahli Sabah Bersama Kelab Sukan dan Rekreasi (KESITER) Jabatan Perkhidmatan Komputer (i) Club members of the Recreational and Welfare Club, PSD Sabah; and (ii) Club members of the Sports and Recreational Club, Computer Service Department, Sabah
11.	20 Nov 20 <sup>th</sup> Nov	Peserta Kursus Program Kepimpinan Muda (PEWARIS) Kolej Keenam, Universiti Putra Malaysia Course Participants of the Junior Leadership Programme, Sixth College, Universiti Putra Malaysia
12.	27 Dis 27 <sup>th</sup> Dec	Ahli Majlis Bersama Jabatan, Majlis Daerah Kota Tinggi, Johor Members of the Joint Council, Majlis Daerah Kota Tinggi, Johor
13.	28 Dis 28 <sup>th</sup> Dec	Ahli Mesyuarat Bersama Jabatan, Lembaga Kemajuan Pertanian Kemubu (KADA) Members of the Joint Council Meeting, Kemubu Agriculture Development Authority

# Pelawat Dari Luar Negara

Overseas Delegations

BIL. NO.	TARIKH LAWATAN DATE OF VISIT	PELAWAT VISITORS
1.	8 Jan 8 <sup>th</sup> Jan	TYT Dr Ahmad Mohamad Darwis, Menteri Negari & Pembangunan Pentadbiran, Mesir H.E Dr Ahmad Mohamad Darwis, Minister of State & Administrative Development, Egypt
2.	22 Jan 22 <sup>nd</sup> Jan	Peserta Kursus Kolej Pentadbiran Staf, India Course Participants of the Administrative Staff College of India
3.	23 Jan 23 <sup>rd</sup> Jan	Pegawai dari Suruhanjaya Perkhidmatan Awam Thailand Officers from the Public Service Commission of Thailand
4.	27 Jan 27 <sup>th</sup> Jan	Pegawai Kanan Singapura Program Pertukaran Malaysia – Singapura Senior Officers from Singapore on the Malaysia – Singapore Exchange Programme
5.	2 April 2 <sup>nd</sup> April	Pengerusi, <i>the National Salaries, Income and Wages, Nigeria</i> Chairman Of the National Salaries, Income and Wages, Nigeria
6.	6 April 6 <sup>th</sup> April	Pegawai <i>The Chinese Academy of Social Science, the People's Republic Of China</i> Officers of the Chinese Academy of Social Science, the People's Republic Of China
7.	24 April 24 <sup>th</sup> April	Peserta Kursus MTCP di INTAN Course Participants of the MTCP at INTAN
8.	3 Mei 3 <sup>rd</sup> May	Pegawai COTI dan Pusat Pembangunan Sumber Manusia, Republik Korea COTI Officers and the Centre for Human Resource Development, Republic Korea
9.	7 Mei 7 <sup>th</sup> May	Pegawai Kementeri Dalam Negeri, Republik Vietnam Officers from the Ministry of Home Affairs, Republic of Vietnam
10.	8 Mei 8 <sup>th</sup> May	Pelajar Sarjana Pentadbiran Awam, <i>Lee Kuan Yew School Of Public Policy, National University of Singapore</i> Master of Public Administration students, Lee Kuan Yew School Of Public Policy, National University of Singapore
11.	25 Jun 25 <sup>th</sup> June	Pegawai dari Kementerian Perkhidmatan Awam, Arab Saudi Officers from the Ministry of Civil Service, Saudi Arabia
12.	24 Julai 24 <sup>th</sup> July	Pegawai Tertinggi Jabatan Perdana Menteri Negara, Brunei Darussalam Top Officers from the Prime Minister's Department, Brunei Darussalam
13.	24 Julai 24 <sup>th</sup> July	Delegasi Pegawai-Pegawai Kanan Perkhidmatan Awam, Brunei Darussalam Delegation of Senior Officers of the Civil Service, Brunei Darussalam

# Pelawat Dari Luar Negara

Overseas Delegations

BIL. NO.	TARIKH LAWATAN DATE OF VISIT	PELAWAT VISITORS
14.	5 Sept 5 <sup>th</sup> Sept	Menteri Pengurusan Perkhidmatan Awam, Tanzania Minister Of Public Service Management, Tanzania
15.	27 Nov 27 <sup>th</sup> Nov	Peserta Kursus Program Pembangunan Kepimpinan, INTAN-JPA Brunei Darussalam Participants of the Leadership Development Programme, INTAN-PSD Brunei Darussalam
16.	11 Dis 11 <sup>th</sup> Dec	TYT Eugene Hutchinson, Duta Ireland H.E. Eugene Hutchinson, Ambassador of Ireland
17.	13 Dis 13 <sup>th</sup> Dec	Pegawai-Pegawai Central Officials Training Institute (COTI), Republik Korea Officers from the Central Officials Training Institute (COTI), Republic of Korea
18.	27 Dis 27 <sup>th</sup> Dec	Profesor Hiromi Naya, Presiden Universiti Meiji, Jepun Professor Hiromi Naya, President, Meiji University, Japan

# Pekeling Perkhidmatan 2007

Service Circulars 2007

BIL. NO.	TARIKH KELUARAN DATE OF ISSUE	PERKARA SUBJECT
1	4 Jan 4 <sup>th</sup> Jan	Pelantikan Secara Peminjaman, Pertukaran Sementara dan Pertukaran Tetap Appointment by Secondment, Temporary and Permanent Transfer
2	29 Mac 29 <sup>th</sup> March	Pelaksanaan Waktu Bekerja Berperingkat Di Semua Agensi Kerajaan Persekutuan Implementation of Staggered Working Time in All Federal Government Agencies
3	6 April 6 <sup>th</sup> April	Pengumuman Hari Kelepasan Dari Bekerja Kepada Pegawai Perkhidmatan Awam Persekutuan Announcement of Public Holidays for Federal Public Service Officers
4	11 April 11 <sup>th</sup> April	Pemberian Subsidi Yuran Pengasuhan Taman Asuhan Kanak-kanak di Tempat Kerja Sektor Awam Fee Subsidisation for Nurseries at the Workplace in the Public Sector
5	30 April 30 <sup>th</sup> April	Panduan Pengurusan Pejabat Guidelines on Office Management
6	15 Jun 15 <sup>th</sup> June	Kenaikan Kadar Bantuan Sara Hidup Rate Increment in the Cost of Living Assistance
7	15 Jun 15 <sup>th</sup> June	Pemberian Kenaikan Gaji Kepada Pegawai Perkhidmatan Awam Persekutuan Di Bawah Sistem Saraan Malaysia Salary Increment for Federal Public Service Officers Under the Malaysian Remuneration System
8	15 Jun 15 <sup>th</sup> June	Pemberian Kenaikan Gaji Kepada Pegawai Perkhidmatan Polis Diraja Malaysia Di Bawah Sistem Saraan Malaysia Salary Increment for the Royal Malaysian Police Under the Malaysian Remuneration System
9	26 Jun 26 <sup>th</sup> June	Perubahan Skim Perkhidmatan Operator Mesin Prosesan Data Gred F11. F14 Amendment to the Data Processing Machine Operator Scheme Grade F11. F14
10	27 Jun 27 <sup>th</sup> June	Perubahan Skim Perkhidmatan Pembantu Tadbir (Kesetiausaha) Gred N17, N22, N32 Amendment to the Administrative Assistant Service (Secretarial) Scheme Grade N17.N22, N32
11	1 Julai 1 <sup>st</sup> July	Perubahan Skim Perkhidmatan Pegawai Perkhidmatan Pendidikan Lepasan Diploma Amendment to the Education Officer of Diploma Holder Service Scheme
12	30 Julai 30 <sup>th</sup> July	Elaun Tugas Memandu Kenderaan Vehicle Driving Allowance
13	13 Ogos 13 <sup>th</sup> Aug	Mengosongkan Rumah Biasa Kerajaan Vacating Government Quarters
14	20 Ogos 13 <sup>th</sup> Aug	Kaedah Penetapan Gaji Permulaan dan Pelarasan Gaji Kenaikan Pangkat Rules to Setting Starting Salary and Salary Adjustment Due to Promotion
15	3 Sept 3 <sup>rd</sup> Sept	Kemudahan Cuti Menjaga Anak Leave Facility for Child Care

# Pekeling Perkhidmatan 2007

Service Circulars 2007

BIL. NO.	TARIKH KELUARAN DATE OF ISSUE	PERKARA SUBJECT
16	28 Sept 28 <sup>th</sup> Sept	Bayaran Pakaian Istiadat, Bantuan Bayaran Pakaian Black Tie dan Bayaran Pakaian Menghadiri Upacara Rasmi Allowance for Official Dress, Black Tie and Ceremonial Dress
17	28 Sept 28 <sup>th</sup> Sept	Peraturan Penanggungan Kerja Perkhidmatan Awam Rules for Covering Work
18	10 Okt 10 <sup>th</sup> Oct	Perubahan Kenaikan Gaji Bagi Kumpulan Pengurusan Tertinggi Sektor Awam Amendment to Salary Increment for the Top Management of the Public Sector
19	10 Okt 10 <sup>th</sup> Oct	Perubahan Kenaikan Gaji Tahunan Bagi Kumpulan Pengurusan Tertinggi Perkhidmatan Polis Diraja Malaysia Amendment to Salary Increment For the Top Management of the Royal Malaysian Police
20	26 Okt 26 <sup>th</sup> Oct	Pemberian Hadiah Kenaikan Gaji Kepada Pegawai Perkhidmatan Pendidikan Siswazah Gred DG41 Yang Dilantik Dari Kalangan Pegawai Perkhidmatan Pendidikan Lepasan Diploma Salary Increment for Education Service Officers Grade DG41 Appointed from Diploma Holders
21	5 Nov 5 <sup>th</sup> Nov	Perubahan Skim Perkhidmatan Pegawai Perubatan Amendment to Medical Officers Service Scheme
22	12 Nov 12 <sup>th</sup> Nov	Perubahan Nama Skim Perkhidmatan Pekerja Rendah Awam (PRA) dan Pekerja Rendah Awam Khas (PRAK) Amendment to the name of Low Rank Worker (PRA) and Special Low Rank Worker (PRAK)
23	4 Dis 4 <sup>th</sup> Dec	Persaraan Demi Kepentingan Perkhidmatan Retirement in Public Interest
24	4 Dis 4 <sup>th</sup> Dec	Perubahan Skim Perkhidmatan Pegawai Rendah Polis dan Konstabel Orang Asli Amendment to the Low Rank Police Officer and Indigenous People Constable Scheme
25	4 Dis 4 <sup>th</sup> Dec	Perubahan Skim Perkhidmatan Pegawai Rendah Polis dan Konstabel Tambahan Amendment to the Low Rank Police Officer and Additional Constable Scheme
26	4 Dis 4 <sup>th</sup> Dec	Perubahan Skim Perkhidmatan Penolong Pengguna Penjara Gred KX27, KX32 Amendment to the Prison Assistant Superintendent Service Scheme KX27, KX32
27	4 Dis 4 <sup>th</sup> Dec	Perubahan Skim Perkhidmatan Pembantu Penilaian Gred W17, W22, W26 Amendment to the Evaluation Assistant Service Scheme Grade W17, W22, W26
28	4 Dis 4 <sup>th</sup> Dec	Perubahan Skim Perkhidmatan Pegawai Perhubungan Perusahaan Amendment to the Entrepreneur Relations Officer Service Scheme
29	4 Dis 4 <sup>th</sup> Dec	Perubahan Skim-Skim Perkhidmatan Kaunselor Kepada Skim Pegawai Psikologi dan Penolong Pegawai Psikologi Amendment to the Counsellor Service Scheme to Psychology Officer and Assistant Psychology Officer
30	1 Nov 1 <sup>st</sup> Nov	Elaun Bahasa Asing Foreign Language Allowance

# Pekeling Perkhidmatan 2007

Service Circulars 2007

BIL. NO.	TARIKH KELUARAN DATE OF ISSUE	PERKARA SUBJECT
31	6 Dis 6 <sup>th</sup> Dec	Skim Perkhidmatan Pegawai Laut Gred A41, A44, A48, A52, A54 Dan Penolong Pegawai Laut Gred A29, A36, A38 Marine Officer Service Scheme Grade A41, A44, A48, A52, A54 and Assistant Marine Officer Grade A29, A36, A38
32	11 Dis 11 <sup>th</sup> Dec	Perubahan Skim-Skim Perkhidmatan Perangkawan, Penolong Pegawai Perangkaan dan Pembantu Perangkaan Amendment to the Statistician, Assistant Statistical Officer and Assistant Statistician Service Schemes
33	11 Dis 11 <sup>th</sup> Dec	Skim Perkhidmatan Pegawai Pendidikan Pengajian Tinggi Higher Learning Education Officer Service Scheme

# Surat Pekeliling Perkhidmatan 2007

Service Circular Letters 2007

BIL. NO.	TARIKH KELUARAN DATE OF ISSUE	PERKARA SUBJECT
1.	10 Januari 10 January	Pertukaran Pelantikan Pegawai Kolej Universiti Awam Di Bawah Kementerian Pengajian Tinggi Transfer of Appointment of Public University College Officer Under the Ministry of Higher Education
2.	28 Februari 28 February	Pertukaran Pelantikan Pegawai Bukan Tentera Di Akademi Tentera Malaysia ke Universiti Pertahanan Nasional Malaysia Transfer of Appointment of the Non-Military Officer at the Military Academy to National Defence University of Malaysia
3.	13 Mac 13 March	Penurunan Kuasa Urusan Penempatan Dan Pertukaran Pegawai Gunasama Persekutuan Delegation of Powers Regarding Placement and Transfer of Federal Common User Officer
4.	30 Mac 30 March	Dasar Penangguhan Balik Pelajar-pelajar Tajaan Kerajaan Di Luar Negara Policy Regarding the Postponement of Return From Overseas of PSD Scholars
5.	25 April 25 April	Bayaran Pasport dan Visa Bagi Pegawai yang Diluluskan Mengikut Kursus Jangka Sederhana dan Kursus Jangka Panjang Di Luar Negara Passport and Visa Payment for Officers Attending Short-Term and Medium-Term Courses Overseas
6.	15 Jun 15 June	Penurunan Kuasa Pelantikan Secara Kontrak Pesara Kerajaan Sebagai Pensyarah di Institusi Pengajian Tinggi Awam Delegation of Powers for Contract Appointment of Government Retirees as Lecturers at Higher Learning Institutions
7.	15 Jun 15 June	Pengiktirafan Persatuan Ikhtisas Recognition of Professional Associations
8.	27 Jun 27 June	Pengiktirafan Kelayakan Ijazah Sarjana dan/atau Ph.D Bagi Maksud Lantikan ke Dalam Perkhidmatan Awam Recognition of Master Degree and / or Ph.D Qualification for the Purpose of Appointment Into The Civil Service
9.	13 Ogos 13 August	Kaedah Pengisian Jawatan Ketua Eksekutif Pihak Berkuasa Berkanun Method for Filling Up the Post of Chief Executive Officer for Statutory Bodies
10.	13 Ogos 13 August	Pelaksanaan Modul Rekod Aplikasi HRMIS Implementation of HRMIS Application Record Module
11.	23 Ogos 23 August	Pemberian Kenaikan Bayaran Perkhidmatan Bagi Pegawai Lantikan Secara <i>Contract For Service</i> Granting of Increment of Service Payment to Officer Appointed through Contract for Service
12.	25 September 25 September	Pertukaran Pelantikan Pegawai Lembaga Akreditasi Negara dan Bahagian Penjaminan Kualiti, Kementerian Pengajian Tinggi Ke Agensi Kelayakan Malaysia Transfer of Appointment of the National Accreditation Board Officers and Quality Assurance Division, Higher Education Ministry to Malaysia Qualification Agency

# Surat Pekeliling Perkhidmatan 2007

Service Circular Letters 2007

BIL. NO.	TARIKH KELUARAN DATE OF ISSUE	PERKARA SUBJECT
13.	25 Sept 25 <sup>th</sup> Sept	Pindaan Peraturan Pelaksanaan Kemudahan Perubatan Di Institut Jantung Negara Sendirian Berhad Amendment to the Implementation of Procedures for Medical Facilities at the National Heart Institute Private Limited
14.	25 Sept 25 <sup>th</sup> Sept	Penjelasan Mengenai Perkara Perkhidmatan Dalam Melaksanakan Pemberian Kemudahan Cuti Menjaga Anak Explanation Regarding the Implementation of the Leave Facility for Child Care
15.	6 Nov 6 <sup>th</sup> Nov	Penjelasan Mengenai Pelaksanaan Pemberian Kemudahan Pakaian Istiadat, Bantuan Bayaran Pakaian Black Tie Dan Bayaran Pakaian Menghadiri Upacara Rasmi Explanation Regarding Allowances for Official Dress, Black Tie and Ceremonial Dress
16.	4 Dis 4 <sup>th</sup> Dec	Pindaan Kadar Imbuhan Tetap Perumahan Amendment to the Housing Allowance Rates
17.	11 Dis 11 <sup>th</sup> Dec	Bayaran Insentif Perkhidmatan Kritikal Incentive Payment for Critical Services

# Penyandang Ketua Pengarah Perkhidmatan Awam

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16.6.2005 – sekarang now



**Tan Sri Jamaluddin  
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**Tan Sri Rozhan Kuntom**  
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**Tan Sri Osman S. Cassim**  
1.12.1980 – 31.7.1985



**Tan Sri Hashim Aman**  
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1.10.1976 – 17.5.1978



**Tan Sri Datuk Abdullah  
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1.8.1974 – 30.9.1976



**Tan Sri Datuk Abdullah  
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1.7.1972 – 31.7.1974



**Tan Sri Syed Zahiruddin  
Syed Hassan**  
1.11.1969 – 29.6.1972



**Tan Sri Abdul Kadir Shamsuddin**  
7.11.1967 – 31.10.1969



**Tunku Tan Sri Mohamed  
Tunku Besar Burhanuddin**  
2.3.1963 – 6.11.1967



**Tan Sri Ahmad Haji Hussin**  
5.10.1959 – 1.3.1963



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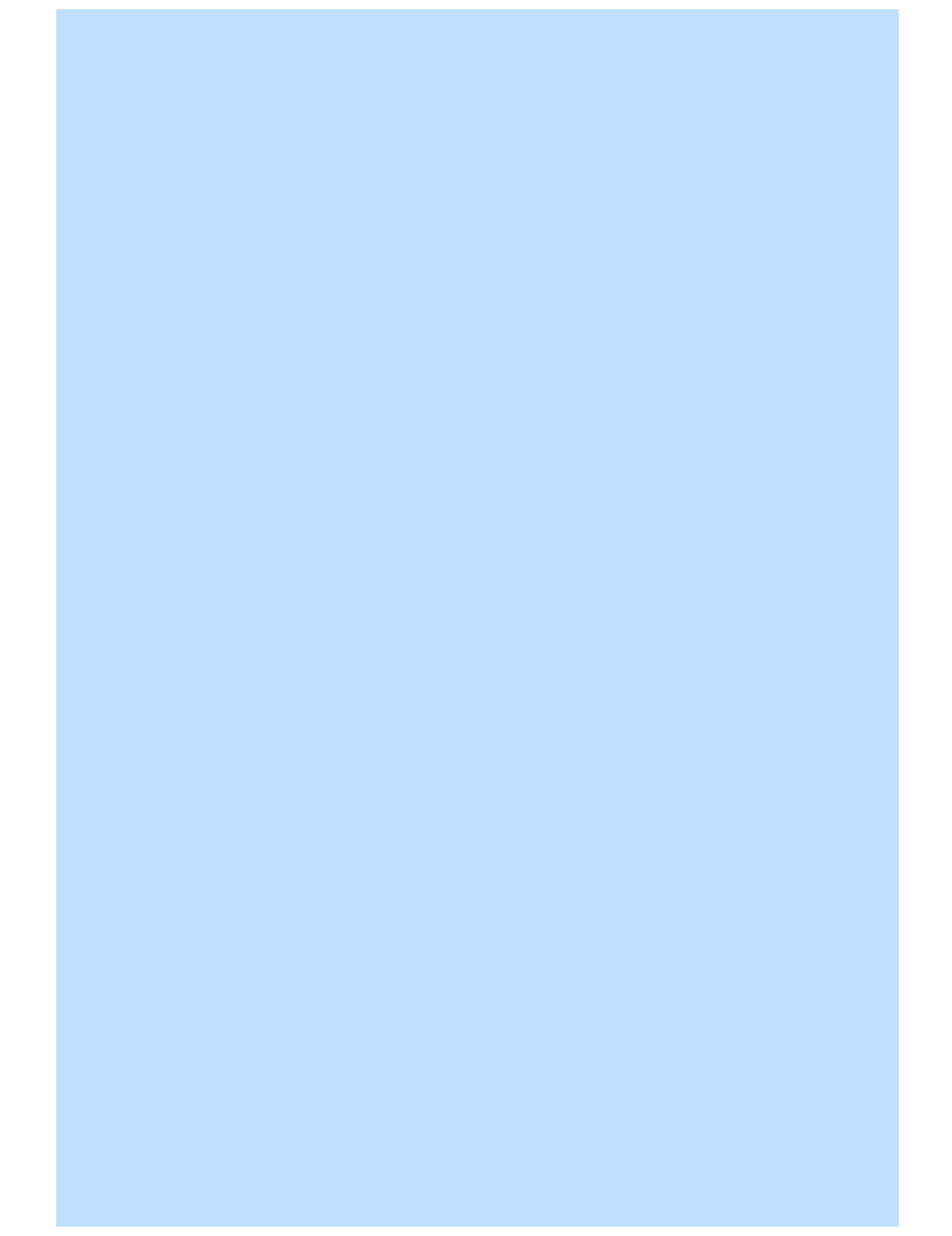
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Sidang Pengarang merakamkan penghargaan kepada semua bahagian JPA di atas sumbangan dalam penyediaan Laporan Tahunan JPA 2007.

The Editorial Board records its appreciation to all divisions of the PSD for their contribution in the preparation of the 2007 PSD Annual Report.



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