



JABATAN PERKHIDMATAN AWAM
PUBLIC SERVICE DEPARTMENT

2010

Laporan Tahunan

Menerajui Inovasi
<http://www.jpa.gov.my>
Driving Innovation

ANNUAL REPORT
APOR
N TAHUNAN
2010

Menerajui Inovasi Driving Innovation

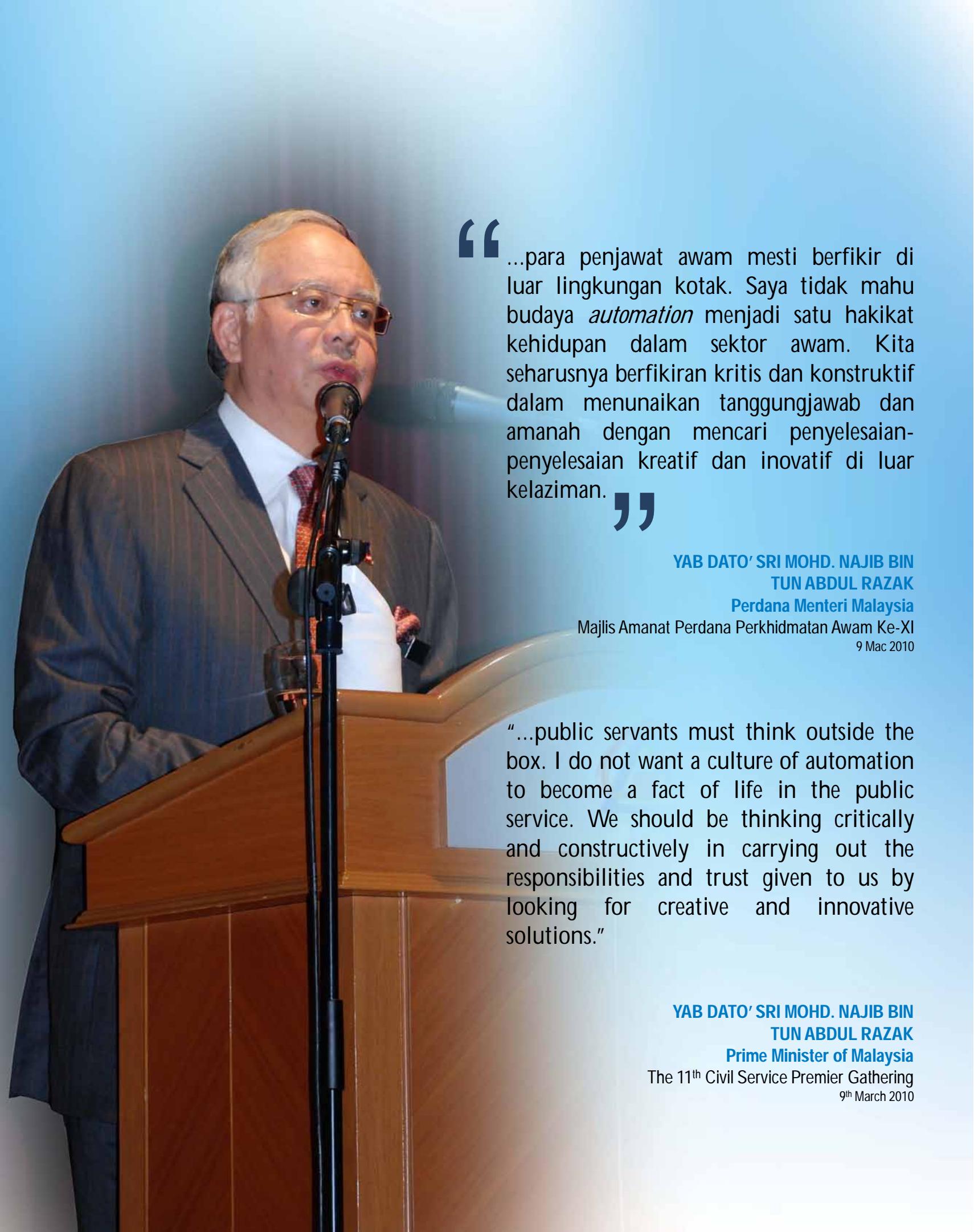
Jabatan Perkhidmatan Awam

CONTENTS

Isi
KANDUNGAN

09 - 32	Prestasi Keseluruhan Overall Performance	Mengurus Prestasi, Pengiktirafan dan Ganjaran Managing Performance, Recognition and Rewards	91 - 106
33 - 42	Menetap Hala Tuju Strategik Setting the Strategic Direction	Membentuk Budaya Kerja Berprestasi Tinggi Shaping a High-Performance Work Culture	107 - 116
43 - 62	Memantapkan Kapasiti Organisasi Enhancing Organisational Capacity	Jaringan Ilmu Knowledge Network	117 - 138
63 - 74	Mengurus Pekerja Berkualiti Managing Quality Employees	Komunikasi Korporat Corporate Communications	139 - 177
75 - 90	Membangun Kompetensi Tenaga Kerja Developing a Competent Workforce	Profil Korporat Corporate Profile	178 - 190



A photograph of a man with glasses and a mustache, wearing a dark suit, white shirt, and patterned tie, standing behind a wooden podium and speaking into a microphone. He is looking slightly to his left. The background is a plain, light-colored wall.

“...para penjawat awam mesti berfikir di luar lingkungan kotak. Saya tidak mahu budaya *automation* menjadi satu hakikat kehidupan dalam sektor awam. Kita seharusnya berfikiran kritis dan konstruktif dalam menunaikan tanggungjawab dan amanah dengan mencari penyelesaian-penyelesaian kreatif dan inovatif di luar kelaziman.”

YAB DATO' SRI MOHD. NAJIB BIN

TUN ABDUL RAZAK

Perdana Menteri Malaysia

Majlis Amanat Perdana Perkhidmatan Awam Ke-XI

9 Mac 2010

“...public servants must think outside the box. I do not want a culture of automation to become a fact of life in the public service. We should be thinking critically and constructively in carrying out the responsibilities and trust given to us by looking for creative and innovative solutions.”

YAB DATO' SRI MOHD. NAJIB BIN

TUN ABDUL RAZAK

Prime Minister of Malaysia

The 11th Civil Service Premier Gathering

9th March 2010

Penjajaran Dengan Misi Nasional

WAWASAN 2020



5 Teras Misi Nasional

Mengukuhkan Kemampuan Keinstitusian & Kompetensi



Pemeliharaan Perpaduan Dalam Kepelbagai



Mengukuhkan Kemampuan Dan Kapasiti



Negara Berpendapatan Tinggi dan Mampu



Kerajaan Sebagai Pemboleh Upaya Efektif

Transformasi
Pengurusan Sumber Manusia Perkhidmatan Awam

Perutusan

KETUA PENGARAH PERKHIDMATAN AWAM



Tahun 2010 merupakan “pit stop” bagi Malaysia untuk menilai semula keupayaannya dalam mencapai sasaran yang ditetapkan bagi merealisasikan Wawasan 2020. Tahun 2010 juga telah melihat kerajaan memperkenalkan agenda transformasi kerajaan seperti Model Baru Ekonomi dan Rancangan Malaysia Ke 10 (RMKe-10) sebagai penggerak dan pencetus kepada usaha memantapkan pembangunan sosio-ekonomi rakyat dengan memantapkan pembaharuan dalam perkhidmatan awam bagi menyokong aspirasi kerajaan ini.

Sehubungan ini, JPA sebagai peneraju dalam pengurusan sumber manusia perkhidmatan awam telah menyediakan input kepada Pelan Tindakan Inisiatif RMKe-10 iaitu bagi Inisiatif 84 (membina kapasiti dalam organisasi yang memfokuskan kepada keutamaan nasional) dan Inisiatif 85 (menarik, membangun dan mengekalkan bakat terbaik dalam perkhidmatan awam) dengan penetapan dan penjajaran program/projek dan aktiviti bagi menyokong kedua-dua inisiatif ini. JPA juga telah membantu dalam persediaan input bagi Model Baru Ekonomi (MBE) khususnya dalam aspek pengukuhan institusi pelaksanaan dan pembangunan bakat terbaik dalam perkhidmatan awam.

Dalam usaha berterusan untuk mengukuhkan keupayaan institusi pelaksanaan perkhidmatan awam khususnya dalam menyokong Pelan Transformasi Kerajaan dalam penetapan Bidang Keberhasilan Utama Negara (NKRA) mengurangkan jenayah, JPA telah melaksanakan penstrukturkan semula tugas Polis Diraja Malaysia melalui penempatan 4,076 pegawai Gunasama dan bukan Gunasama bagi mengendalikan urusan operasi di pejabat dan balai polis. Untuk memastikan agensi-agensi kerajaan dapat beroperasi dengan lancar, JPA telah menguruskan penempatan bagi pegawai baru lantik seramai 7,365 pegawai perkhidmatan gunasama iaitu 472 pegawai Pengurusan Tertinggi (JUSA), 1,752 pegawai Kumpulan Pengurusan dan Profesional serta 5,141 pegawai Kumpulan Sokongan bagi mengisi kekosongan jawatan pelbagai gred dan skim perkhidmatan.

Bagi menguruskan penjawat awam yang berkualiti dalam perkhidmatan awam, Program Penempatan Silang di Pihak Berkuasa Tempatan telah diperkenalkan pada tahun 2010 di mana seramai 13 orang pegawai persekutuan terpilih telah ditempatkan di Dewan Bandaraya Kuala Lumpur (DBKL).

Satu kajian profiling kerja untuk skim perkhidmatan PTD juga telah dilaksanakan bagi mendapatkan maklum balas mengenai kecenderungan dan minat pegawai berhubung penempatan dan bidang tugas mereka. Kajian ini akan diperluaskan kepada skim-skim lain secara berperingkat.

Tahun 2010 juga telah menyaksikan pengenalan pelbagai dasar baru dalam konteks pengurusan prestasi, pengikiran dan ganjaran berdasarkan sumbangan cemerlang penjawat awam. Antara dasar baru yang diperkenalkan adalah Kemudahan Cuti Tanpa Rekod kepada penjawat awam yang menderma organ, Bayaran Insentif Akademik Pensyarah Perubatan di institusi pengajian tinggi awam dan Kemudahan Cuti Bersalin sehingga 90 hari, pemansuhan bayaran wad dan bayaran mengurus jenazah. Dalam usaha penambahbaikan berterusan pengurusan prestasi, JPA telah memansuhkan Penilaian Tahap Kecekapan (PTK) dan kini dalam usaha penyediaan satu kaedah penilaian lain.

Bagi melengkapkan penjawat awam dengan latihan dan pembangunan kepimpinan, beberapa program latihan telah dilaksanakan seperti Pelan Latihan Perkhidmatan Gunasama (5,075 penjawat awam), Program Latihan Khas (5,421 penjawat awam), Diploma Pengurusan Awam (583 penjawat awam), Diploma Sains Pengurusan (30 penjawat awam) dan Kursus Jangka Pendek (33,462 penjawat awam). Program Kerjasama Teknikal Malaysia (MTCP) pula telah melihat penyertaan seramai 126 peserta dari 46 buah negara dan seramai 369 peserta telah menyertai Kursus Antarabangsa anjuran JPA pada tahun 2010.

Biasiswa Nasional sebagai program penajaan baru telah ditawarkan kepada 30 pelajar cemerlang lepasan Sijil Pelajaran Malaysia (SPM) tahun 2009. Selain itu, JPA terus menawarkan penajaan Biasiswa Yang Di Pertuan Agong (12 pelajar), Program Ijazah Luar Negara (1,750 pelajar) dan Program Ijazah Dalam Negara (8,250 pelajar). Seramai 500 pelajar telah menerima pinjaman yuran pengajian yang berjumlah antara RM200,000 hingga RM250,000 tertakluk kepada bidang pengajian masing-masing.

Beberapa program telah diadakan bagi memperkuatkan hubungan kerjasama antara majikan dan pekerja seperti Majlis Bersama Jabatan (MBJ), Majlis Perhimpunan Penjawat Awam Tahun 2010 bersama YAB Perdana Menteri, pelaksanaan Klinik Psikologi dan Program AKRAB. Seramai 1,027 penjawat awam dari pelbagai Kementerian/Agenzi telah menerima watikah AKRAB mereka.

Tidak boleh dinafikan bahawa inovasi dan kreativiti adalah merupakan dua elemen utama yang akan dapat merealisasikan agenda-agenda transformasi nasional. Tahun 2010 telah diisytiharkan sebagai Tahun Inovasi Negara dan pelancaran Pohon Inovasi JPA pada bulan November 2010 adalah merupakan satu usaha untuk menyokong aspirasi negara ini dalam meningkatkan dan memantapkan sistem penyampaian perkhidmatan kerajaan.

Keterlibatan JPA dalam semua inisiatif ke arah memantapkan modal insan dan meningkatkan keupayaan insitusi pelaksanaan jelas menunjukkan kesungguhan dan komitmen untuk memastikan perkhidmatan awam sentiasa diberisi oleh penjawat awam yang kompeten dengan keupayaan institusi perkhidmatan awam yang kukuh.

Pencapaian ini adalah merupakan komitmen menyeluruh oleh semua warga JPA dalam merealisasikan amanah dan tanggungjawab yang telah diberikan. Usaha ini akan terus dilaksanakan bagi memastikan JPA sentiasa relevan di masa-masa akan datang.

Dato' Sri Abu Bakar Bin Haji Abdullah
Mei 2011

The Year 2010 was a 'pit-stop' year for Malaysia as we sought to re-evaluate our ability in achieving the targets that we have set towards achieving 'Vision 2020'. The year also witnessed the government's introduction of its transformation agenda such as the New Economic Model and the 10th Malaysia Plan as the driving force and enabler in the efforts to strengthen the socio-economic development of the people; particularly in enhancing the public service in supporting the government aspiration.

In tandem with this, the PSD as the lead agency in the human resource management of the public service provided its input for the 10th Malaysia Plan's Initiative Action Plan for Initiative 84 (to develop organisational capacity in organisations focusing on national interest) and Initiative 85 (to attract, develop and retain top talents in the public service) by developing and aligning all its programmes /projects to support these two initiatives. Additionally, the PSD has also contributed in the input preparation for the New Economic Model specifically in the aspect related to strengthening institutional capability and talent management development in the public service.

In a continuous effort to strengthen the public service institution implementation capability to support the Government Transformation Program specifically in the National Key Result Area (NKRA) on crime prevention, the PSD had restructured the Royal Malaysian Police Force by reassigning 4,076 officers from the common-user schemes to manage the daily operations in all police offices and police stations. To ensure that government agencies are able to operate efficiently, the PSD managed the placement of 7,365 common-user officers consisting of 472 from the Top Management Group, 1,752 from the Management and Professional Group and 5,141 from the Support Group in an effort to fill the available vacancies and positions for the various grades and schemes.

The PSD also took the initiative to introduce the Cross Fertilisation Programme with Local Authorities in 2010. During this programme, a total of 13 federal officers were selected for placement at the Kuala Lumpur City Hall (DBKL).

A work profiling study was carried out for the Administrative and Diplomatic Officers Scheme to obtain the officers' feedback on their placement and work responsibilities. The profiling study will be extended to other schemes in stages.

The year 2010 also witnessed the introduction of a range of new policies on performance management, recognition and rewards based on the excellent performance of public servants. Among the policies introduced were unrecorded leave benefit given to public servants for donating their organs, academic payment incentives to medical lecturers at public universities, extension of maternity leave to 90 days, abolishment of hospital ward payments and financial assistance for bereavement. In an effort to improve performance management, the PSD abolished the Competency Level Assessment (PTK) and in its place new assessment methods are being explored.

To equip public servants with training and leadership skills, a number of training programmes were conducted namely the Training Plan for the Common-User Service (5,075 public servants), Special Training Programme (5,421 public servants), Diploma in Public Management (583 public servants), Diploma in Science Management (30 public servants) and short courses (33,462 public servants). In regard to joint cooperation with other countries, the Malaysian Joint Technical Cooperation Programme received participation from 126 public servants from 46 countries and apart from this, a total of 369 participants took part in the International Training Programme organised by the PSD throughout 2010.

A new scholarship called the National Scholarship was introduced in 2010 and offered to 30 top SPM 2009 students. The PSD also continued to offer the King's Scholarship (12 students), the Overseas Degree Programme (1,750 students) and Local Degree Programme (8,250 students). A total of 500 students received study loans of between RM200,000 to RM250,000 depending on their field of study.

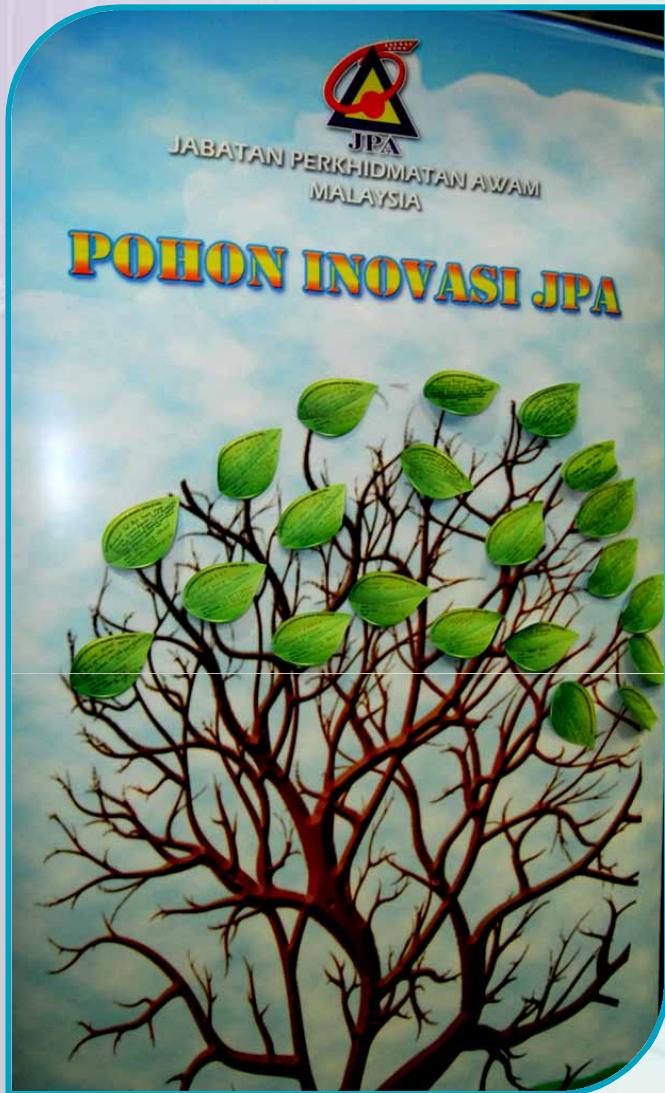
To strengthen the employer-employee relation, a number of programmes were carried out namely the Joint Departmental Council, the 2010 Public Servants Gathering with the Prime Minister, implementation of the Psychology Clinic and the AKRAB Programme where 1,027 public servants from various ministries/agencies received their credentials from AKRAB.

Undeniably, innovation and creativity are two key elements in realising the national transformation agenda. The year 2010 was announced as the National Innovation Year and in November 2010 the 'PSD Innovation Tree' was launched as part of the effort to support the national aspiration in improving and enhancing public service delivery.

The PSD's involvement in numerous initiatives toward strengthening the human capital and enhancing the institutional implementation capability, clearly depicts its drive and commitment to ensure that the public service is staffed with fully competent public servants and strong institutional capability.

The above achievements have proven the commitment of all PSD officers to fulfil the mandates and responsibilities given to them. These efforts will continue to be implemented to ensure that the PSD remains relevant in the years to come.

Dato' Sri Abu Bakar Bin Haji Abdullah
May 2011



Menerajui perubahan dalam perkhidmatan awam adalah ikrar Jabatan Perkhidmatan Awam (JPA). Ikrar ini bukan dilafazkan untuk bermegah, bukan juga untuk membuktikan kejaguhan atau bukan untuk menunjukkan kerakusan cicitia sebuah jabatan. Namun ianya adalah ikrar yang perlu dan harus diiringi dengan tanggungjawab. Malah tanggungjawab itu ternyata amat besar kerana menerajui sesuatu perubahan sebuah perkhidmatan awam akan melibatkan pelbagai bidang. Paling relevan adalah apabila negara pada era ini sedang melaksanakan agenda transformasi yang berteraskan ekonomi berpendapatan tinggi contohnya Gagasan 1Malaysia, Program Transformasi Kerajaan (GTP) dan Program Transformasi Ekonomi (ETP). Inovasi adalah antara bidang utama yang mampu merangsang agenda-agenda ini dan demikian harus diberi penekanan. Sesuai dengan hasrat ini, YAB Perdana Menteri pada 27 Januari 2010 di Majlis Malaysian Innovative telah mengumumkan 2010 sebagai Tahun Inovasi.

Secara asasnya, faktor kritikal dalam transformasi negara ini perlu difahami bahawa ia mampu menghasilkan perubahan yang signifikan dari aspek meningkatkan prestasi dan impak penyampaian perkhidmatan. Ukuran sebuah inovasi adalah keupayaan menambah *output* dan *outcome* semasa serta membawa transformasi kepada amalan sedia ada. Inovasi boleh dijelaskan dalam bentuk produk, perkhidmatan, proses atau teknologi. Manakala skop pelaksanaannya merangkumi proses menyeluruh termasuk inovasi tadbir urus, inovasi kemasyarakatan, inovasi jaringan keselamatan sosial, inovasi penjenamaan dan sebagainya. Variasi bentuk dan proses ini menggambarkan ruang dan peluang inovasi ini sebenarnya masih terbuka luas untuk diterokai dan pelbagai agensi sektor awam pastinya mempunyai projek dan proses masing-masing dalam mewujudkan budaya inovasi ini.

JPA mempunyai peranan yang amat penting dalam menerajui budaya inovasi dan kreativiti perkhidmatan awam khususnya dalam pengurusan sumber manusia. Dalam konteks ini, JPA bukan sahaja perlu menanam budaya inovasi dan kreativiti, malah perlu menyuburkannya. Dengan kata lain, JPA bukan sekadar memperkenalkan sesuatu amalan atau operasi yang berbentuk inovasi malah perlu melaksanakan amalan tersebut dengan jayanya sehingga menjadi ikutan dan ditanda aras oleh agensi-agensi kerajaan lain. YAB Perdana Menteri dalam ucapannya di Majlis Malam Mesra JPA 2010, telah menyarankan supaya warga JPA membuat pembaharuan dalam segala proses pemikiran (*thought*) yang mana proses ini akan diterjemahkan kepada amalan kerja sehari-hari. Pembaharuan sedemikian bukan sahaja akan dapat membantu memastikan kepuasan rakyat tetapi juga membuktikan kemampuan Malaysia untuk bersaing dalam era yang semakin kompetitif.

Dalam hubungan ini, JPA sentiasa merancang dan melaksana aktiviti-aktiviti pembudayaan kreativiti dan inovasi. Warga JPA, secara individu maupun berkumpulan sentiasa digalakkan supaya mencetus dan menghasilkan inovasi yang mampu menambah baik perkhidmatan awam seiring dengan kehendak pelanggan.

Di bawah Anugerah Inovator JPA 2010 contohnya, warga JPA telah memperkenalkan beberapa projek inovasi yang boleh disebarluaskan penggunaannya ke seluruh perkhidmatan awam. Antaranya adalah projek pembangunan aplikasi atas talian ePPL (Sistem Pejabat Penasihat Pendidikan dan Latihan), SISFA (Sistem Fail), e-Log Latihan, Pemegang Kunci Pintu Sehala, BP-SPEG (Sistem Pengiraan Gantian Cuti Rehat), Papan Penilaian Prestasi Pegawai, Sistem Pemantauan Rangkaian (SPAR), dan JPA *Flying Expert* (JPA-FiX).

Di samping itu, beberapa projek inovasi turut dibentangkan di dalam Konvensyen Kumpulan Inovatif dan Kreatif (KIK) JPA Tahun 2010. Antara projek yang dipertandingkan adalah Sistem Pemantauan Pelupusan Aset Alih (e-PeL), Semak Status Permohonan Faedah Persaraan Secara *Online*, Penilaian Keberkesaan Peribadi Kepimpinan Transformasi Perkhidmatan Awam Secara *Online*, e-Kaunseling Perkhidmatan Awam dan Taklimat Bab Cuti Secara Multimedia Interaktif.

Bagi meningkatkan kecekapan pengurusan kewangan, JPA turut menghasilkan beberapa projek inovasi pada tahun 2010 di bawah Anugerah Inovasi Pengurusan Kewangan. Antara projek inovasi yang telah dihasilkan adalah Penggunaan Datapos Bagi Mengurangkan Pengeluaran Bil Tuntutan Bulanan Kepada Peminjam Pinjaman, Sistem Pemantauan Kontrak INTAN, Sistem E-Pantau, Sistem Pengawalan Bahan Mentah (SPBM), Penambahbaikan Sistem Pembayaran Bil Air Kuarters di INTAN Kampus Wilayah Timur (INTIM), Penambahbaikan Proses Kerja Pemantauan Akaun Belum Terima (ABT) dan Sistem Permohonan Perolehan INTURA (*INTURA Procurement Request System – INPRES*).

Pelbagai projek inovasi yang dihasilkan oleh JPA ini menunjukkan komitmen yang tinggi diberikan oleh jabatan ini dalam menyokong seruan YAB Perdana Menteri. Kemampuan warga JPA dalam mencipta inovasi cemerlang telah diiktiraf dan berjaya memenangi pertandingan di pelbagai peringkat. Antara pencapaian terbaik projek inovasi JPA bagi tahun 2010 adalah e-Audit dan Sistem MyPesara yang telah dinobatkan sebagai **Johan Anugerah Inovasi Jabatan Perdana Menteri 2010** bagi kategori Anugerah Inovasi Pengurusan Kewangan dan Anugerah Inovasi Pengurusan Sumber Manusia. Manakala Sistem Pengurusan Maklumat Atasan (e-SMPA) telah memenangi tempat kedua di bawah kategori Anugerah Inovasi Pengurusan Aduan. JPA juga telah menerima pengiktirafan dari Multimedia Development Corporation (MDeC) bagi **Laman Web Terbaik Bagi Transaksi e-Perolehan** bagi tahun 2010.

Pengiktirafan ini secara tersuratnya menggambarkan warga JPA adalah sarat dengan inisiatif yang proaktif dan idea yang kreatif, sekaligus menunjukkan budaya inovasi telah dan sedang disemarakkan dalam organisasi ini. Kejayaan ini pastinya cukup bermakna kepada JPA, namun lebih baik lagi sekiranya inovasi-inovasi yang dihasilkan dapat dimanfaatkan dan dikongsi bersama oleh seluruh warga perkhidmatan awam. Jika ini dapat dicapai, maka JPA boleh berbangga kerana berjaya menyempurnakan ikrarnya sebagai peneraju inovasi perkhidmatan awam khususnya dalam pengurusan sumber manusia.

Prasyarat utama kepada kejayaan agenda transformasi ialah pembentukan sektor awam sebagai sebuah entiti yang mantap dan boleh bertindak berasaskan matlamat yang dikongsi bersama sambil menyisihkan budaya keterpisahan (*silo*). Justeru, hala tuju perjuangan JPA bukan sekadar menjulang seruan kerajaan dalam persekitaran dan ruang lingkup jabatan ini sahaja, malah akan memastikan inovasi dan kreativiti yang dihasilkan dapat dimanfaatkan oleh persekitaran yang lebih besar dan melibatkan seluruh anggota perkhidmatan awam. Manfaat yang dikongsi bersama inilah yang akan melonjak prestasi negara untuk mencapai matlamat yang disasarkan.

Justeru, sekiranya komitmen yang ditunjukkan ini dapat diteruskan serta dikekalkan dan semestelah itu disalurkan serta dijanakan untuk manfaat bersama, maka hasrat kerajaan untuk menjadikan perkhidmatan awam sebagai sebuah institusi yang inovatif dan kreatif akan menjadi kenyataan. Sebuah institusi yang inovatif akan sentiasa memastikan perkhidmatan kepada pelanggan berada pada tahap memuaskan dan mampu menguruskan perubahan ekonomi negara melalui kecekapan sistem penyampaian perkhidmatan. Oleh yang demikian, jelaslah bahawa sebagai "Peneraju Perubahan Perkhidmatan Awam", JPA perlu terus mengemudi kreativiti serta menerajui inovasi agar sistem penyampaian perkhidmatan negara ini akan sentiasa kekal relevan dan mampu menyaingi cabaran-cabaran mendatang.

Leading change in the public service is a promise made by the Public Service Department (PSD). It was not done out of conceit, nor to prove that we were better than others. Instead, it was a promise that needed to be made and with it came great responsibility. This is particularly true now with the government implementing various transformation agendas to achieve a high income economy through the 1Malaysia concept, the Government Transformation Programme (GTP) and the Economic Transformation Programme (ETP). Innovation is one factor that can drive all these agendas and thus it needs to be given priority. In seeking to realise this aspiration, the Prime Minister had on 27th January 2010 at the Malaysian Innovative celebration announced 2010 as the Year of Innovation.

It is important to understand that innovation will be a critical factor in transforming the nation through the significant changes it can make on the performance and service delivery aspects. The measure of an innovation's success is based on its ability to increase existing output and outcome while transforming current practices. Innovation can be embodied in products, services, processes or technology. The scope of its application covers the overall process including good governance innovation, community innovation, social networking innovation, branding innovation and other types of innovations. This variation in forms and processes shows that innovation spaces and opportunities are still wide open to be explored, and various public agencies should have their own projects and processes in creating this innovation culture.

The PSD has a crucial role in leading the public sector's innovation and creativity culture especially in human resource management. In this context, the PSD must not only cultivate the culture of creativity and innovation, but also nurture it. In other words, the PSD should not merely introduce innovative practices or operations but must successfully carry it out until it is followed and becomes a benchmark to other government agencies. The Prime Minister in his speech during the 2010 Dinner with the PSD, had suggested that PSD officers should revolutionise their thought processes and this should be carried through to their daily work practices. Such innovations will help to ensure citizen's satisfaction besides proving Malaysia's ability to compete in this competitive era.

The PSD continuously plans and implements activities to provide enculturation of creativity and innovation. PSD officers whether as individuals or collectively as a group, are always encouraged to initiate/spark off new ideas and create innovations that can improve the public service and meet client demands.

Under the PSD Innovator Award 2010, PSD officers introduced several innovation projects which could be widely applied throughout the public service. Among the projects were the development of the online application for PSD Overseas Training and Education Officers (ePPL); SISFA (Filing System); e-Training Log; BP SPEG (System for the Calculation of Cash in Lieu of Leave); Officer's Performance Score Board; Network Monitoring System (SPAR) and the PSD Flying Expert (JPA-FIX).

Besides the projects mentioned, several projects were also presented in the PSD 2010 Innovative and Creative Group Convention (KIK). Among the projects presented were the Asset Disposal Monitoring System (e-PeL); an online system to check on the status of retirement benefits; an online Evaluation on Public Service Transformational Leadership; the Public Sector e-Counselling, and Interactive Multimedia Briefing on the chapter on types of leave.



In order to enhance the effectiveness of financial management, the PSD also produced some innovation projects in 2010 under the Financial Management Innovation Award. Among the projects introduced were reducing the issuance of monthly claim notices to education loan borrowers through Postdata, INTAN Contracts Monitoring System, e-Monitoring System, Controlling System for Fresh Products, improving the system for payment of water bill for quarters in INTAN's Eastern Campus (INTIM), improving the work process on monitoring receivable accounts and the INTAN Northern Campus (INTURA) Procurement Request System (INPRES).

The various innovation projects produced by the PSD shows the strong commitment by the PSD in supporting the Prime Minister's aspiration. The ability of PSD officers in creating excellent innovation was recognised and resulted in many awards being won in various competitions. Among the outstanding PSD innovation project achievements for the year 2010 was the e-Audit and the MyPesara System, which was awarded first place for the Prime Minister's Department Innovation Award 2010 under the Financial Management Innovation Award Category and the Human Resource Management Innovation Award Category. Meanwhile the Top Management Information System (e-SMPA) was awarded 2nd place for the Complaints Management Innovation Award. The PSD also received an official recognition from the Multimedia Development Corporation (MDeC) for the Best Website for e-Procurement Transactions in 2010.

These recognitions show that PSD officers are full of proactive initiatives and creative ideas, illustrating that an innovation culture exists and is flourishing in the organisation. These achievements are meaningful to the organisation, but it would be more meaningful if they could be utilised and shared with the rest of the public service. If this can be achieved, the PSD can be proud of accomplishing its promise as being the leader in public service innovation especially in human resource management.

The main pre-condition for success of the transformation agenda is reshaping the public sector as a solid entity, able to respond to a shared aim while putting aside the silo culture. Hence, the PSD's struggle is not only to support the government's aspirations within the confines of the organisation but to ensure that the innovation and creativity created can benefit the whole of the public service. It is this shared belief that will push the country's performance in accomplishing the national mission.

Therefore, if the commitment shown can be continued and retained, and subsequently channelled and generated for everyone's benefit, then the government's aspiration of making the public service an innovative and creative institution would have become a reality. An innovative institution will always ensure their customers' satisfaction and is able to manage the country's economic changes through an effective service delivery system. It is clear that the PSD as the 'Leader of Change in the Public Service' needs to guide creativity and lead innovation so that the country's public service delivery system will remain relevant and able to counter any challenges in the future.



Prestasi KESELURUHAN

OVERALL PERFORMANCE

11 Analisis Prestasi *Balanced Scorecard*
Balanced Scorecard Performance Analysis

13 Analisis Prestasi Sasaran Kerja Tahunan 2010
2010 Annual Work Targets Achievement Analysis

14 Sorotan Pencapaian Utama 2010
2010 Achievement Highlights

26 Pelanggan
Clientele

27 Prestasi Kewangan
Financial Performance

29 Perjawatan dan Personel
Posts and Personnel

30 Kebitaraan JPA 2010
PSD's Accolades 2010



PRESTASI KESELURUHAN

Prestasi JPA dilapor berdasarkan Analisis *Balanced Scorecard* dan Sasaran Kerja Tahunan di samping Prestasi Kewangan serta Perjawatan dan Personel. Pencapaian utama JPA dipaparkan dalam ruangan khas dalam laporan ini.

The PSD's achievement is reported based on an analysis of the Balanced Scorecard and Annual Work Target as well as the Financial Performance, Establishment and Personnel Reports. The main achievements are highlighted in a special column in this report.

OVERALL PERFORMANCE



Analisis Prestasi

BALANCED SCORECARD

Mulai Januari 2005, JPA telah menggunakan pakai *Balanced Scorecard* (BSC) sebagai satu lagi sistem pemantauan pelaksanaan strategi dan pengurusan prestasi organisasi. Selaras dengan Pekeliling Kemajuan Pentadbiran Awam Bil. 2 Tahun 2005, sebanyak 34 petunjuk prestasi utama (KPI) yang dikelompokkan dalam empat perspektif telah dibangunkan. Butiran adalah seperti yang ditunjukkan di bawah:



Perspektif Pengukuran Prestasi BSC BSC Performance Measurement Perspectives

Prestasi JPA secara keseluruhan bagi tahun 2010 adalah pada tahap menepati sasaran iaitu pada nilai indeks 8.10. Prestasi BSC JPA merupakan integrasi pencapaian KPI-KPI yang terdapat dalam empat perspektif iaitu Stakeholder / pelanggan (8.19), Proses Dalaman (8.82), Pengurusan Sumber dan Kewangan (5.88) serta Pembelajaran dan Pembangunan (8.68). Prestasi ini menunjukkan peningkatan 10 peratus (0.72 mata) berbanding tahun 2009 (7.38 mata).

Beginning January 2005, the PSD introduced the Balanced Scorecard (BSC) as an additional system for monitoring and evaluating organisational performance. A total of 34 key performance indicators (KPIs) clustered under four perspectives were developed in accordance with the guidelines provided by the Public Administration Development Circular No. 2 of 2005. Details are as below:

- a. Memenuhi ekspektasi stakeholder/pelanggan
Fulfilling stakeholder/client expectations
- b. Memperkasa organisasi beretika
Enhancing organisational ethics
- c. Mengeratkan hubungan majikan – pekerja
Strengthening employer-employee relationship

- a. Meningkatkan kualiti proses kerja
Increasing the quality of work processes
- b. Memperkemas pengurusan data
Strengthening data management
- c. Meningkatkan jalinan komunikasi
Increasing communication networks

- a. Menguruskan perbelanjaan berhemah
Prudent financial management
- b. Mengoptimumkan penggunaan sumber
Optimisation of resource utilisation

- a. Membangunkan tenaga kerja yang kompeten dan bermotivasi
Developing a competent and motivated workforce
- b. Mewujudkan persekitaran kerja yang kondusif
Creating a conducive working environment
- c. Memastikan sumber tenaga yang optimum
Ensuring an optimum workforce

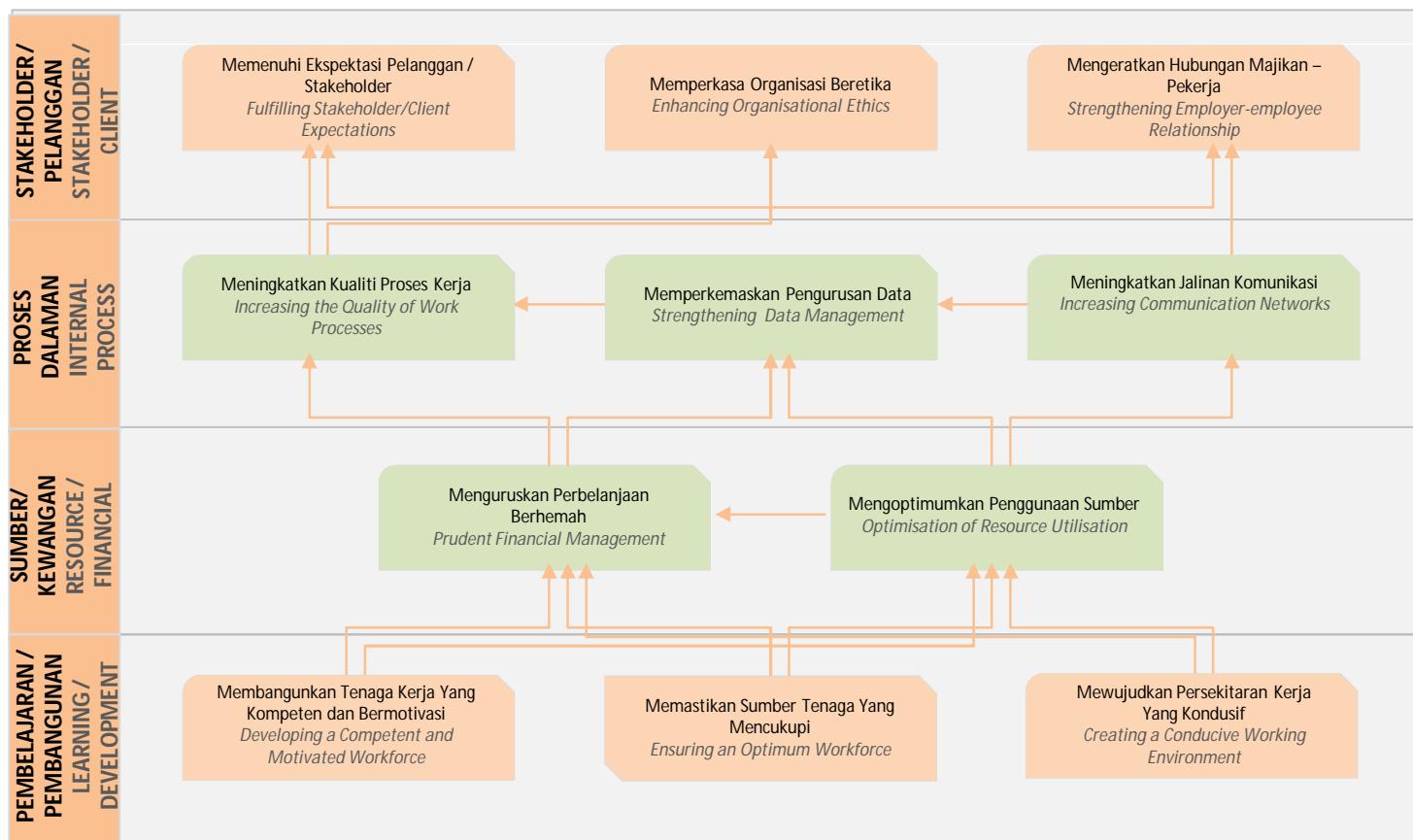
For the overall performance of 2010, the PSD achieved its target with an index score of 8.10. The BSC performance was the integration of achievement of the KPIs of four perspectives namely Stakeholder/Client (8.19), Internal Processes (8.82), Resources and Financial Management (5.88) and Learning and Growth (8.68). This performance is an increase of 10 percent (0.72 points) as compared to the performance in 2009 (7.38 points).

Perspektif Pengurusan Sumber dan Kewangan mencatatkan prestasi sederhana. Ia adalah kesan dari perbelanjaan yang berlaku di luar jangkaan seperti pembayaran Bantuan Khas Kewangan kepada semua pegawai termasuk pesara. Butiran skor mengikut setiap satu perspektif dan Peta Strategi BSC JPA adalah seperti berikut:

The Resource and Financial Management perspective recorded an average performance due to unexpected spending such as the Special Financial Assistance Grant to all public servants including pensioners. A detailed score according to each perspective and the BSC's Strategic Map are as follows:

Perspektif <i>Perspective</i>	Keseluruhan <i>Overall</i>
Stakeholder/Pelanggan Stakeholder/Client	8.19
Proses Dalam Internal Processes	8.82
Pengurusan Sumber dan Kewangan Resources and Financial Management	5.88
Pembelajaran dan Pembangunan Learning and Development	8.68
Keseluruhan Overall	8.10

Prestasi BSC 2010
2010 BSC Performance



Peta Strategi BSC JPA
PSD's BSC Strategy Map

Analisis Prestasi

SASARAN KERJA TAHUNAN 2010

Prestasi pencapaian keseluruhan JPA mengikut Program bagi tahun 2010 adalah pada skor 96 peratus iaitu pada tahap cemerlang. Ini adalah berdasarkan kepada pencapaian projek yang dirancang bagi ketiga-tiga program di bawah JPA iaitu Program Perancangan Sumber Manusia (PPSM), Program Pembangunan Sumber Manusia (PBSM) dan Program Operasi Sumber Manusia (POSM) serta Unit Audit Dalam (UAD).

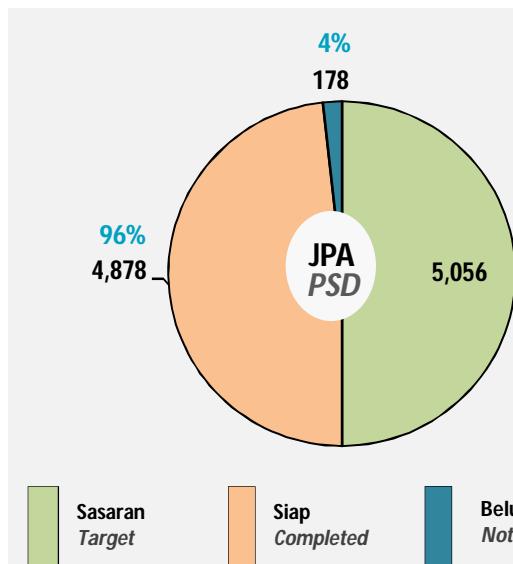
Bagi PPSM, pencapaian 99 peratus ditunjukkan melalui pelaksanaan projek-projek yang dirancang iaitu penyelidikan dan perancangan, sistem PSM penyelarasan korporat dan komunikasi korporat. Manakala bagi PBSM, tahap pencapaian yang direkodkan adalah 98 peratus meliputi projek pembangunan organisasi dan penskiman, perkhidmatan dan pembangunan kerjaya, pembangunan modal insan, saraan dan perhubungan majikan-pekerja. Sementara POSM pula merekodkan pencapaian 95 peratus melibatkan projek yang dilaksanakan bagi pengukuhan kapasiti perkhidmatan awam, memperkasakan pelanggan dan menjauharikan warga JPA melalui penggubalan dasar, pengurusan kursus dan latihan, pemantapan sistem penyampaian perkhidmatan dan peningkatan keupayaan modal insan.

Dalam memastikan integriti dan akauntabiliti serta memantapkan tadbir urus warga JPA, UAD telah melaksanakan 92 peratus projek pengauditan yang dirancang iaitu audit pengurusan kewangan, prestasi khas, susulan dan kajian.

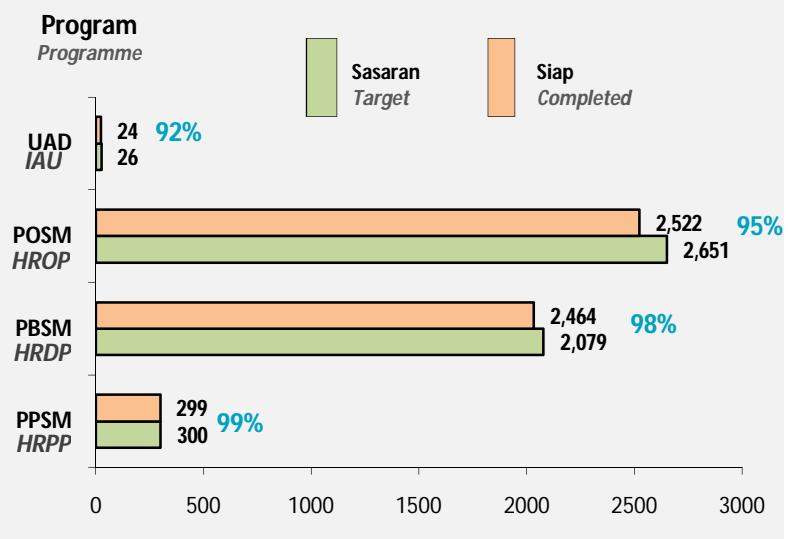
The PSD scored 96 percent in its overall programme performance for 2010 which was at the excellent level. This score is based on the planned-projects achievement for its three programmes, namely, the Human Resource Planning Programme (HRPP), the Human Resource Development Programme (HRDP) and the Human Resource Operations Programme (HROP) and the Internal Audit Unit (IAU).

For the HRPP, the 99 percent achievement was gained through the implementation of all its planned projects on research and planning, corporate coordination and corporate communications. The HRDP scored 98 percent through the implementation of organisational development, schemes of service, service and career development, human capital development, remuneration and employer-employee relations projects. The HROP meanwhile recorded a score of 95 percent involving projects that were implemented for public service capacity enhancement and improvement of the PSD workforce through policy formulation, management of courses and training, enhancement of the service delivery system and human capital capacity enhancement.

To ensure integrity and accountability in addition to strengthening the governance of the PSD workforce, the IAU implemented 92 percent of its planned audit projects involving financial management, performance, follow-up and research.



Pencapaian Keseluruhan bagi Tahun 2010
Overall Achievement for 2010



Pencapaian Mengikut Program bagi Tahun 2010
Achievement by Programmes for 2010

Sorotan

PENCAPAIAN UTAMA 2010

BAHAGIAN PEMBANGUNAN ORGANISASI

Bagi memastikan perkhidmatan awam mempunyai skim perkhidmatan dan struktur organisasi yang mantap, relevan dan fleksibel serta menepati keperluan semasa, JPA telah:

- Melaksanakan sebanyak 693 kajian pembangunan organisasi meliputi 181 kajian skim perkhidmatan, 131 kajian dasar perjawatan dan 381 kajian perjawatan
- Mengeluarkan pekeliling perkhidmatan berhubung penetapan Ketua Perkhidmatan bagi 243 skim perkhidmatan dalam Perkhidmatan Awam Persekutuan
- Melaksanakan penjenamaan semula empat skim perkhidmatan
- Mempertimbangkan 63 permohonan kelonggaran syarat skim perkhidmatan
- Menerbitkan Buku Maklumat Skim Perkhidmatan (dua edisi) dan Penguraian Kerja Skim Perkhidmatan
- Memperkuuhkan keupayaan agensi sektor sosial termasuk pengukuhan perjawatan di Kementerian Pelajaran Malaysia, penyusunan semula organisasi Dewan Bahasa dan Pustaka (DBP), pewujudan jawatan Profesor Ulung, penubuhan Sekretariat Majlis Profesor Negara (MPN) dan pewujudan Model Pejabat Penasihat Undang-Undang (PUU) di IPTA
- Memperkuuhkan keupayaan agensi sektor sosial bagi perkhidmatan kesihatan termasuk penaiktarafan Bahagian Keselamatan dan Kualiti Makanan (BKKM), penyusunan semula Bahagian Kesihatan Pergigian, pemindahan fungsi perkhidmatan kesihatan ibu mengandung, kanak-kanak dan kesihatan keluarga di bawah pentadbiran Dewan Bandaraya Kuala Lumpur (DBKL) ke Kementerian Kesihatan Malaysia (KKM) dan pewujudan jawatan pada gred fleksi bagi skim perkhidmatan Pegawai Perubatan, Pegawai Pergigian dan Pegawai Farmasi
- Memperkuuhkan keupayaan agensi sektor sosial bagi Perkhidmatan Komunikasi dan Kesenian dengan menubuhkan Pasukan Projek Jalur Lebar Nasional di bawah Kementerian Penerangan, Komunikasi dan Kebudayaan (KPKK) dan menubuhkan Pejabat Zon Jabatan Warisan Negara

ORGANISATIONAL DEVELOPMENT DIVISION

To ensure that the public service is equipped with schemes of service and organisational structures that are relevant, flexible and meet current needs, the PSD has:

- Implemented 693 organisational development studies consisting of 181 studies on schemes of service, 131 studies on establishment policy and 381 studies on establishment
- Issued a service circular pertaining to the determination of Head of Service for 243 schemes of service in the Federal Civil Service
- Rebranded four schemes of service
- Considered 63 applications for the alleviation of conditions of service schemes
- Published the Scheme of Service Information Booklet (two editions) and Job Description for Schemes of Service
- Strengthened the capacity of agencies in the social sector by strengthening the establishment in the Ministry of Education, restructuring of the Institute of Language and Literature Malaysia (DBP), creating the Distinguished Professor posts, establishing the Secretariat for the National Professors Council (MPN) and creating the Legal Advisor's Office (PUU) Model in public institutions of higher learning
- Strengthened the capacity of agencies in the social sector for healthcare services by upgrading the Food Safety and Quality Division (FSQD), Restructuring the Oral Health Division, transferring the functions of the maternal and child health service from the Kuala Lumpur City Hall (KLCH) to the Ministry of Health (MOH) and creating posts at flexi grade for Medical Officer, Dental Officer and Pharmaceutical Officer service schemes
- Strengthened the capacity of agencies in the social sector for Communication and Cultural Services by establishing the National Broadband Project Team under the Ministry of Information, Communications and Culture (KPKK) and establishing Zone Offices for the National Heritage Department

Sorotan

PENCAPAIAN UTAMA 2010

BAHAGIAN PEMBANGUNAN ORGANISASI

- Memperkuatkan keupayaan agensi sektor pentadbiran bagi agensi persekutuan dengan menyusun semula Lembaga Kemajuan Tanah Persekutuan (FELDA), Unit Perancang Ekonomi (UPE), Dewan Bandaraya Kuala Lumpur (DBKL), Kementerian Wilayah Persekutuan dan Kesejahteraan Bandar (KWPKB) dan mengasingkan fungsi kerjasama awam - swasta ke Unit Kerjasama Awam Swasta (UKAS)
- Mengukuhkan Keupayaan agensi sektor keselamatan dengan melaksanakan program penempatan semula Polis Diraja Malaysia, Kementerian Dalam Negeri, menyusun semula Bahagian Pengurusan Belanjawan, Kementerian Kewangan dan menyusun semula struktur organisasi Kementerian Pertahanan secara holistik
- Memantapkan jawatan-jawatan utama Kerajaan Negeri Semenanjung Malaysia
- Menambahbaik model Pihak Berkuasa Tempatan (PBT) meliputi Majlis Bandaraya, Majlis Perbandaran dan Majlis Daerah
- Meluluskan penubuhan sebuah PBT dan memperkuatkan 50 PBT
- Menyusun semula Perkhidmatan Awam Negeri Sarawak.
- Menyusun semula agensi-agensi di bawah pentadbiran Kerajaan Negeri Sabah
- Menubuhkan Suruhanjaya Integriti Agensi Penguatkuasaan (SIAP), Mahkamah Tinggi Khas Rayuan Rasuah dan Mahkamah Seksyen Khas Rasuah dan menyusun semula Jabatan Penjara Malaysia
- Mengukuhkan keupayaan agensi sektor ekonomi dengan menyusun semula Kementerian Perusahaan Perladangan dan Komoditi (KPPK)
- Mengukuhkan struktur Kementerian Pelancongan
- Mengukuhkan perjawatan bagi taska dan tabika di bawah Jabatan Kemajuan Masyarakat (KEMAS)

ORGANISATIONAL DEVELOPMENT DIVISION

- Strengthened the capacity of agencies in the administration sector for federal agencies by restructuring the Federal Land Development Authority (FELDA), the Economic Planning Unit (EPU), the Kuala Lumpur City Hall (DBKL), the Ministry of Federal Territories and Urban Wellbeing (KWPKB) and transferring the functions of public - private partnership to the Public Private Partnership Unit (3PU)
- Strengthened the capacity of agencies in the security sector by implementing the redeployment programme for the Royal Malaysian Police, restructuring of the Budget Management Division, the Ministry of Finance and organising a holistic restructuring of the Ministry of Defence
- Strengthened the leadership posts of State Governments in Peninsular Malaysia
- Improved the model for Local Authorities which includes City Councils, Municipal Councils and District Councils
- Approved the formation of a new local authority and strengthened 50 existing local authorities
- Restructured the Sarawak State Public Service
- Restructured agencies under the Sabah State Government administration
- Established the Integrity Commission for Enforcement Agencies, Special Corruption Appeals High Court, Special Corruptions Sessions Courts and restructuring of the Prisons Department
- Strengthened the capacity of agencies in the economic sector by restructuring the Ministry of Plantation Industries and Commodities
- Consolidated the structure for the Ministry of Tourism
- Consolidated the pre-school establishment for kindergartens under the Department of Community Development (KEMAS)

Sorotan

PENCAPAIAN UTAMA 2010

BAHAGIAN PEMBANGUNAN MODAL INSAN

Sebagai bukti komitmen padu JPA dalam melahirkan modal insan yang terbaik bagi menerajui pembangunan negara, pada tahun 2010 JPA telah:

- Menawarkan Biasiswa Nasional kepada 30 orang pelajar cemerlang lepasan Sijil Pelajaran Malaysia (SPM) 2009
- Menawarkan penajaan Biasiswa Yang di-Pertuan Agong kepada 12 orang pelajar cemerlang
- Menawarkan penajaan biasiswa kepada 1,750 pelajar cemerlang di bawah Program Penajaan Ijazah Luar Negara (PILN)
- Membayai pengajian seramai 8,250 pelajar baru di bawah Program Ijazah Dalam Negara (PIDN)
- Menawarkan penajaan biasiswa peringkat matrikulasi/asasi dan ijazah pertama di Institusi Pengajian Tinggi Awam (IPTA) dan Institusi Pengajian Tinggi Swasta (IPTS) terpilih di dalam negara
- Mengendalikan 21 taklimat dan pameran bagi mempromosi program penajaan JPA
- Menyediakan pinjaman kepada pelajar-pelajar persendirian di luar negara untuk pembiayaan yuran pengajian antara RM200,000 hingga RM250,000

HUMAN CAPITAL DEVELOPMENT DIVISION

As a proof of the PSD's strong commitment in producing the best human capital capable of spearheading the development of the nation, the PSD had in 2010:

- Offered the National Scholarship to 30 SPM 2009 top students
- Awarded the King's Scholarship to 12 excellent students
- Offered scholarships to 1,750 excellent SPM leavers to pursue their first degree in various courses abroad under the Overseas Degree Programme
- Offered scholarships to 8,250 new students under the Local Degree Programme for study in local universities
- Offered scholarships for studies at the matriculation/basic/foundation and first degree level in local public and selected private institutions of higher learning
- Conducted 21 briefings and exhibitions to promote the PSD's sponsorship programmes
- Provided financial assistance of between RM200,000 to RM250,000 each for private students studying overseas, to cover their tuition fees

Sorotan

PENCAPAIAN UTAMA 2010

BAHAGIAN PEMBANGUNAN MODAL INSAN

- Meluluskan pemberian sumbangan atau sagu hati sekiranya berlaku kematian pelajar tajaan dalam negara dalam tempoh pengajian
- Mengiktiraf sebanyak 70 kelayakan dari IPTA dan 644 kelayakan dari IPTS
- Mengendalikan program suai kenal kepada 945 graduan di bawah PILN
- Mengutip hasil tuntutan gantirugi sebanyak RM17,514,050.63 iaitu 129.73 peratus mengatasi sasaran yang ditetapkan
- Mengutip bayaran balik Pinjaman Pelajaran JPA sebanyak RM49,026,586.85
- Meminda dasar penangguhan balik pelajar-pelajar tajaan kerajaan di luar negara
- Membelanjakan sebanyak RM61,522,576.86 untuk membayai program-program latihan dalam perkhidmatan
- Menaja seramai 5,421 penjawat awam pelbagai gred bagi mengikuti Program Latihan Khas

HUMAN CAPITAL DEVELOPMENT DIVISION

- Approved award of a special grant or financial assistance in cases involving death of a sponsored student studying locally
- Recognised 70 qualifications from public institutions of higher learning and 644 from private institutions of higher learning
- Conducted orientation programmes for 945 overseas PSD-sponsored graduates
- Collected indemnity claims amounting to RM 17,514,050.63, which was 129.73 percent more than the actual target set
- Collected PSD education loan repayments amounting to RM49,026,586.85
- Amended the policy regarding the delayed return of government sponsored students studying overseas
- Spent RM61,522,576.86 million for in-service training programmes
- Sponsored 5,421 public servants from various grades to undergo Special Training Programmes

Sorotan

PENCAPAIAN UTAMA 2010

BAHAGIAN PERKHIDMATAN

Selaku pengurus sumber manusia sektor awam, JPA telah menguruskan perjawatan dan membangunkan dasar pengurusan personel melalui:

- Menguruskan penempatan bagi 7,365 pegawai perkhidmatan Gunasama yang dilantik terdiri daripada 472 pegawai Pengurusan Tertinggi (JUSA), 1,752 pegawai Kumpulan Pengurusan dan Profesional serta 5,141 pegawai Kumpulan Sokongan
- Menguruskan penempatan bagi pelantikan secara peminjaman/ pertukaran sementara bagi 144 pegawai Jawatan Utama Sektor Awam (JUSA) dan Gred Khas, 50 pegawai Kumpulan Pengurusan dan Profesional (P&P) dan tiga pegawai Kumpulan Sokongan
- Menguruskan penempatan bagi pelantikan tetap 1,913 Pegawai PTD M41 (Kontrak)
- Menguruskan penempatan bagi pelantikan 108 Penolong Pegawai Tadbir (PPT) ke skim Pegawai Tadbir gred N41 dan 11 Penolong Pegawai Teknologi Maklumat (PPTM) ke skim Pegawai Teknologi Maklumat (PTM) gred F41
- Melancarkan Jawatankuasa Kluster PTD untuk mengenalpasti bakat-bakat muda sebagai pemimpin pelapis melalui empat kategori laluan
- Melaksanakan penempatan semula seramai 4,076 pegawai Gunasama dan bukan Gunasama di Ibu Pejabat PDRM di Bukit Aman, Ibu Pejabat Polis Kontinen, Ibu Pejabat Polis Daerah dan Balai-balai Polis di seluruh negara
- Melaksanakan peluasan Program Cross-Fertilisation (PCF) di peringkat Pihak Berkuasa Tempatan (PBT)
- Menguruskan kenaikan pangkat 3,527 pegawai dan menguruskan pemangkuhan 2,248 pegawai pelbagai gred jawatan
- Menjalankan sembilan kajian bagi memantapkan lagi format Penilaian Tahap Kecekapan (PTK).

SERVICE DIVISION

As the public sector human resource manager, the PSD managed public servants and developed personnel management policies through:

- Managing the placement of 7,365 common-user officers appointed which consist of 472 from the Top Management group, 1,752 from the Management and Professional group and 5,141 from the Support Staff group
- Managing the placement of 144 Premier grade/Special grade officers appointed, 50 Management & Professional officers and three Supporting Staff on secondment and temporary transfers
- Managing the placement for 1,913 contract Administrative and Diplomatic Service Officers (ADS) who were permanently appointed
- Managing the placement for 108 Executive Officers (EO) appointed to the Administrative Officer grade N41 and 11 Assistant Information Technology Officers to the Information Technology Officers grade F41
- Launching of the ADS Clusters Committee responsible for identifying talented future leaders based on four categories
- Redeployment of 4,076 common-user and non common-user officers at the Royal Malaysian Police (RMP) Headquarters in Bukit Aman, RMP Contingent and Regional officers as well as Police Stations all over the country
- Expansion of the Cross-Fertilisation Programme to the Local Authority level
- Managing the promotion for 3,527 officers and the acting exercise for 2,248 officers from various grades
- Conducting nine studies to improve the format of the Competency Assessment Evaluation

Sorotan

PENCAPAIAN UTAMA 2010

BAHAGIAN SARAAN

JPA telah memperkenalkan inisiatif dan faedah saraan baru bagi penjawat awam:

- Meluluskan kemudahan Cuti Tanpa Rekod kepada pegawai perkhidmatan awam yang menderma organ
- Memansuhkan bayaran wad kepada pegawai dan pesara perkhidmatan awam
- Meluluskan Bayaran Insentif Akademik Pensyarah Perubatan di Institusi Pengajian Tinggi Awam (IPTA)
- Meluluskan pemberian Bantuan Khas Kewangan sebanyak RM1,000 dalam dua kali bayaran
- Meluluskan kemudahan Cuti Bersalin sehingga 90 hari kepada pegawai perkhidmatan awam
- Menyeragamkan Waktu Bekerja Berperingkat bagi semua agensi Kerajaan Persekutuan di negeri-negeri yang hari rehat mingguannya ialah hari Jumaat
- Melaksanakan penambahbaikan Jadual Gaji Matriks bagi skim perkhidmatan Pensyarah Perubatan Dan Pensyarah Pergigian
- Melaksanakan pemanjangan pemberian pindahan dan elaun/bayaran kepada waris pegawai yang meninggal dunia dalam perkhidmatan
- Memberikan taraf Penempatan Sukar bagi tiga Perwakilan Malaysia di luar negara
- Menambahbaik dasar mengenai Penerimaan Sijil Sakit yang dikeluarkan oleh hospital/ klinik di Singapura
- Memanjangkan kemudahan perlindungan insurans kesihatan kepada penjawat awam yang berkhidmat di luar negara
- Memanjangkan kelayakan Bayaran Pakaian Menghadiri Upacara Rasmi kepada pegawai yang terlibat dengan istiadat penerimaan watikah pelantikan Duta Besar/Pesuruhjaya Tinggi oleh Seri Paduka Baginda Yang di-Pertuan Agong
- Membentuk skala gaji baru bagi skim perkhidmatan Lembaga Hasil Dalam Negeri Malaysia

REMUNERATION DIVISION

The PSD introduced several new initiatives and remuneration benefits for public servants:

- Approving unrecorded leave for public servants who donated organs
- Abolishment of hospital ward payments for public servants and retirees
- Approving Academic Incentive Allowance for medical lecturers of public institutions of higher learning
- Approving a Special Financial Assistance grant of RM1,000 which was paid in two instalments
- Approving Maternity Leave Benefit of up to 90 days for public servants
- Standardisation of flexible working hours for all federal government agencies in states which observe Friday as their weekly rest day
- Improvement to the Matrix Salary Schedule for the medical and dental lecturers' scheme of service
- Extension of transfer grant and allowances to beneficiaries of officers who have passed away while in service
- Recognising three more Malaysian missions abroad as Hardship Post
- Improving the policy regarding the acceptance of Medical Certificates issued by Singapore hospitals/ clinics
- Extension of health insurance coverage facility to public servants serving overseas
- Extension of the Official Attire Allowance to officers involved with the Presentation of Credentials ceremony to His Majesty the King on being appointed as High Commissioner or Ambassador
- Establishment of a new salary scale for the Inland Revenue Board of Malaysia (IRBM)

Sorotan

PENCAPAIAN UTAMA 2010

BAHAGIAN PENGURUSAN PSIKOLOGI

JPA mengeluarkan dasar dan garis panduan berkaitan perkhidmatan psikologi mengikut keperluan semasa:

- Melancarkan Pelan Strategik Perkhidmatan Psikologi Sumber Manusia Sektor Awam (PSPPs) 2011 – 2020
- Mengeluarkan panduan pelaksanaan Pementoran Dalam Pengurusan Sumber Manusia Sektor Awam
- Menyediakan perkhidmatan kaunseling kepada 325 klien
- Melaksanakan 32 siri perundingan pementoran melibatkan 1,371 penjawat awam dari pelbagai agensi kerajaan
- Menjalankan 54 siri Program Peningkatan Kemahiran Kaunseling
- Mengadakan 398 siri ceramah berkenaan pengurusan psikologi melibatkan 7,394 orang penjawat awam di seluruh Malaysia
- Melaksanakan 32 siri program berbentuk pembangunan insan, pembangunan organisasi dan pengurusan psikologi melibatkan seramai 1,530 orang peserta
- Memberikan 41 sesi khidmat nasihat dan rundingan berkenaan pengurusan psikologi dan kaunseling

PSYCHOLOGY MANAGEMENT DIVISION

The PSD produced policies and guidelines on psychological services according to current needs by:

- Launching the Strategic Plan on Psychological Service for the Public Service 2011 – 2020
- Issuing guidelines on the Implementation of Mentoring for Human Resource Management of the Public Service
- Offering counselling services to 325 clients
- Organising 32 mentoring programmes which involved 1,371 participants from various government agencies
- Organising 54 Counselling Skills Enhancement Programmes
- Carrying out 398 series of talks and speeches on psychology management for 7,394 public servants throughout Malaysia
- Organising 32 programmes encompassing personal development, organisational development and psychological management for 1,530 participants
- Conducting 41 consultation and advisory sessions related to psychological and counselling services

Sorotan

PENCAPAIAN UTAMA 2010

BAHAGIAN PASCA PERKHIDMATAN

Dalam memastikan kebajikan pesara dan penerima pencen terpelihara dengan sempurna, JPA telah menambah baik dasar-dasar pasca perkhidmatan:

- Menguruskan pembayaran Faedah-faedah Persaraan bagi 383,989 pesara dan 144,071 penerima pencen melibatkan sebanyak RM7,042,703,017.45 (Peruntukan Tanggungan) dan RM74,695,352.89 (Peruntukan Mengurus)
- Meluluskan pemanjangan Bayaran Pengurusan Jenazah sebanyak RM3,000 kepada pesara kerajaan
- Meluluskan pemanjangan bayaran Bantuan Khas Kewangan Tahun 2010 sebanyak RM1,000 kepada pesara kerajaan
- Menguruskan perubahan Skim Pencen kepada Skim Kumpulan Wang Simpanan Pekerja bagi empat agensi kerajaan yang diswastakan
- Meluluskan penangguhan bayaran sebahagian ganjaran berkaitan bersara pilihan
- Melaksanakan proses Faedah Persaraan dan Faedah Terbitan melalui HRMIS
- Meluluskan pembayaran pencen maksimum untuk ahli Parlimen, anggota pentadbiran dan Setiausaha Politik
- Meluluskan peluasan pelaksanaan aplikasi MyPesara di hospital kerajaan
- Menguruskan pertukaran Skim B ke Skim A Berwakil

POST SERVICE DIVISION

To safeguard the welfare of pensioners and pension recipients, the PSD has taken steps to improve the pension policies, through:

- Management of payment of pension benefits to 383,989 pensioners and 144,071 pension recipients which involved RM 7,042,703,017.45 (Charged Allocation) and RM 74,695,352.89 (Operating Allocation)
- Approval to extend Bereavement Expenses Payment of RM 3,000 to government pensioners
- Approval to extend the Special Financial Assistance Grant for 2010 of RM 1,000 to government pensioners
- Managing the change from the pension scheme to the Employees Provident Fund Scheme for four government agencies that were privatised in 2010
- Approval to delay payment for part of the gratuity related to optional retirement
- Implementation of the process of remuneration and derivative benefits through HRMIS
- Approval of the maximum pension payment for members of Parliament, members of the administration and Political Secretaries
- Approval for the extension of implementation of the MyPesara application at government hospitals
- Managing the switch from the representative of A Scheme to B Scheme

Sorotan

PENCAPAIAN UTAMA 2010

INSTITUT TADBIRAN AWAM NEGARA

- Mengendalikan kursus Diploma Pengurusan Awam melibatkan seramai 583 orang pegawai Perkhidmatan Tadbir dan Diplomatik (PTD) Gred M41
- Mengendalikan Kursus Diploma Sains Pengurusan melibatkan seramai 30 orang pegawai
- Mengendalikan 975 kursus jangka pendek melibatkan penyertaan seramai 33,462 orang peserta
- Mengendalikan 78 latihan secara atas talian melalui e-Pembelajaran Sektor Awam (EPSA)
- Mengendalikan lapan kursus di bawah Program Kerjasama Teknikal Malaysia (MTCP) melibatkan penyertaan seramai 126 peserta dari 45 buah negara
- Menjalankan 369 kursus dan program latihan di bawah program kerjasama antarabangsa

NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION

- Conducted the mandatory Diploma in Public Management course which involved 583 grade M41 officers from the Administrative and Diplomatic Service (ADS)
- Conducted the Diploma in Management Science Course which involved 30 officers
- Conducted 975 short-term courses involving 33,462 participants
- Conducted 78 online courses through the Public Sector e-learning programme
- Conducted eight courses under the Malaysian Technical Cooperation Programme (MTCP) involving 126 participants from 45 countries
- Conducted 369 international courses and training programmes under the international co-operation programme

Sorotan

PENCAPAIAN UTAMA 2010

BAHAGIAN PERANCANGAN, PENYELIDIKAN DAN KORPORAT

- Menerbitkan Kerangka Hala Tuju Strategik Pengurusan Sumber Manusia Perkhidmatan Awam
- Menyediakan Pelan Tindakan Inisiatif 84 (Membina Kapasiti Dalam Organisasi Yang Memfokuskan Kepada Keutamaan Nasional) dan Inisiatif 85 (Menarik, Membangun dan Mengelakkan Bakat Terbaik Dalam Perkhidmatan Awam) bagi Rancangan Malaysia Kesepuluh (RMKe-10)
- Menyediakan input berkaitan peranan perkhidmatan awam untuk dimasukkan di dalam Model Baru Ekonomi (MBE)
- Manjalankan kajian berkenaan kegiatan sukarelawan, mewujudkan Unit Askar Wataniah dan menjadikannya sebagai modul kursus Diploma Pengurusan Awam (DPA)
- Menyediakan unjuran keperluan tenaga manusia bagi sektor keselamatan melibatkan lapan buah agensi di bawah Kementerian Dalam Negeri (KDN) dan Kementerian Pertahanan
- Menyediakan unjuran keperluan tenaga manusia bagi sektor pendidikan melibatkan kumpulan perkhidmatan pendidikan iaitu Pegawai Pendidikan Siswazah (DG) dan Pegawai Pendidikan Lepasan Diploma (DGA)
- Mengadakan makmal perbincangan dan sumbangsaran bagi memantapkan Dasar Penamatan Perkhidmatan Dalam Perkhidmatan Awam dan Pengurusan Bakat
- Memperluaskan penggunaan Pengenalpastian Kompetensi dalam Pengenalpastian Keperluan Latihan dan menjadi sebahagian daripada input bagi Pelan Perancangan Penggantian Perkhidmatan Awam
- Memperluaskan akses Pangkalan Repositori Ilmu Sumber Manusia Sektor Awam (PRISMA-HRMIS) dan membangunkan Komuniti Pengamal
- Memantapkan imej korporat JPA melalui pengurusan pelanggan, stakeholders serta media berkesan
- Menangani 11 aduan pelanggan yang direkodkan dan 81 peratus diselesaikan dalam masa 14 hari
- Memantau 688 siaran artikel di akhbar-akhbar tempatan berkaitan JPA dan perkhidmatan awam

PLANNING, RESEARCH AND CORPORATE DIVISION

- Published the Strategic Direction Framework for the Public Service Human Resource Management
- Acted as the lead agency in drafting two 10th Malaysia Plan Action Plan Initiatives i.e. Initiative 84 (Building Capacity in Organisations Focused on National Priorities) and Initiative 85 (Attracting, Developing and Retaining Top Talent in the Public Service)
- Provided input on the role of the public service for the New Economic Model (NEM)
- Conducted a survey on volunteerism, established a unit of Army Reserve and introduced the Army Reserve as a new module for the Diploma in Public Management course
- Prepared a Human Resource projection for the security sector which involved eight agencies under the Ministry of Home Affairs and the Ministry of Defence
- Prepared a Human Resource Projection for the education sector involving two service schemes namely the Graduate Education Officers (DG) and the Diploma Education Officers (DGA)
- Conducted labs to discuss and brainstorm on efforts to enhance current policies on the Public Service Exit Policy and Talent Management
- Extended the usage of Competency Identification for Training Needs Analysis and including it as input for the Public Service Succession Plan
- Extended the accessibility of the Knowledge Repository Data Base on Human Resource within the Public Service (PRISMA-HRMIS) and developing a Community of Practitioners (CoP)
- Strengthened the PSD corporate image through stakeholder and customer management as well as effective media relations
- Handled 11 customer complaints recorded, of which 81 percent were solved within 14 days
- Monitored 688 articles on the PSD and the public service published in the local newspapers

Sorotan

PENCAPAIAN UTAMA 2010

BAHAGIAN PENGURUSAN MAKLUMAT

Bagi memantapkan pengurusan sumber manusia perkhidmatan awam, JPA telah memanfaatkan sepenuhnya sistem teknologi terkini melalui:

- Menyediakan maklumat atas permintaan (*Information On Demand*)
- Memperluaskan penggunaan Surat Pengesahan Diri dan Pengakuan Pegawai Secara Online (eGL) kepada semua anggota pentadbiran, Ahli Parlimen dan Ahli Dewan Undangan Negeri serta tanggungan
- Menambah lima perkhidmatan baru mySMS 15888 dan menguruskan 7,036 rekod SMS
- Memperluaskan pemasangan Talian EG*Net bagi pelaksanaan Aplikasi HRMIS ke peringkat negeri dan pejabat-pejabat cawangan
- Memantapkan infrastruktur Rangkaian JPA*Net dengan fokus utama kepada pelaksanaan Protokol Internet Versi 6 (IPV6)
- Membangunkan semula Sistem eAudit
- Membangunkan Sistem Penilaian 360° (360°) bagi mengukur pencapaian Petunjuk Prestasi Utama (KPI) Ketua Setiausaha/Ketua Perkhidmatan/Ketua Pengarah Agensi Pusat
- Menyediakan Pelan Strategik Teknologi Maklumat JPA 2009-2013

INFORMATION MANAGEMENT DIVISION

To enhance the public service human resource management, the PSD has fully utilised the latest information technology system through:

- Providing Information on demand
- Extending the usage of the verification letter and Electronic Guarantee Letter (eGL) to all members of the administration, members of Parliament and members of the State Assembly as well as their dependants
- Adding five new mySMS 15888 services and managing 7,036 SMSs
- Extending the installations of the EG*Net line to enable implementation of the HRMIS application to state and branch offices
- Enhancement of the JPA*Net Network infrastructure by focussing on the implementation of the Internet Protocol Version 6 (IPV6)
- Redesigning the eAudit System
- Developing a 360° Evaluation System to measure the achievement of the Key Performance Indicators of Secretaries General/Heads of Service/Directors General of Central Agencies
- Preparing an Information Technology Strategic Plan for the PSD (2009 – 2013)

Sorotan

PENCAPAIAN UTAMA 2010

BAHAGIAN KHIDMAT PENGURUSAN

- Mengeluarkan garis panduan permohonan bagi pemilikan tanah, penglibatan dalam politik, membuat kerja luar, pembelian saham dan kebenaran menerima hadiah untuk digunakan di peringkat JPA
- Memulakan usaha penyediaan Pelan Integriti JPA
- Memulakan usaha penyediaan Pelan Pengurusan Risiko JPA
- Mengurusetiakan persiapan JPA bagi penilaian pematuhan Pensijilan MS ISO 9001:2008 oleh SIRIM QAS International Sdn. Bhd
- Mengurusetiakan persiapan JPA bagi penilaian pematuhan Pensijilan Sistem Persekutuan Berkualiti (QES) oleh Perbadanan Produktiviti Malaysia (MPC)
- Menguruskan tawaran opsyen kepada 152 pegawai pegawai skim perkhidmatan Pembantu Tadbir (Kesetiausahaan) di JPA terlibat dalam opsyen tukar lantik ke skim Setiausaha Pejabat Gred N27 dan Pembantu Setiausaha Pejabat Gred N17
- Mempercepatkan urusan pengambilan kakitangan Kumpulan Sokongan II melalui Jobs Malaysia dalam masa empat bulan
- Mengadakan empat mesyuarat Majlis Bersama Jabatan peringkat JPA (MBJ-JPA) dan menyelesaikan isu-isu berkaitan pentadbiran, skim perkhidmatan dan perjawatan, kebijakan serta elaun dan kemudahan
- Mengendalikan 16 aktiviti sukan melalui Kelab JPA dan Majlis Anggota dan Sukan Anggota-Anggota Kerajaan Wilayah Persekutuan (MAKSWIP)
- Menjalankan 14 aktiviti kebijakan, sosial dan kerohanian untuk merapatkan hubungan harmoni di kalangan pegawai JPA

MANAGEMENT SERVICES DIVISION

- Introduced an internal guideline for application of land ownership, involvement in politics, undertaking part time work, purchasing shares, debentures, bonds and other securities and application for approval to accept gifts
- Initiated the drafting of the PSD's Integrity Plan
- Initiated the drafting of the PSD's Risk Management Plan
- Acted as the secretariat for the PSD's preparation for the compliance assessment of the MS ISO 9001:2008 Certificate by SIRIM QAS International Sdn. Bhd
- Acted as the secretariat for the PSD's preparation for the compliance assessment of the QES/SS certification by the Malaysian Productivity Corporation (MPC)
- Managed the offer of options to 152 officers from the Assistant Administrative Scheme (Secretarial) in the PSD who were involved in the option to switch appointments to the Office Secretary Scheme (Grade N27) and the Assistant Office Secretary (Grade N17)
- Shortened the recruitment period for appointing support staff to four months through the use of Jobs Malaysia
- Organised four Joint Departmental Council Meetings for the PSD and solved issues related to administration, schemes of service and post, welfare, allowances and benefits
- Organised 16 sports activities through the PSD Club and the Staff and Sports Council for Federal Territory (MAKSWIP) Staff Members
- Organised 14 welfare, social and spiritual activities to inculcate harmonious relationship among PSD personnel

CLIENTELE
Pelanggan



Pesara dan Penerima Pencen
Pensioners and Pension Recipients

528,060

Pesara Pensioners	383,989
Penerima Pencen Pension Recipients	144,071



Pelajar Tajaan
Sponsored Students

48,994

1,420,387

Penjawat Awam
Public Servants



Perkhidmatan Awam Persekutuan <i>Federal Public Service</i>	1,152,713
Perkhidmatan Awam Negeri <i>State Public Service</i>	84,812
Badan Berkanun Persekutuan <i>Federal Statutory Bodies</i>	117,250
Badan Berkanun Negeri <i>State Statutory Bodies</i>	14,786
Pihak Berkuasa Tempatan <i>Local Authorities</i>	50,826



Agenzia Kerajaan
Government Agencies

144

250

85

110

144

733

Program Penajaan Luar Negara
Overseas Sponsorship Programme

11,344

Program Penajaan Dalam Negara
Local Sponsorship Programme

35,809

Program Dasar Pandang ke Timur
Look-East Policy Programme

1,841

Program Penajaan Dalam
Perkhidmatan (Jangka Panjang)
*In-Service Sponsored Programme
(Long Term Courses)*

2,048

Program Penajaan Dalam
Perkhidmatan (Jangka Pendek)
*In-Service Sponsored Programme
(Short Term Courses)*

5,539



Tajaan
Sponsored

7,581

Pr es t a s i

KEWANGAN

Peruntukan dan Perbelanjaan Bajet Mengurus

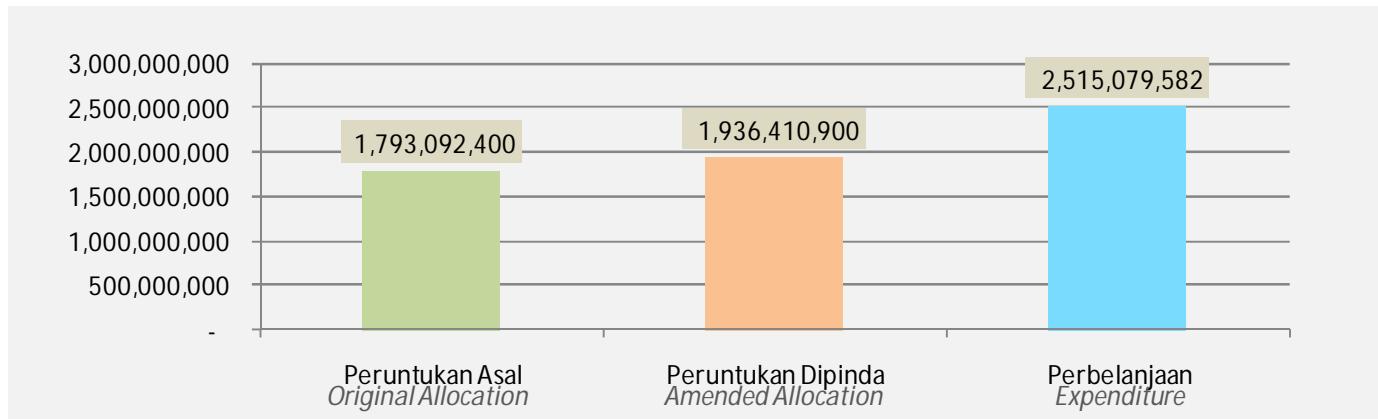
Peruntukan asal yang diluluskan di bawah Perbelanjaan Mengurus adalah sebanyak RM1,793,092,400 dan Peruntukan Tambahan sebanyak RM143,318,500. Ini menjadikan keseluruhan peruntukan Perbelanjaan Mengurus JPA Tahun 2010 berjumlah RM1,936,410,900. Kelulusan bagi peruntukan tambahan ini adalah melalui Memorandum Perbendaharaan Mengenai Anggaran Perbelanjaan Mengurus Tambahan Pertama Tahun 2010 bertarikh 26 Mei 2010 dan Waran Pendahuluan Kumpulan Wang Luar Jangka bertarikh 11 Jun 2010. Tambahan peruntukan yang diperoleh adalah bagi membiayai penubuhan Pasukan Interim *Razak School of Government (RSOG)* dan Peluasan Skop Program Cross Fertilisation (PCF). Peruntukan tambahan turut digunakan untuk menampung keperluan Program (di bawah Dasar Sedia Ada) Bahagian Perkhidmatan dan Pasca Perkhidmatan serta menampung keperluan emolumen JPA bagi tahun 2010.

Keseluruhan prestasi Perbelanjaan Mengurus JPA adalah berjumlah RM2,515,079,582 (129.88%) termasuk bayaran Bantuan Khas Kewangan (BKK) kepada Pegawai Jabatan Perkhidmatan Awam dan pesara kerajaan. Prestasi Perbelanjaan Mengurus tanpa mengambil kira bayaran Bantuan Khas Kewangan adalah sebanyak RM1,916,170,708 (98.95%).

Allocation and Expenditure of the Operating Budget

A sum of RM1,793,092,400 was originally allocated for the PSD under the Operating Expenditure (OE) of 2010. With an additional sum of RM143,318,500 (which was approved later by the Treasury), the PSD's total operating expenditure for 2010 was RM1,936,410,900. The approval for the additional sum of allocation was granted to the PSD under the Treasury's Memorandum On the Estimated Operating Expenditure – First Additional Allocation of 2010 dated 26th May, 2010 and approval dated 11th June, 2010 for the usage of funds from the Contingencies Fund Advance Warrant (CFAW). The additional funds were approved in order to finance the launch of the Razak School of Government (RSOG) Interim Team and to finance the expanding scope for the Cross Fertilisation Programme. The additional funds were also used to support the needs of programmes under the Service Division and Post-Service Division and for the PSD's emolument needs for 2010.

The total amount of the PSD's Operating Expenditure for 2010 was RM2,515,079,582 (129.88%). The total amount included payment of the Special Financial Assistance Grant to public servants and government pensioners. Without the cost of the Special Financial Assistance Grant, the PSD's total Operating Expenditure for 2010 would have been RM 1,916,170,708 (98.95%).



Peruntukan dan Prestasi Perbelanjaan Bajet Mengurus 2010
Allocation and Expenditure Under the Operating Budget 2010

Pr es t a s i

KEWANGAN

Peruntukan dan Perbelanjaan Bajet Pembangunan

Pada keseluruhannya, JPA telah diperuntukkan sebanyak RM52,040,000 untuk projek-projek pembangunan iaitu RM22,170,400 (peruntukan dipinda) untuk INTAN dan RM29,869,600 (peruntukan dipinda) untuk pembangunan Sistem Komputer Induk JPA. Prestasi Perbelanjaan Pembangunan JPA Tahun 2010 adalah berjumlah RM48,075,006 atau 92.38% daripada keseluruhan peruntukan.

Allocation and Expenditure of the Development Budget

The approved allocation received by the PSD was RM52,040,000 for development projects out of which RM22,170,400 was allocated for INTAN and RM29,869,600 was for the development of the PSD's Main Computer System. The total amount of expenditure of the Development Budget for 2010 was RM48,075,006 or 92.38% of the total allocation provided.



Perjawatan DAN PERSONEL

Perjawatan dan Personel

Sehingga 31 Disember 2010, bilangan pengisian bagi semua kumpulan perkhidmatan di JPA adalah sebanyak 3,048 (93 peratus) berbanding bilangan perjawatan iaitu sebanyak 3,295. Jumlah ini meliputi 28 (1 peratus) jawatan dari Kumpulan Pengurusan Tertinggi, 905 (27 peratus) jawatan dari Kumpulan Pengurusan dan Profesional serta 2,362 (72 peratus) jawatan dari Kumpulan Sokongan.



Posts and Personnel

As of 31st December 2010, 3,048 (93 percent) of 3,295 posts in the PSD had been filled of which 28 (1 percent) were from the Top Management Group, 905 (27 percent) from the Management and Professional Group and the remaining 2,362 (72 percent) from the Support Group.

Kebita r a a n JPA 2010



Anugerah Inovasi Pengurusan Sumber Manusia (AIPSM)
Human Resource Management Innovation Award



Anugerah Inovasi Pengurusan Kewangan dan Akaun
Financial and Accounts Management Innovation Award



Anugerah Inovasi Pengurusan Pengaduan Awam
Public Complaints Management Innovation Award



Anugerah Cemerlang
Penarafan Lima Bintang Penilaian Portal dan Website Kerajaan Malaysia
Malaysian Government Portals and Website Assessment Five Star Recognition

PSD's ACCOLADES 2010
Kebita r a a n
JPA 2010



Pensijilan Sistem Persekitaran Berkualiti (QES)
JPA Putrajaya
Certification for the Quality Environment Management System

Pensijilan Sistem Persekitaran Berkualiti (QES)
Cawangan Pengurusan Kompetensi, Bahagian Perkhidmatan
Certification for the Quality Environment System, Competency Branch Management Sector, Service Division



Pensijilan MS ISO 9001:2008
Certification for MS ISO 9001: 2008

Kebita r a a n JPA 2010



Penganugerahan Lima Bintang
Award for Five Star Achievement

TERKINI
Anda boleh melayari portal JPA melalui mobile.jpa.gov.my

www.malaysia.gov.my

Bayaran Balik Pinjaman dan Gantri rugi JPA kini boleh dilakukan

Anugerah Laman Web Terbaik Transaksi e-Perolehan
Award for the Best Website on Procurement Transactions

Menetap HALA TUU Strategik

SETTING THE STRATEGIC DIRECTION

35 Sumber Manusia dan Perancangan Strategik
Human Resource and Strategic Planning

38 Pengukuhkan Strategik Sumber Manusia Perkhidmatan Awam
Strengthening Strategic Civil Service Human Resource

38 Perancangan Sumber Manusia
Human Resource Planning

40 Sumber Manusia dan Pengurusan Operasi
Human Resource and Operational Management



MENETAPKAN HALA TUJU STRATEGIK

Hala tuju perkhidmatan awam perlu menggambarkan aspirasi nasional dan dirangka untuk mencapai teras strategik negara. Berikutnya itu, hala tuju strategik organisasi perlu dijajarkan kepada hala tuju strategik perkhidmatan awam agar dapat menyumbang kepada pencapaian agenda perkhidmatan awam dan negara.

The direction of the public service has to reflect national aspirations and planned in such a way as to achieve the nation's strategic thrusts. The organisation's strategic direction needs to be aligned to the public service strategic direction so that the organisation can contribute towards the public service and the national agenda.

SETTING THE STRATEGIC DIRECTION



Salah satu hala tuju yang ditetapkan oleh JPA adalah untuk terus mengekal dan memperkasa peranannya sebagai penasihat utama dalam PSM sektor awam. Sekiranya matlamat ini tercapai, sudah pasti visi dan misi organisasi dipenuhi. Hala tuju yang strategik adalah perlu bagi membina tenaga kerja kelas pertama, budaya dan kapasiti pelaksanaan untuk meningkatkan kecekapan penyampaian perkhidmatan. Kerjasama yang kukuh antara JPA dengan Bahagian-bahagian pengurusan sumber manusia di agensi pelaksana akan menjadikan peranan mereka lebih berkembang, teratur dan menyeluruh. Penetapan hala tuju yang strategik juga perlu mengambil kira kehendak, aspirasi negara dan perkhidmatan awam. Melalui penetapan ini, *outcome* keseluruhan yang diharapkan adalah untuk membawa satu transformasi sumber manusia yang lebih strategik dan sejajar dengan matlamat organisasi dan Misi Nasional.

Bagi tahun 2010, tiga aspek di bawah teras ini telah dilaksanakan. Tiga aspek tersebut meliputi sumber manusia dan perancangan strategik; perancangan sumber manusia; dan sumber manusia dan pengurusan operasi. Antara usaha-usaha yang dijalankan adalah sebagaimana program atau projek berikut :

SUMBER MANUSIA DAN PERANCANGAN STRATEGIK

- **Penggubalan Pelan Strategik JPA 2011-2015**

Perubahan serta tuntutan global yang berlaku di dalam perkhidmatan awam pada hari ini memerlukan satu rangka strategik yang akan memandu JPA ke arah matlamat yang disasarkan. Penggubalan Pelan Strategik JPA bagi 2011-2015 merupakan satu inisiatif strategik JPA selaku agensi pusat untuk mengerakkan jabatan ini secara keseluruhannya bagi melaksanakan pengurusan sumber manusia yang cemerlang dan berkesan.

One of the strategic directions set by the PSD is to maintain and strengthen its role as the principal advisor on HRM in the public sector. If this objective is achieved, then the vision and mission of the organisation can be fulfilled. A strategic direction is needed to build a first-class workforce, culture and implementation capacity to improve service delivery. Strong cooperation between the PSD and the human resource departments in other ministries and agencies can make the latter's role stronger, orderly and comprehensive. Setting the strategic direction in HR must take into account the aspiration of the nation and the public service. Through this, it is hoped that human resource strategic transformation can be carried out in line with the organisational goals and the National Mission.

For the year 2010, three aspects under this thrust have been implemented. The three aspects cover human resource and strategic planning; human resource planning; and human resource and operational management. Programmes or projects that were carried out include:

HUMAN RESOURCE AND STRATEGIC PLANNING

- **Formulation of the PSD's Strategic Plan 2011-2015**

The global demands and changes in the public service necessitated a strategic framework able to drive the PSD to achieve its goals. The formulation of the PSD Strategic Plan 2011-2015 is a strategic initiative by the organisation as a central agency to drive changes in the public service through an effective and impact-driven human resource management.

Pelan Strategik JPA 2011-2015 ini mengambil kira keperluan semasa negara termasuklah agenda transformasi yang digagaskan oleh YAB Perdana Menteri. Hasilnya, enam teras strategik dijadikan landasan utama JPA iaitu:

- Teras 1: Menetap Hala Tuju Strategik
- Teras 2: Memantapkan Kapasiti Organisasi
- Teras 3: Mengurus Pekerja Berkualiti
- Teras 4: Membangun Kompetensi Tenaga Kerja
- Teras 5: Mengurus Prestasi, Pengiktirafan dan Ganjaran
- Teras 6: Membentuk Budaya Kerja Berprestasi Tinggi

- **Kerangka Hala Tuju Strategik Pengurusan Sumber Manusia Perkhidmatan Awam**

Kerangka Hala Tuju Strategik Pengurusan Sumber Manusia Perkhidmatan Awam telah diterbitkan dan diedarkan kepada kementerian semasa Mesyuarat Ketua Setiausaha (KSU) dengan Ketua Setiausaha Negara (KSN) pada 7 April 2010. Ia telah dipersetujui sebagai satu kerangka yang komprehensif dalam transformasi sumber manusia sejajar dengan transformasi negara yang mengambil kira gagasan 1Malaysia, Pelan Transformasi Kerajaan (GTP), Model Baru Ekonomi (MBE) serta Rancangan Malaysia Ke-10 (RMKe-10). Kerangka ini juga sentiasa dihebahkan di dalam Persidangan Pengurus Sumber Manusia. Khidmat nasihat dan taklimat juga sentiasa diberikan kepada agensi awam agar mengambil kira kerangka ini di dalam Pelan Strategik Agensi. Kerangka ini turut dijadikan input dalam perancangan RMKe-10 dan Model Baru Ekonomi (MBE).

- **Pelaksanaan Agenda Transformasi**

Kerajaan pada hari ini telah menetapkan Wawasan 2020 sebagai matlamat ke arah menjadi sebuah negara maju. Pelaksanaannya diterjemah melalui gagasan agenda transformasi yang turut menuntut peranan strategik JPA sebagai peneraju perubahan perkhidmatan awam seperti berikut:

The PSD Strategic Plan 2011-2015 takes into account the transformation agenda set out by the Prime Minister and uses the six strategic thrusts as the base for the plan, they are:

- Thrust 1: Setting Strategic Direction
- Thrust 2: Enhancing Organisational Capacity
- Thrust 3: Managing Quality Employees
- Thrust 4: Developing a Competent Workforce
- Thrust 5: Managing Performance, Recognition and Rewards
- Thrust 6: Shaping a High-Performance Work Culture

- **The Human Resource Management Strategic Direction Framework for the Public Service**

A Human Resource Management Strategic Direction Framework for the Public Service was published and distributed to ministries during a Meeting of Secretary-Generals (KSU) with the Chief Secretary to the Government (KSN) on 7th April 2010. It was accepted as a comprehensive framework in the transformation of human resource in line with the national transformation programmes of 1Malaysia, the Government Transformation Plan (GTP), the New Economic Model (NEM) and the 10th Malaysian Plan (10th MP). This framework is also frequently mentioned during the Human Resource Managers' Conference (HRMC). Consultancy and briefings were provided to public agencies to remind them to take the framework into account when drawing up their organisations' strategic plans. This framework was also used as an input for the 10th Malaysia Plan and the New Economic Model.

- **Implementing the Transformation Agenda**

The Government has outlined Vision 2020 as the ultimate goal of Malaysia towards becoming a developed nation. The vision has been translated through the transformation agenda which requires the PSD to act strategically as the change agent in the public service in the following manner:

- **Rancangan Malaysia Kesepuluh**

JPA telah diberi peranan sebagai Agensi Peneraju melalui Pelan Tindakan Inisiatif RMKe-10 bagi Inisiatif 84 (Membina Kapasiti Dalam Organisasi Yang Memfokuskan Kepada Keutamaan Nasional) dan Inisiatif 85 (Menarik, Membangun dan Mengekalkan Bakat Terbaik Dalam Perkhidmatan Awam). JPA juga turut terlibat dalam memberikan input kepada Unit Perancang Ekonomi (UPE) serta agensi-agensi lain bagi inisiatif yang berkaitan dan memerlukan penglibatan khusus JPA untuk menjayakannya.

- **Model Baru Ekonomi**

JPA turut terlibat dalam menyediakan input berkaitan peranan perkhidmatan awam untuk dimasukkan di dalam Model Baru Ekonomi (MBE). Fokus dan peranan perkhidmatan awam perlu diselaraskan dengan matlamat MBE supaya tiga matlamat utama MBE iaitu menjadikan Malaysia sebuah negara berpendapatan tinggi, mampu dan terangkum.

- **Program Transformasi Kerajaan**

JPA selaku pengurus sumber manusia perkhidmatan awam berperanan sebagai tonggak kejayaan pelaksanaan Bidang Keberhasilan Utama Negara (NKRA) melalui penyediaan keperluan sumber manusia terbaik serta keperluan perjawatan dan kompetensi bagi menyokong agenda transformasi ini.

- **The 10th Malaysia Plan**

The PSD was given the role of being the Lead Agency for two 10th MP Action Plan Initiatives i.e. Initiative 84 (Building Capacity in Organisations Focused on National Priorities) and Initiative 85 (Attracting, Developing and Retaining Top Talent in the Public Service). The PSD is also involved in providing input to the Economic Planning Unit (EPU) and other agencies with regards to these two initiatives which requires its involvement to ensure its success.

- **The New Economic Model**

The PSD also provided input on the role of the public service for the New Economic Model (NEM). The public service needs to align its roles and focus to the NEM goals of making Malaysia a high-income, sustainable and inclusive nation.

- **The Government Transformation Programme**

The PSD as the Human Resource Manager for the public service plays an important role in supporting the implementation of the National Key Result Areas (NKRA) by fulfilling the establishment needs and providing a pool of best talents, with the right competencies.



Pelancaran Halatuju Program Transformasi Kerajaan (GTP) bakal merubah senario perkhidmatan awam
The launch of the Government Transformation Programme will change the public service scenario

PENGUKUHAN STRATEGIK SUMBER MANUSIA PERKHIDMATAN AWAM

- **Pemusatkan Dasar**

Fungsi dan peranan Bahagian-bahagian di JPA diperkuuhkan dengan memusatkan fungsi Cawangan Dasar ke Bahagian Perancangan, Penyelidikan dan Korporat bagi memastikan penggubalan dasar sumber manusia perkhidmatan awam dilaksanakan secara bersepudu serta menyeluruh.

- **Penyertaan Warga JPA di dalam Kegiatan Sukarelawan Askar Wataniah**

JPA menyedari kegiatan sukarelawan sebagai salah satu elemen kepuasan bekerja di dalam sesebuah organisasi yang akan dapat meningkatkan prestasi warga organisasi tersebut. Satu unit Askar Wataniah (AW) telah diwujudkan di JPA bagi memastikan aktiviti sukarela ini akan terus dibudayakan. Selain itu, penglibatan di dalam AW ini turut dijadikan sebagai kurikulum baru kursus Diploma Pengurusan Awam (DPA) bermula sesi baru 2/2010.

STRENGTHENING STRATEGIC CIVIL SERVICE HUMAN RESOURCE

- **Policy Centralisation**

The PSD strengthened the roles of its Divisions by realigning and centralising the functions of policy formulation to the Planning, Research and Corporate Division. This is to ensure that human resource policy formulation in the public service is carried out in an integrated and comprehensive manner.

- **Involvement of PSD Members in the Army Reserves**

The PSD realised that volunteerism was one of the key elements contributing towards job satisfaction within an organisation and which would accelerate performance. An Army Reserve unit was established to encourage this volunteer culture. The Army Reserve was also introduced as a new curriculum for the Diploma in Public Management intake session 2/2010 in INTAN.



Askar Wataniah dijadikan sebagai kurikulum baru kursus Diploma Pengurusan Awam (DPA) bermula sesi 2/2010

The Army Reserve was included into the new curriculum for the Diploma in Management course starting from session 2/2010

PERANCANGAN SUMBER MANUSIA

- **Perancangan Sumber Manusia Perkhidmatan Awam**

JPA selaku Pengurus Sumber Manusia Perkhidmatan Awam telah bekerjasama dengan agensi-agensi kerajaan yang berkaitan dalam menyediakan unjuran perancangan sumber manusia terutamanya sektor keselamatan dan pendidikan. Ia merupakan analisis secara kualitatif yang diterajui JPA dengan menggunakan Kerangka Perancangan Tenaga Manusia (MPF) untuk melihat keperluan sumber manusia dari segi keperluan perjawatan sehingga 2015 serta kompetensi yang perlu dimiliki oleh pegawai-pegawai dari kedua-dua sektor ini.

HUMAN RESOURCE PLANNING

- **Human Resource Planning for the Public Service**

The PSD as the public service human resource manager worked together with the relevant agencies to prepare a human resource planning projection for two major sectors in the public service, namely the security and education sectors. The analysis used the Manpower Planning Framework (MPF) to discover the human resource needs in the public service in terms of establishment requirements until 2015 as well as competencies required from officers in both sectors.

- **Modul Formulasi Dan Penilaian Strategi Sumber Manusia**

Modul ini adalah satu kaedah penggubalan dasar dan strategi sumber manusia perkhidmatan awam yang teratur dan sistematik melalui HRMIS. Terdapat empat sub-modul di bawah SFR iaitu:

- LTMP (Perancangan Sumber Manusia Jangka Panjang);
- FPP (Formulasi Polisi dan Prosedur);
- FHS (Formulasi Strategi Sumber Manusia); dan
- ESE (Formulasi Keberkesanan Strategi).

Semua sub-modul ini terutama ESE akan membantu menyelaras strategi sumber manusia yang dilaksanakan oleh bahagian-bahagian di JPA. Ia juga dapat membantu kepada pematuhan prosedur MS ISO 9001:2008 mengenai pengurusan penyediaan dasar. Pendedahan dan latihan *hands-on* telah diperhebatkan kepada pegawai berkenaan dari semua bahagian agar dapat dilaksanakan di JPA. Usaha awal ini adalah sebagai pendekatan pertama untuk diperkenalkan kepada agensi perintis sebelum dilaksanakan di dalam perkhidmatan awam. Objektifnya adalah untuk meningkatkan penggunaan ICT di dalam pengurusan sumber manusia agar ia lebih cekap dan berkesan.

- **The Formulation and Assessment of Human Resource Strategy Module (SFR)**

This module is a systematic and organised method for formulating human resource policy and strategies through HRMIS. There are four sub-modules under the SFR which are :

- LTMP (Long Term Manpower Planning);
- FPP (Formulation of Policy and Procedure);
- FHS (Formulation of Human Resource Strategy); and
- ESE (Evaluation of Strategy Effectiveness)

All the sub-modules particularly the ESE will help to coordinate human resource strategies that are executed independently by each division in the PSD. It also helps compliance with the MS ISO 9001:2008 procedures on policy preparation management. Exposure and hands-on training have been intensified to officers concerned in every division in order to ensure its implementation in the PSD. This early effort is an initial approach to be presented to the pioneering agencies before it is implemented in the rest of the public service. The objective is to leverage on ICT application in human resource management to make it more efficient and effective.

- **Pangkalan Repotori Ilmu Sumber Manusia Sektor Awam (PRISMA-HRMIS)**

Maklumat institusi berkaitan Pengurusan Sumber Manusia boleh disimpan dalam satu repositori untuk kemudahan dan rujukan penggubal dasar dan pengurus sumber manusia. JPA telah membangunkan pangkalan repositori ilmu ini dan dari semasa ke semasa telah menambah baik sistem ini. Contohnya dalam usaha memperluaskan akses, pengurus sumber manusia telah didaftarkan melalui Seminar Pengurus Sumber Manusia. Matlamat utama membangunkan Komuniti Pengamal ini adalah agar maklumat dan pengalaman yang dikongsi dapat dimanfaatkan bagi kemudahan rujukan generasi yang akan datang.

- **Civil Service Repository of Human Resource Knowledge (PRISMA-HRMIS)**

Institutional memory relating to Human Resource Management (HRM) could be stored in one repository as a facility and reference for HRM policy makers and managers. The PSD developed this repository and has from time to time sought to improve the system. For instance in an effort to extend its accessibility, human resource managers were registered during the Human Resource Managers' Conference. The main aim in developing the Community of Practitioners (CoP) is to ensure that all information and experiences shared can benefit and be used as reference for the next generation.

- **Pengenalpastian Kompetensi**

Pengenalpastian Kompetensi (CI) pegawai JPA telah digunakan sebagai salah satu daripada Petunjuk Prestasi Utama (KPI) Pengarah-pengarah Bahagian di JPA. Penggunaannya telah diperluaskan untuk Analisis Keperluan Latihan bagi perancangan kursus serta latihan secara lebih berkesan dan sebagai sebahagian daripada input bagi Pelan Penggantian (*Succession Planning*) secara lebih komprehensif. Penambahbaikan kamus kompetensi CI telah dilakukan bagi memudahkan rujukan pegawai. Beberapa khidmat rundingan berkenaan CI telah diberikan antaranya kepada Jabatan Penjara Malaysia, Polis Diraja Malaysia, Kementerian Perdagangan Antarabangsa dan Industri dan Jabatan Kerja Raya.

- **Memantapkan Penyelidikan dan Pembangunan Dalam Bidang Pengurusan Sumber Manusia**

Program Transformasi Kerajaan (GTP) telah berjaya memperincikan objektif, keberhasilan dan set tindakan bagi Bidang Keberhasilan Utama Negara (NKRA) dalam tempoh yang singkat melalui kaedah makmal (NKRA Lab). Menanda aras kejayaan yang telah dicapai dalam GTP ini, maka JPA telah mereplikasi kaedah tersebut dalam perbincangan yang melibatkan aspek pengurusan sumber manusia. Melalui konsep makmal, ahli dapat berbincang secara intensif dan sepenuh masa untuk menyelesaikan masalah atau mengeluarkan idea serta mencapai hasil dalam tempoh yang singkat.

- **Makmal Penamatan Perkhidmatan Dalam Perkhidmatan Awam**

Makmal ini telah mendapat sambutan dari pelbagai agensi awam iaitu pihak Badan Bukan Kerajaan (NGO) seperti CUEPACS dan NUTP serta Syarikat Berkaitan Kerajaan (GLC) seperti Lembaga Tabung Haji dan Bank Negara Malaysia. Makmal ini telah berjaya mengupas isu-isu berkaitan dasar penamatan perkhidmatan bagi penjawat awam. Makmal ini juga menemukan beberapa kaedah terbaik dalam melaksanakan dasar penamatan perkhidmatan yang komprehensif.

- **Competency Identification**

Competency identification for PSD officers was used as one of the Key Performance Indicators (KPI) for PSD Division Directors. The application has been expanded to Training Need Analysis for effective planning of courses and training programmes and as part of the input for a comprehensive Succession Plan. Improvements to the Competency Dictionary were done to enable easier reference for officers involved. Consultation services were provided to the Malaysian Prisons Department, the Royal Malaysian Police, the Ministry of International Trade and Industry, and the Public Works Department.

- **Strengthening Human Resource Management Research and Development**

The Government Transformation Programme (GTP) successfully detailed out the objectives, results and set actions for the National Key Result Areas (NKRA) within a short time through the NKRA lab method. To benchmark on this success achieved by the GTP, the PSD used the same method in discussing various aspects of human resource management. Through the lab concept, participants were able to have intensive discussions on a full time basis in order to solve problems or explore ideas and achieve results within a short period of time.

- **Lab on the Exit Policy for the Public Service**

This lab was well received by various agencies such as Non Governmental Organisations (NGO) like CUEPACS and the NUTP as well as Government Linked Companies (GLC) like the Pilgrims Fund Board and the Central Bank. This lab successfully explored issues related to termination policies in the public service. It also discovered several good methods in implementing a comprehensive termination policy.

Makmal tersebut juga telah berjaya mengupas perincian mengenai penamatan perkhidmatan sehingga membolehkannya dikandungkan dalam satu dasar yang lebih menyeluruh iaitu Dasar Pengurusan Bakat.

- **Makmal Pengurusan Bakat Dalam Perkhidmatan Awam**

Makmal ini telah membincangkan pelbagai isu berkaitan pengurusan bakat dan berjaya mencetuskan idea-idea dan strategi baru bagi memantapkan program pengurusan bakat dalam Perkhidmatan Awam Malaysia. Tiga aspek utama pengurusan bakat iaitu strategi penarikan, pembangunan dan pengekalan bakat telah dibincangkan. Sesi perkongsian ilmu serta pengalaman bersama pihak GLC antaranya Khazanah Nasional, Sistem Penerangan Malaysia (MAS), PETRONAS dan Tenaga Nasional Berhad (TNB) telah juga diadakan bagi memberikan gambaran meluas mengenai strategi pengurusan bakat yang dijalankan oleh badan-badan korporat lain.

The Lab also successfully explored details regarding termination of service enabling it to be included into a more comprehensive policy on Talent Management.

- **Talent Management Lab**

This lab discussed various issues related to talent management and successfully triggered ideas and new strategies to strengthen talent management programmes in the public service. The three main aspects in talent management covering attracting, developing and retaining talent were equally discussed. Sharing of knowledge and experience with GLCs such as the Malaysia Airlines System (MAS), PETRONAS and Tenaga Nasional Berhad (TNB) provided a bigger picture on talent management strategies undertaken by other corporate bodies in the country.



Sesi makmal berjaya mencetuskan idea-idea dan strategi baru bagi memantapkan program sumber manusia
The lab session successfully triggered new ideas and strategies to enhance human resource programmes

Penyelidikan dan Penerbitan

Dalam usaha ini JPA amat menggalakkan warga perkhidmatan awam menjalankan penyelidikan yang berkaitan dengan pengurusan sumber manusia. JPA telah terlibat secara langsung dalam menjalankan

Research and Publishing

The PSD encourages all civil servants to carry out research relating to human resource management. The PSD from time to time has been directly involved in conducting research and publications in order to enrich

kajian-kajian serta penerbitan buku dari semasa ke semasa bagi memperkayakan sumber ilmu bagi kemudahan rujukan awam warga perkhidmatan awam. Antaranya ialah:

the source of knowledge and reference for all public servants. Among the results are as follows:

Bil. No.	Penerbitan Publication
1.	Kerangka Hala Tuju Strategik Pengurusan Sumber Manusia Perkhidmatan Awam <i>Strategic Direction Framework for Public Service Human Resource Management</i>
2.	INK: Himpunan Amalan Terbaik dalam Pengurusan Sumber Manusia Sektor Awam <i>INK: Compilation of Best Practices in Public Service Human Resource Management</i>
3.	Kompilasi Kajian Desktop bagi Tahun 2010 <i>Compilation of Desktop Research for 2010</i>
4.	Laporan Tahunan JPA 2009 <i>The PSD Annual Report 2009</i>
5.	Imperatif Penyampaian Perkhidmatan Awam Berdasarkan Keberhasilan <i>Outcome Based Imperatives for Public Service Delivery</i>

Bil. No.	Kajian dan Penyelidikan/Penjanaan Idea Dan Ilmu Research and Studies/Generation of New Ideas and Knowledge
1.	Kajian Keberkesanan Pejabat Penasihat dan Latihan (PPL) <i>Study on the Effectiveness of the Training and Education Offices Overseas</i>
2.	Kajian Semakan Semula LNPT di Bawah Semakan Semula Sistem Saraan Malaysia (SSM) <i>Review of the Annual Performance Report under the Malaysian Remuneration System Review</i>
3.	Kajian Persepsi Anggota Perkhidmatan Awam Terhadap Sistem Ganjaran Berdasarkan Prestasi <i>Study on Public Servants' Perception Regarding the Performance Related Incentives</i>
4.	Kajian Kompetensi Kepimpinan Perkhidmatan Awam <i>Study on Public Sector Leadership Competencies</i>
5.	Kajian Kepuasan Warga JPA 2010 <i>Study on the Satisfaction of PSD Personnel 2010</i>
6.	Kajian Kepuasan Pelanggan Luaran JPA 2010 <i>Study on the Satisfaction of PSD Clients 2010</i>

Memantapkan KAPASITI Organisasi

ENHANCING ORGANISATIONAL CAPACITY

45 Pemantapan Skim Perkhidmatan
Strengthening Schemes of Service

46 Pengukuhan Organisasi
Organisational Consolidation

52 Pemantapan Dasar Perjawatan
Enhancement of Establishment Policy

55 Melonjak Penggunaan ICT
Leveraging on ICT Usage

60 Pemerkasaan Proses Kerja
Strengthening Work Processes

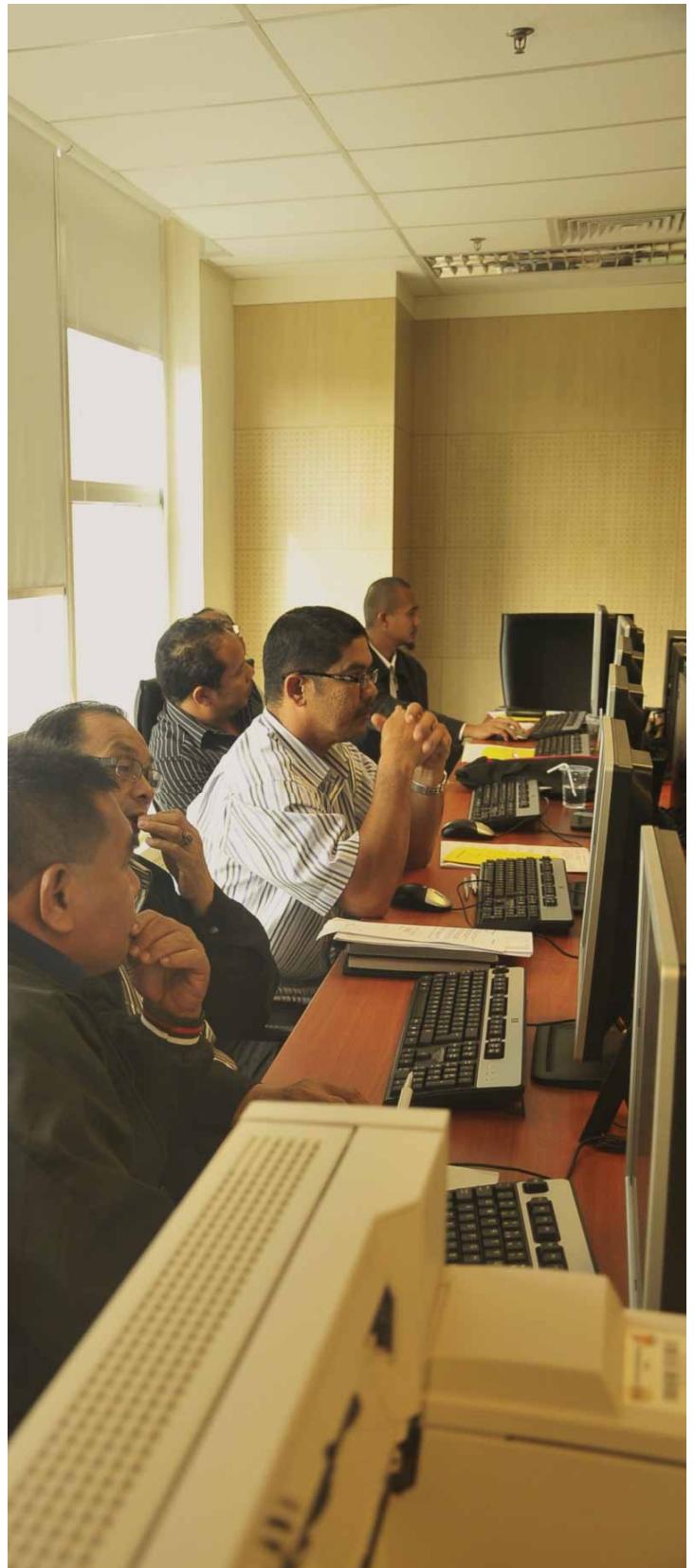


MEMANTAPKAN KAPASITI ORGANISASI

Kapasiti organisasi merujuk kepada keupayaan untuk menggunakan sumber dan kemahiran yang ada demi mencapai matlamat organisasi dan memenuhi ekspektasi *stakeholder* dari segi struktur, skim perkhidmatan dan proses kerja untuk menangani cabaran dan pergolakan persekitaran yang berubah dengan pantas.

Organisational capacity refers to the ability to use resources and skills to accomplish the organisation's goals and fulfill stakeholder expectations in terms of structure, schemes of service and work processes to meet the challenge of a turbulent and ever-changing environment.

ENHANCING ORGANISATIONAL CAPACITY



JPA telah melaksanakan kajian perskiman dan perjawatan dengan memberi penekanan kepada usaha-usaha untuk memantap struktur perkhidmatan awam serta pengukuhan struktur organisasi supaya sektor awam terus kekal kemas dan relevan.

PEMANTAPAN SKIM PERKHIDMATAN

Sepanjang tahun 2010, JPA telah melaksanakan pelbagai aktiviti perskiman yang menjurus ke arah keberhasilan impak dalam penarikan dan pengekalan pegawai, pemilikan modal insan berkualiti dan kompeten, peluang kemajuan kerjaya, keharmonian perhubungan majikan-pekerja dan perkongsian ilmu. Pemantapan skim perkhidmatan merangkumi penambahbaikan skim perkhidmatan, pengurusan skim perkhidmatan, serta penyelidikan dan pembangunan skim perkhidmatan.

• Penambahbaikan Skim Perkhidmatan

Bagi memastikan skim perkhidmatan sentiasa relevan dengan keperluan semasa, JPA telah melaksanakan penjenamaan semula skim-skim perkhidmatan berikut:

- Pembantu Teknik Kapal Terbang kepada Penolong Pemeriksa Kapal Terbang;
- Pembantu Teknik Ukur kepada Penolong Juruukur;
- Pembantu Teknik Ukur Bangunan kepada Penolong Juruukur Bangunan; dan
- Pembantu Undang-Undang kepada Penolong Pegawai Undang-Undang.

• Pengurusan Skim Perkhidmatan

JPA telah mempertimbangkan beberapa permohonan kelonggaran syarat skim perkhidmatan yang melibatkan pelantikan terus ke gred kenaikan pangkat, syarat lantikan dan had umur. Dalam tahun 2010, sebanyak 63 permohonan kelonggaran syarat telah diselesaikan.

The PSD conducted studies on schemes of service and establishment in an effort to enhance the structure of the public service as well as to strengthen the organisation so that the public service continues to be well-structured and relevant.

STRENGTHENING SCHEMES OF SERVICE

Throughout 2010, the PSD organised various projects and activities that impacted favourably on the schemes of service and establishment of the public service. The activities relating to schemes of service helped attract talent and retain quality and competent human capital, promoted harmony in the employer-employee relationship and facilitated the sharing of knowledge. Strengthening the schemes of service included amendments to the schemes of service, management of schemes of service as well as research and development on schemes of service.

• Amendments to the Schemes of Service

In ensuring that the schemes of service are relevant based on current needs, the PSD has rebranded the following schemes of service :

- Assistant Aircraft Technician to Assistant Aircraft Inspector;
- Assistant Survey Technician to Assistant Surveyor;
- Assistant Building Survey Technician to Assistant Building Surveyor; and
- Legal Assistant to Assistant Legal Officer.

• Management of the Schemes of Service

The PSD considered various applications for the alleviation of conditions of service schemes that involved appointment to promotional grades, conditions for appointment and age limit. In 2010, 63 applications for alleviation were completed.

- **Penyelidikan dan Pembangunan Skim Perkhidmatan**

JPA sentiasa menjalankan penyelidikan dan pembangunan skim perkhidmatan dari semasa ke semasa untuk memperkasa dan memperkaya skim perkhidmatan supaya lebih fleksibel dan berdaya saing. Hasil penyelidikan telah didokumenkan dalam Buku Maklumat Skim Perkhidmatan (dua edisi) dan Penghuraian Kerja Skim Perkhidmatan sebagai rujukan Pengurus Sumber Manusia dalam menyediakan kertas cadangan menggubal atau meminda skim perkhidmatan yang berkuat kuasa.

PENGUKUHAN ORGANISASI

Dengan mengambil kira keperluan pembangunan modal insan serta fokus terhadap kesejahteraan hidup rakyat Malaysia, maka perkhidmatan-perkhidmatan kerajaan terus diperkuuhkan melalui kajian-kajian perjawatan agensi sektor awam. Berdasarkan arahan perbelanjaan berhemat yang dikeluarkan melalui Pekeling Perbendaharaan Bilangan 9 Tahun 2008 dan pembekuan jawatan baru berikutan keputusan Mesyuarat Jemaah Menteri pada 26 Mac 2010, fokus kajian perjawatan pada tahun 2010 adalah menjurus kepada perkhidmatan yang memenuhi dasar-dasar semasa kerajaan seperti Bidang Keberhasilan Utama Nasional (NKRA), Model Baru Ekonomi (NEM) Program Transformasi Kerajaan (GTP) dan Program Transformasi Ekonomi (ETP). Fokus utama JPA dalam urusan perjawatan meliputi perkara berikut:

- **Pengukuhan Keupayaan Agensi Sektor Sosial**

- **Perkhidmatan Pendidikan**

- Pengukuhan perjawatan di Kementerian Pelajaran Malaysia (KPM) bagi merealisasikan Bidang Keberhasilan Utama Nasional (NKRA) berkaitan dengan pendidikan pra sekolah;
 - Penyusunan semula organisasi Dewan Bahasa dan Pustaka (DBP) bagi mengukuhkan objektif dan fungsi DBP sebagai agensi peneraju memartabatkan Bahasa Melayu selaras dengan usaha untuk mengukuhkan penggunaan Bahasa Melayu di peringkat nasional dan antarabangsa;

- **Research and Development on the Schemes of Service**

The PSD continues to undertake research and development pertaining to schemes of service in order to enhance and enrich the schemes of service so that they remain flexible and competitive. The research results were documented in the Scheme of Service Information Booklet (two editions) and Job Extraction Schemes of Service as reference for Human Resource Managers in preparing proposals for developing and amending existing schemes of service.

ORGANISATIONAL CONSOLIDATION

Taking into account the need to enhance human capital development and focus on the well-being of the Malaysian public, government services have continuously been enhanced through establishment studies of public sector agencies. In line with the Treasury Circular No.9 of 2008 on prudent spending and the decision of the Cabinet Meeting on 26 March 2010 on freezing the creation of new posts, the establishment studies in 2010 were focused on current government services under policies such as the National Key Result Area (NKRA), the New Economic Model (NEM), the Government Transformation Programme (GTP) and the Economic Transformation Programme (ETP). The PSD's main focus in establishment affairs encompassed:

- **Strengthening the Capacity of Agencies in the Social Sector**

- **Education Services**

- Strengthening the establishment for the Ministry of Education (MOE) to achieve the National Key Result Area (NKRA) related to pre-school education;
 - Restructuring of the Institute of Language and Literature Malaysia (DBP) to strengthen its objectives and functions as the lead agency responsible for positioning the usage of the Malay National Language to a higher level nationally and internationally;

- Pewujudan jawatan Profesor Ulung bagi memperluas peluang kemajuan kerjaya dan kualiti pensyarah di IPTA selaras dengan usaha memantapkan pendidikan tinggi dalam negara;
 - Penubuhan Sekretariat Majlis Profesor Negara (MPN) untuk memastikan matlamat penubuhan dan pengoperasian MPN dapat berjalan dengan lancar selaras dengan matlamat Pelan Strategik Pengajian Tinggi Negara (PSPTN); dan
 - Pewujudan Model Pejabat Penasihat Undang-Undang (PUU) di IPTA untuk memantapkan penyampaian perkhidmatan IPTA terutamanya dalam hal berkaitan perundangan.
- **Perkhidmatan Kesihatan**
- Penaiktarafan Bahagian Keselamatan dan Kualiti Makanan (BKKM) sebagai satu program dalam usaha meningkatkan keselamatan dan kualiti makanan negara lebih terjamin dan meningkatkan persaingan perkhidmatan makanan di peringkat antarabangsa;
 - Penyusunan semula Bahagian Kesihatan Pergigian dengan tujuan untuk memantapkan sistem penyampaian perkhidmatan kesihatan pergigian;
- Creation of the Distinguished Professor posts to broaden the career development opportunity and improve the quality of public university lecturers in line with efforts to strengthen the higher education standards in Malaysia;
 - Establishment of the Secretariat for the National Professors Council (MPN) to ensure that the establishment goals and operations of the MPN is smoothly implemented in line with the goals of the National Higher Education Strategic Plan (PSPTN); and
 - Formation of the Legal Advisor's Office (PUU) model in public universities to enhance service delivery of public universities especially in legal matters.
- **Healthcare Services**
- Upgrading the Food Safety and Quality Division (FSQD) as a programme to enhance national food safety and quality and to increase the competition of the food services industry at the international level;
 - Restructuring the Oral Health Division to strengthen the oral healthcare service delivery system;



Pelbagai usaha telah dilaksanakan bagi mengukuhkan Perkhidmatan Kesihatan
Various efforts have been taken to strengthen the Medical Services

- Pemindahan fungsi perkhidmatan kesihatan ibu mengandung, kanak-kanak dan kesihatan keluarga di bawah pentadbiran Dewan Bandaraya Kuala Lumpur (DBKL) ke Kementerian Kesihatan Malaysia (KKM) bagi memastikan rakyat dapat menerima perkhidmatan kesihatan terbaik; dan
- Pewujudan jawatan pada gred fleksi selaras dengan usaha kerajaan menambah baik peluang kemajuan kerjaya bagi skim perkhidmatan Pegawai Perubatan, Pegawai Pergigian dan Pegawai Farmasi bagi meningkatkan sistem penyampaian perkhidmatan perubatan serta kesihatan.

• Perkhidmatan Komunikasi dan Kesenian

- Penubuhan Pasukan Projek Jalur Lebar Nasional di bawah Kementerian Penerangan, Komunikasi dan Kebudayaan (KPKK) bagi meningkatkan kecekapan perkhidmatan jalur lebar negara selaras dengan sasaran kerajaan yang menetapkan kadar penembusan jalur lebar ke atas isi rumah sekurang-kurangnya mencapai sebanyak 50 peratus menjelang akhir tahun 2010. Peningkatan kadar ini dijangka akan menjadi pemangkin perkembangan ekonomi dan meningkatkan kadar KDNK Negara; dan
- Penubuhan Pejabat Zon Jabatan Warisan Negara bagi memastikan pemantauan dan pelaksanaan peraturan, pemeliharaan dan pemuliharaan tapak-tapak Warisan Dunia di Melaka dan Georgetown, Pulau Pinang serta negeri-negeri lain dapat dilaksanakan dengan cekap dan berkesan.

- Transferring of the functions of maternal and child healthcare service from the Kuala Lumpur City Hall to the Ministry of Health (MOH) to ensure the best healthcare services provision to the public; and
- Creation of posts at flexi grades in line with the government's effort to improve the career development opportunities for the Medical Officer, Dental Officer and Pharmaceutical Officer schemes of service .

• Communication and Cultural Services

- Establishment of the National Broadband Project Team under the Ministry of Information, Communications and Culture (KPKK) to enhance national broadband services efficiency is in line with the government's target of achieving at least 50 percent of household broadband usage towards the end of 2010. This increased rate is expected to be the catalyst for economic development and will increase Gross Domestic Product (GDP); and
- Establishment of Zone Offices of the National Heritage Department to ensure effective and efficient implementation of regulations, maintenance and conservation of the World Heritage sites in Malacca and Georgetown, Penang as well as other heritage sites in the country.

- **Pengukuhan Keupayaan Agensi Sektor Pentadbiran**
 - **Agensi Persekutuan**
 - Penyusunan semula Lembaga Kemajuan Tanah Persekutuan (FELDA), Jabatan Perdana Menteri (JPM) telah dilaksanakan melibatkan perubahan struktur organisasi FELDA dan penggredan semula jawatan-jawatan Pengarah Besar, Timbalan Pengarah Besar dan Pengarah-pengarah Jabatan. Ia dijalankan selaras dengan aspirasi YAB Perdana Menteri yang ingin membentuk FELDA Moden di mana pengurusan FELDA perlu lebih profesional dan fokus dalam pengurusan tanah rancangan dan pembangunan modal insan warga FELDA;
 - Penyusunan semula Unit Perancang Ekonomi (UPE), Jabatan Perdana Menteri (JPM) dilaksanakan berikutan pendekatan baru dalam perancangan dan pengurusan ekonomi negara serta pengasingan fungsi kerjasama awam - swasta ke Unit Kerjasama Awam Swasta (UKAS); dan
 - Penyusunan semula Dewan Bandaraya Kuala Lumpur (DBKL), Kementerian Wilayah Persekutuan dan Kesejahteraan Bandar (KWPKB) dilaksanakan mengambil kira visi DBKL untuk menjadikan Kuala Lumpur sebuah bandar raya bertaraf dunia.
 - **Pentadbiran Kerajaan Negeri**
 - Pemantapan jawatan-jawatan utama kerajaan negeri Semenanjung Malaysia melibatkan kajian gred jawatan-jawatan Setiausaha Kerajaan Negeri, Penasihat Undang-Undang Negeri, Pegawai Kewangan Negeri dan Pengarah Tanah dan Galian Negeri. Tujuan kajian struktur pentadbiran kerajaan negeri ini adalah selaras dengan kemajuan dan pembangunan pesat serta cabaran-cabaran baru yang dihadapi oleh semua pentadbiran kerajaan negeri.
- **Strengthening the Capacity of Agencies in the Administration Sector**
 - **Federal Agencies**
 - Restructuring of the Federal Land Development Authority (FELDA), Prime Minister's Department involving changes in FELDA's organisational structure and grading the posts of Director General, Deputy Directors General and Directors of Department. The restructuring is in accordance with the Prime Minister's aspiration to form a modern FELDA with more professional management and focus on land scheme management and human capital development;
 - Restructuring of the Economic Planning Unit (EPU), Prime Minister's Department (PMD) in line with the new approach in economic planning and management, and shifting the functions of public - private partnership to the Public Private Partnership Unit (3PU); and
 - Restructuring of the Kuala Lumpur City Hall (DBKL), Ministry of Federal Territories and Urban Wellbeing (KWPKB) in parallel with DBKL's vision of turning Kuala Lumpur into a world class city.
 - **State Governments Administration**
 - Strengthening the leadership posts in state governments in Peninsular Malaysia through the study on the grades of the State Secretary, State Legal Advisor, State Financial Officer and State Director of Land and Mines. The study was carried out due to the advancement, rapid development and new challenges faced by the state government administrations.

- **Pihak Berkuasa Tempatan**

- Penambahbaikan Model Pihak Berkuasa Tempatan meliputi Majlis Bandaraya, Majlis Perbandaran dan Majlis Daerah dilakukan secara berterusan berdasarkan keperluan semasa bagi meningkatkan penyampaian perkhidmatan PBT sebagai agensi barisan hadapan (*frontliner*). Sepanjang tahun 2010, sebuah PBT baru telah ditubuhkan iaitu Majlis Perbandaran Hang Tuah Jaya dan 50 buah PBT telah diperkuuhkan.

- **Pentadbiran Kerajaan Negeri Sabah dan Sarawak**

- Penyusunan semula Perkhidmatan Awam Negeri Sarawak dilaksanakan melibatkan kajian jawatan-jawatan utama di peringkat Jabatan Ketua Menteri, Kementerian dan Residen; dan
- Penyusunan semula agensi-agensi di bawah pentadbiran Kerajaan Negeri Sabah yang melibatkan Jabatan Perancang Bandar, Jabatan Peguam Besar, Jabatan Perlindungan Alam Sekitar, Kementerian Pelancongan, Kebudayaan dan Alam Sekitar serta Pejabat Mufti Sabah.

- **Pengukuhan Keupayaan Agensi Sektor Keselamatan**

- **Pemantapan Fungsi Kementerian**

- Pelaksanaan Program Penempatan Semula Polis Diraja Malaysia (PDRM), Kementerian Dalam Negeri untuk memperkuuhkan keberkesanan sistem penguatkuasaan negara;
- Penyusunan semula Bahagian Pengurusan Belanjawan, Kementerian Kewangan dapat membantu kementerian tersebut melaksanakan peranan dalam pengurusan sistem belanjawan yang lebih cekap dan berkesan bagi memenuhi keperluan ekonomi negara; dan

- **Local Authorities**

- Improvement of the Local Authorities' Model encompassing City Councils, Municipal Councils and District Councils is continuously done based on current requirements to enhance local authorities' service delivery as frontline agencies. Throughout 2010, one new local authority was set up i.e. the Hang Tuah Jaya Municipal Council and 50 existing local authorities were strengthened.

- **Sabah and Sarawak State Government Administrations**

- Restructuring of the Sarawak State Public Service involved studies on the leadership posts at the Chief Minister's Department, Ministries and Residents levels; and
- Restructuring of agencies under the Sabah State Government administration involved the Town Planning Department, the State Attorney General's Chambers, the Environmental Protection Department, the Ministry of Tourism, Culture and Environment and the State Mufti Office.

- **Strengthening the Capacity of Agencies in the Security Sector**

- **Enhancement of Ministry Functions**

- Implementation of the Redeployment Programme for the Royal Malaysian Police, Ministry of Home Affairs to strengthen the effectiveness of enforcement system in the country;
- Restructuring of the Budget Management Division, Ministry of Finance to enable the Ministry to formulate more efficient and effective budgeting system in meeting the requirements of the national economy; and

- Penyusunan semula struktur organisasi Kementerian Pertahanan secara holistik bagi memastikan pelaksanaan fungsi dan penggunaan sumber kementerian secara optimum dan koordinasi dapat dilaksanakan dengan lebih berkesan.

- **Perkhidmatan Keselamatan**

- Penubuhan Suruhanjaya Integriti Agensi Penguatkuasaan (SIAP) menunjukkan ketegasan kerajaan meningkatkan integriti dalam perkhidmatan awam khususnya agensi penguatkuasa;
- Penubuhan Mahkamah Tinggi Khas Rayuan Rasuah dan Mahkamah Seksyen Khas Rasuah adalah bagi mengatasi masalah kelewatan penyelesaian kes-kes tertunggak di mahkamah; dan
- Penyusunan semula Jabatan Penjara Malaysia dilaksanakan bagi memberi fokus kepada tugas utama jabatan dalam meningkatkan kawalan keselamatan negara.

- **Pengukuhan Keupayaan Agensi Sektor Ekonomi**

- **Perlادangan dan Komoditi**

- Penyusunan semula Kementerian Perusahaan Perladangan dan Komoditi (KPPK) untuk memantapkan sektor perladangan dan komoditi. Antaranya ialah pengukuhan perjawatan di Bahagian Kemajuan Industri Sawit dan Sago serta penubuhan Bahagian Biobahan Api bagi memastikan penggunaan sisa buangan ladang dapat ditingkatkan untuk menjana biobahan api selaras dengan penguatkuasaan Akta 666 – Akta Industri Biobahan Api Malaysia 2007. Selain itu, Bahagian Kemajuan Industri Kayu-Kayan, Tembakau dan Kenaf pula dikukuhkan selaras dengan pelaksanaan Akta 692 - Akta Lembaga Kenaf dan Tembakau Negara. Akta ini diwartakan bertepatan dengan hasrat kerajaan untuk menggantikan tanaman tembakau dengan kenaf.

- Restructuring of the Ministry of Defense to optimise its functions and use of resources as well as to achieve better coordination.

- **Security Services**

- Establishment of the Enforcement Agency Integrity Commission to increase integrity practices among enforcement agencies;
- Establishment of Special Corruption Appeals High Court and Special Corruption Sessions Court to overcome problems of dispensing delayed cases; and
- Restructuring of the Prison Department to provide more focus on the agency's core function of improving national security.

- **Strengthening the Capacity of Agencies in the Economic Sector**

- **Plantation and Commodities**

- Restructuring of the Ministry of Plantation Industries and Commodities to strengthen the plantation and commodities sector which involved consolidation of the Sago and Palm Oil Industries Development Division and establishment of the Biofuel Division to increase usage of plantation waste as biofuel in accordance with the implementation of Act 666 - The Malaysian Biofuel Industry Act 2007. In addition, the PSD has consolidated the Timber, Tobacco and Kenaf (Hemp) Industries Development Division in line with the implementation of Act 692 - The National Tobacco and Kenaf Board Act. This act is gazetted to realise the government's plan to replace tobacco planting with kenaf (hemp).

- **Pelancongan**

- Pengukuhan struktur Kementerian Pelancongan untuk meningkatkan keupayaan dan fokus kementerian agar dapat menarik lebih ramai pelancong ke Malaysia seterusnya meningkatkan pendapatan negara.

- **Pendidikan Prasekolah Luar Bandar**

- Pengukuhan perjawatan bagi TASKA dan TABIKA di bawah Jabatan Kemajuan Masyarakat (KEMAS) untuk meningkatkan kualiti pendidikan dan kadar penyertaan kanak-kanak prasekolah terutama di kawasan luar bandar.

- **Tourism**

- Consolidation of the Ministry of Tourism to enhance its capacity and focus in attracting more tourists hence generating higher income to the country.

- **Rural Preschool Education**

- Consolidation of pre-school establishment for kindergartens and nurseries under the Department of Community Development (KEMAS) to increase quality of education and participation of pre-school children especially in rural areas.



Pengukuhan perjawatan bagi Taska dan Tabika di bawah Jabatan Kemajuan Masyarakat (KEMAS) untuk meningkatkan kualiti pendidikan luar bandar

Consolidation of pre-school establishment for kindergartens and nurseries under the Department of Community Development (KEMAS) to increase the quality of education in the rural areas

PEMANTAPAN DASAR PERJAWATAN

JPA telah mengambil beberapa inisiatif untuk mengkaji dasar perjawatan dan mengeluarkan model perjawatan dan panduan bagi memantapkan perjawatan agensi sektor awam supaya setara keberkesanannya dengan agensi seumpamanya di negara maju. Kajian dasar, model dan panduan utama yang dikeluarkan pada tahun 2010 adalah seperti berikut:

ENHANCEMENT OF ESTABLISHMENT POLICY

The PSD conducted establishment policy studies and produced establishment models and guidelines to enhance the establishment of public sector agencies to ensure that their effectiveness is at par with similar agencies in developed countries. Major policy research, models and guidelines produced in 2010 are as follows:

- **Kajian Pengkhususan Institusi Latihan Awam**

Kajian ke atas pengkhususan Institut Latihan Awam (ILA) adalah bagi mengoptimumkan penggunaan sumber sektor awam serta memastikan kualiti kursus yang ditawarkan berada di tahap terbaik. Di samping itu, ia bertujuan sebagai pemusatkan kursus generik perundangan ke Institusi Latihan Kehakiman dan Perundangan (ILKAP) dan kursus generik kewangan ke Institut Perakaunan Negara untuk mengoptimumkan penggunaannya.

- **Kajian Penetapan Gred Jawatan Pembantu Setiausaha Pejabat/Setiausaha Pejabat**

Penetapan gred jawatan dan kadar elauan Pembantu Setiausaha Pejabat/Setiausaha Pejabat Gred N17, N22, N27/28, N32, N36 berikutnya pelaksanaan Pekeliling Perkhidmatan Bilangan 27 Tahun 2009 iaitu skim perkhidmatan Pembantu Setiausaha Pejabat/Setiausaha Pejabat. Kajian ini dapat meningkatkan keberkesanan penyampaian perkhidmatan Pembantu Khas melalui penetapan gred dan kadar elauan bagi skim perkhidmatan Pembantu Setiausaha Pejabat/Setiausaha Pejabat.

- **Study on Specialisation of Public Training Institutes**

Study on the specialisation of Public Training Institutes (ILA) to optimise the utilisation of public sector resources and to ensure the best quality of courses. The study also centralised generic law courses to the Judicial and Legal Training Institute (ILKAP) and generic finance courses to the National Accounting Institute, to optimise usage.

- **Setting of Grades for Assistant Office Secretary/Office Secretary**

Setting of grades and allowance rates for Assistant Office Secretary/Office Secretary Grade N17, N22, N27/28, N32, N36 in line with the implementation of Service Circular No. 27 of 2009 entitled The Assistant Office Secretary/Office Secretary schemes of service. The aim of the study was to increase efficiency in service delivery of Administrative Assistants through the setting of grades and allowance rate for Assistant Office Secretary/Office Secretary.



Pembantu Tadbir Kesetiausahaan mendapat durian runtuh berikutan semakan semula ke atas Gred N17, N22, N27/28, N32 dan N36

The Administrative Assistant (Secretarial) receiving the good news on the revision of Grades for N17, N22, N27/28, N32 and N36

- **Kajian Penetapan Ketua Perkhidmatan bagi 243 Skim Perkhidmatan yang sedang Berkuat Kuasa dalam Perkhidmatan Awam Persekutuan**

Kajian ini adalah untuk menambah baik peluang kemajuan kerjaya dan mobiliti pegawai Perkhidmatan Awam Persekutuan. Penetapan Ketua Perkhidmatan yang khusus juga membolehkan ketua perkhidmatan memainkan peranan dengan lebih efektif.

- **Arahan Pentadbiran Berhubung Pelaksanaan Pelanjutan Tempoh Interim Pewujudan Jawatan Fleksi Pegawai Tadbir dan Diplomatik (PTD) Gred M41/M44**

Pewujudan jawatan fleksi PTD gred M41/M44 ini adalah sebagai langkah menangani masalah pengisian jawatan pada gred M41 dan M44 berikutan kekosongan jawatan yang tinggi.

- **Arahan Pentadbiran Berhubung Garis Panduan Pelaksanaan Pekeliling Perkhidmatan Bilangan 27 Tahun 2009 dan Bilangan 1 Tahun 2010**

Arahan pentadbiran berhubung garis panduan pelaksanaan Pekeliling Perkhidmatan Bilangan 27 Tahun 2009 dan Bilangan 1 Tahun 2010 untuk meningkatkan kecekapan dan penyampaian perkhidmatan Pembantu Khas melalui pemantapan skim perkhidmatan Pembantu Tadbir (Kesetiausaha) dan garis panduan pewujudan jawatan Pembantu Setiausaha Pejabat/ Setiausaha Pejabat sebagai Pembantu Khas dan bagi penempatan secara kumpulan.

- **Arahan Pentadbiran Pemanjangan Elaun Pembantu Khas**

Pemanjangan Elaun Pembantu Khas kepada Pembantu Setiausaha Pejabat/Setiausaha Pejabat di Pejabat Menteri, Timbalan Menteri, Yang Di-Pertua Dewan Negara, Yang Di-Pertua Dewan Rakyat, Timbalan Yang Di-Pertua Dewan Negara dan Timbalan Yang Di-Pertua Dewan Rakyat.

- **Setting of Head of Service For 243 Schemes of Service In The Federal Civil Service**

The purpose of this study is to enhance the career development and mobility of officers in the Federal Civil Service and to ensure Heads of Service play a more effective role.

- **Administrative Instructions Pertaining To The Implementation Of Interim Extension For The Flexi Post Creation For Administrative And Diplomatic Officer (PTD) Grade M41/M44**

Creation of the flexi posts for grades M41/M44 was an approach to overcome problems in filling the high number of vacancies at these grades.

- **Administrative Instructions Pertaining to Guidelines for the Implementation of Service Circular No.27 of 2009 and No.1 of 2010**

Administrative instructions pertaining to the guidelines for the implementation of Service Circular No.27 of 2009 and No. 1 of 2010 to increase the Personal Assistant's (PA) efficiency and service delivery through the enhancement of the Administrative Assistant (Secretarial) scheme of service and guidelines for the creation of Assistant Office Secretary/Office Secretary posts as Personal Assistant and placement in pool posts.

- **Administrative Instructions Pertaining to the Extension of Personal Assistant Allowances**

Extending the Personal Assistant Allowances to Assistant Office Secretary/Office Secretary in the Minister's Offices, the Deputy Minister's Office, the Yang Di-Pertua Dewan Negara's Office, the Yang Di-Pertua Dewan Rakyat's office and also of their deputies.

MELONJAK PENGGUNAAN ICT

ICT akan terus menjadi nadi penggerak penting ke arah meningkatkan keberkesanan penyampaian perkhidmatan. Pengurusan maklumat bukan lagi menjadi faktor sokongan kepada fungsi organisasi, sebaliknya menjadi teras kepada kejayaan sistem penyampaian perkhidmatan yang berkesan. Senario semasa menunjukkan bahawa maklumat perlu dicapai dengan pantas untuk memudah dan meningkatkan keupayaan pengurusan, dan teknologi maklumat terbukti berjaya menyelesaikan isu ini. ICT diakui sebagai pemangkin kepada pengurusan sektor awam. Pengurusan data dan maklumat pengurusan sumber manusia secara efisien dan efektif merupakan faktor kejayaan utama kepada pengoperasian dan perancangan strategik sumber manusia bagi mencapai misi nasional. Untuk mencapai misi tersebut, pelbagai usaha telah dilakukan oleh JPA. Antara alternatif terbaik adalah melalui penggunaan secara meluas sistem dan aplikasi komputer bagi mengumpul data berkaitan sumber manusia sektor awam.

- **Maklumat atas Permintaan**

Penekanan pada tahun 2010 diberikan ke arah mengintegrasikan maklumat bisnes JPA. Melalui kemudahan *Business Intelligence* (BI), maklumat bisnes secara bersepadu akan dapat disediakan dengan lebih lengkap apabila diperlukan dan ini akan dapat memenuhi tuntutan *Information On Demand* (IOD) yang merupakan keperluan baru ke arah mengoptimumkan bisnes organisasi. IOD membolehkan maklumat dibekalkan dengan cepat, pada bila-bila masa, di mana juga, dan boleh dilihat dari pelbagai perspektif.

Dari segi perancangan strategik ICT, JPA mula bergerak dari "Agenda Pelaksanaan" kepada "Agenda Informasi". HRMIS merekodkan kesemua transaksi bisnes sumber manusia yang membolehkan semua maklumat pengurusan sumber manusia dikeluarkan menggunakan *business intelligence tools* iaitu Sistem Maklumat Eksekutif (EIS). Bagi memastikan strategi ini dapat direalisasikan, mulai tahun 2009, JPA telah melaksanakan keseluruhan proses sumber manusia dalam HRMIS ke semua agensi sektor awam. Strategi ini diteruskan pada tahun 2010.

LEVERAGING ON ICT USAGE

ICT will always be the significant agent in enhancing service delivery effectiveness. Information management is no longer a supporting factor for organisational excellence but will be the platform for the accomplishment of effective service delivery. The current scenario shows that ICT has the capability to ensure information can be quickly accessed to facilitate and enhance managerial capability. ICT has been acknowledged as the catalyst for public sector management. The efficient and effective data management and human resource information management is the key success factor for the operationalisation of strategic human resource planning to achieve the national mission. To achieve this mission, the PSD has carried out various efforts. One of the best alternatives is through the broad utilisation of computer systems and applications in gathering data regarding public sector human resources.

- **Request for Information on Demand**

The emphasis in 2010 was on integrating the PSD business information. Through the Business Intelligence (BI) facility, business information could be provided in an integrated manner when required and fulfil the demands of the Information on Demand (IOD) which was a new requirement towards optimisation of the organisation's business. IOD enabled information to be provided speedily, anytime and anywhere.

In terms of an ICT strategic planning perspective, the PSD has begun the shift from an Applications Agenda to an Information Agenda. HRMIS recorded all human resource business transactions which allowed all human resource information to be utilised using a business intelligence tool called the Executive Information System (EIS). To ensure the realisation of this strategy, from 2009 the PSD implemented the whole spectrum of human resource management processes within HRMIS to all public sector agencies. The strategy was continued in 2010.

- **Pelaksanaan HRMIS Sebagai Petunjuk Prestasi Utama**

Mulai tahun 2009 status pengemaskinian Rekod Peribadi dan Profil Perkhidmatan telah dijadikan KPI Ketua Jabatan. Melalui pelaksanaan KPI ini, maklumat dan data di dalam HRMIS bagi keseluruhan agensi sektor awam sentiasa lengkap dan kemas kini. Ini adalah selaras dengan misi JPA sebagai pengurus sumber manusia sektor awam yang memerlukan semua maklumat sumber manusia yang lengkap bagi membolehkan pembuatan keputusan dengan lebih tepat dan berkesan. Pada tahun 2010, kriteria penilaian KPI telah ditambah dengan pengemaskinian Data Perjawatan, Pengisytiharan Harta dan Sasaran Kerja Tahunan.

- **Pelaksanaan Surat Pengesahan Diri dan Pengakuan Pegawai Secara Online (eGL)**

Pelaksanaan penggunaan Surat Pengesahan Diri dan Pengakuan Pegawai secara *online* (eGL) melalui HRMIS bermula sejak Ogos 2007, di mana semua pegawai kerajaan serta keluarga yang layak boleh menikmati kemudahan ini dengan mengemukakan kad pengenalan kepada petugas kaunter untuk mendapatkan rawatan di 135 buah hospital kerajaan di bawah Kementerian Kesihatan Malaysia. Mulai Disember 2009, kemudahan eGL ini telah diperluaskan penggunaannya kepada semua anggota pentadbiran, Ahli Parlimen dan Ahli Dewan Undangan Negeri serta tanggungan. Kemudahan ini juga telah dilaksanakan di hospital bukan kerajaan, iaitu di Institut Jantung Negara (IJN) mulai 10 Julai 2010. Pelaksanaan kemudahan eGL turut diperluaskan kepada pesara-pesara kerajaan mulai 8 Disember 2010.

- **Urusan HRMIS**

Pelaksanaan HRMIS secara amnya telah menampakkan perkembangan yang sangat positif dan bertambah secara mendadak pada tahun 2010. Jumlah bilangan pengguna, transaksi dan *login* HRMIS bagi 2010 ditunjukkan di bawah:

- **Implementation of HRMIS as a Key Performance Indicator**

The implementation of HRMIS as a Key Performance Indicator started in 2009 when updates of Personal Records and Service Profiles were made into one of the Head of Department's KPI. Through this KPI implementation, the information and data within HRMIS will always be complete and updated. This is in line with the PSD's role as the public sector human resource manager and the need to have the most complete, latest information to enable decisions to be made quickly and effectively. In 2010, the KPI evaluation criteria was added with the updating of Establishment Data, Asset Declaration and Annual Performance Targets.

- **Implementation of Officer Verification and Guarantee Letter via Online (eGL)**

The usage of the online Personal Guarantee Letter (eGL) through HRMIS started in August 2007, where all public servants and eligible family members could enjoy this facility by showing their identification card to the counter staff in order to receive medical treatment at any one of 135 government hospitals under the Ministry of Health. Starting December 2009, the facility was extended to all members of the Administration, members of Parliament and the State Assemblies as well as their family members. This facility was also made available for the National Heart Institute from 10th July 2010. The implementation of the eGL was also extended to all government pensioners, effective from 8th December 2010.

- **HRMIS Affairs**

The HRMIS implementation and usage showed a positive development and significant progress in 2010. The number of users, transactions and HRMIS logins in 2010 are as follows:

Perkara Subject	Bilangan Number
Bil. Transaksi HRMIS <i>No. of HRMIS Transactions</i>	12,069,838
Bil. Pengguna HRMIS <i>No. of HRMIS Users</i>	467,695
Bil. Login HRMIS <i>No. of HRMIS Logins</i>	23,200,612

Bilangan Pengguna / Transaksi / Login HRMIS Bagi Tahun 2010
Number of HRMIS Users / Transactions / Logins in 2010

- **MySMS**

Maklumat Perkhidmatan mySMS 15888 JPA telah dilancarkan pada 5 Ogos 2009. Sehingga 31 Disember 2010, sebanyak 15 perkhidmatan atas talian telah diaktifkan dalam mySMS. Sebanyak 7,036 rekod SMS telah diterima sepanjang tahun 2010. Senarai Perkhidmatan MySMS JPA yang telah disediakan oleh JPA adalah seperti berikut:

- INFO JPA;
- Keputusan Program Ijazah Dalam Negara (PIDN);
- Semak Status Pembayaran Pesara (PENCENBAYAR);
- Semak Status Permohonan Persaraan (PENCENSTS);
- Senarai Katalog Penerbitan INTAN (INTANKATALOG);
- Senarai Program Latihan INTAN (IKURSUS);
- Semakan Keputusan Pinjaman Boleh Ubah/Pinjaman Pelajaran (PBU);
- Keputusan Biasiswa Persekutuan Politeknik (POLI);
- Semakan Bayaran Khas Kewangan Kepada Pesara (PENCENBIPP);
- Semakan Keputusan Permohonan ISAC (INTANISAC).
- Semakan Baki Cuti Rehat (HRMISBKCT);
- Semakan Gantian Cuti Rehat atau GCR (HRMISGCR);
- Status Permohonan Kursus INTAN (INTANKURSUS);
- Semakan Status Pemberian Taraf Berpencen (PTB) Bagi Pekerja Pihak-Pihak Berkusa Berkanun dan Tempatan (PENCENPTB); dan
- Semakan Tarikh Bayaran Pencen Bulanan Bagi Tahun Semasa (PENCENTKH).

- **MySMS**

The PSD mySMS 15888 service was launched on 5th August 2009. As of 31st December 2010, the mySMS's facility consists of 15 services and had recorded 7,036 messages throughout 2010. A list of MySMS services provided by the PSD are:

- Corporate Information (PSD INFO);
- Results of Sponsorship Programme for Local Universities (PIDN);
- Checking the status of Pension Payments (PENCENBAYAR);
- Checking the status of Retirement Applications (PENCENSTS);
- Catalogue on INTAN Publications (INTANKATALOG);
- List of INTAN Training Courses (IKURSUS);
- Checking results of applications for the Convertible Loan/Study Loans (PBU);
- Checking results of the Federal Scholarships for Polytechnics (POLI);
- Checking the status of Special Payments for Pensioners (PENCENBIPP);
- Results of the ISAC Application (INTANISAC);
- Checking balance of annual leave (HRMISBKCT);
- Checking Payment in Lieu of Leave (HRMISGCR);
- Application status for INTAN course (INTANKURSUS);
- Checking of Award of Pensionable Status for Personnel from Statutory Bodies and Local Authorities (PENCENPTB); and
- Checking the Monthly Pension Payment Date for the Current Year (PENCENTKH).

- Pemasangan Talian EG*Net bagi Pelaksanaan Aplikasi HRMIS**

Bagi pelaksanaan aplikasi HRMIS di sektor awam, pemasangan talian EG*Net telah diperluaskan meliputi 92 peratus agensi di bawah Kementerian dan SUK. Liputan akan dikembangkan ke peringkat negeri dan pejabat-pejabat cawangan untuk membolehkan capaian HRMIS dijalankan dari premis masing-masing. Sebagai langkah proaktif menuju 1Gov*Net dan memenuhi keperluan pelaksanaan aplikasi HRMIS, pihak MAMPU telah menaik taraf sebanyak 164 talian EG*Net kepada 2Mbps dan 4Mbps.

- Installation of EG*Net Line for the Implementation of HRMIS**

For the implementation of the HRMIS application in the public sector, the installation of the EG*Net line was extended to cover 92 percent of public service agencies under Ministries and State Government Administrations. This extension of coverage will provide branch offices and state offices with the opportunity to access HRMIS from their respective premises. As a pro-active measure towards a 1Gov*Net and to fulfil the application requirements for HRMIS implementation, MAMPU has upgraded 164 EG*Net lines to 2Mbps and 4Mbps.

Agensi Agencies	Bil.Agenzi No. of Agencies	Talian Siap Installed Lines	Dalam Proses Installation in Progress
Kementerian <i>Ministries</i>	25	25	-
Pentadbiran Setiausaha Kerajaan Negeri <i>State Secretaries' Offices</i>	13	13	-
Agensi di bawah Kementerian <i>Agencies under the Ministries</i>	202	201	1
Agensi Pentadbiran Setiausaha Kerajaan Negeri <i>Agencies under the State Secretaries' Office</i>	481	423	58

Status Pemasangan Talian EG*Net mengikut Kementerian dan SUK sehingga 31 Disember 2010
*Status of EG*Net Line Installation by Ministries and State Secretaries' Offices as of 31st December 2010*



Sistem HRMIS memberi banyak manfaat kepada penjawat awam semenjak ianya dilaksanakan
HRMIS has brought many benefits to public servants since its implementation

- **Pemantapan Infrastruktur Rangkaian JPA*Net**

Pembangunan IPv6 di JPA telah dimulakan melalui penubuhan Pasukan Kerja IPv6 JPA pada 30 Mac 2010, selaras dengan Surat Arahan Ketua Pengarah MAMPU bertarikh 4 Januari 2010 Garis Panduan Transisi Protokol Internet Versi 6 (IPv6) Sektor Awam. Fokus utama pelaksanaan IPv6 pada tahun 2010 lebih tertumpu kepada penyediaan infrastruktur rangkaian IPv6 di JPA. Makmal IPv6 telah dibangunkan untuk menguji tahap keserasian perkakasan dan perisian dalam persekitaran IPv6. Portal JPA versi IPv6 www6.jpa.my telah dibangunkan dan telah mendapat logo *IPv6 Enable* dari IPv6 Forum pada 2 November 2010.

- **Pemantapan Tadbir Urus Keselamatan**

Sepanjang tahun 2010, usaha untuk melaksanakan pemantapan dalam pengurusan keselamatan ICT di JPA dijalankan menerusi beberapa aktiviti seperti berikut:

- Pelaksanaan penilaian tahap keselamatan ICT bagi sistem rangkaian dan sistem-sistem ICT;
- Pengajuran Taklimat Kesedaran Keselamatan ICT di kalangan pengguna di JPA;
- Mengedarkan poster kesedaran keselamatan ICT mengikut topik kepada pengguna JPA sebagai maklumat berkaitan dengan keselamatan ICT yang perlu diberi perhatian oleh setiap pengguna;
- Mengadakan Mesyuarat Jawatankuasa Keselamatan ICT di JPA (JKICT);
- Melaksanakan pengimbasan yang berkala terutamanya bagi sistem yang boleh dicapai daripada rangkaian umum (*public network*); dan
- Pelaksanaan Kursus Pembudayaan ICT (Penggunaan Internet dan E-mel) di JPA.

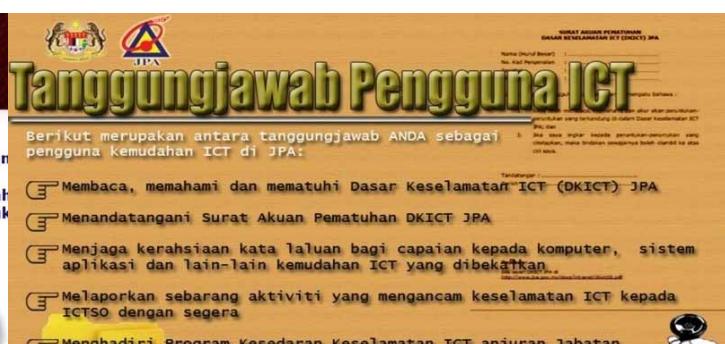
- **Strengthening the PSD*Net Network Infrastructure**

The PSD took the initiative to develop the IPv6 by setting up a IPv6 Work Team on 30th March 2010, in line with the MAMPU's Director General Directive Letter dated 4th January 2010 on the Guidelines for the Public Sector Internet Transfer Protocol Version 6 (IPv6). The main focus of the IPv6 implementation in 2010 was on preparing the infrastructure within the PSD. The IPv6 lab was developed to test the hardware and software level of fitness with the new IPv6 environment. The IPv6 version of the PSD portal was developed and received the IPv6 Enable logo from the IPv6 Forum on 2nd November 2010.

- **Strengthening Security Management**

Throughout 2010, efforts were made to strengthen the ICT security in the PSD through a number of activities such as:

- An assessment of the level of ICT Security for the networking and ICT systems;
- Organising ICT security awareness talks for PSD users;
- Distributing posters on ICT Security Awareness to PSD users according to topics as information on ICT security requires the attention of all users;
- Organising a PSD ICT Security Committee Meeting (JKICT);
- Carrying out regular scanning especially for systems capable of being accessed through the public network; and
- Implementing ICT Acculturation Courses (Internet and E-mail usage) in the PSD.



Poster kesedaran keselamatan ICT mengikut topik diedarkan dari semasa ke semasa
A poster on ICT Security according to topics is distributed from time to time

PEMERKASAAN PROSES KERJA

Selain melipatgandakan penggunaan ICT dalam pengurusan sumber manusia, sistem proses kerja yang lebih teratur dan piawai juga diwujudkan bagi memastikan peningkatan dalam kualiti penyampaian perkhidmatan JPA.

- **Maklumat Sumber Manusia Sektor Awam**

Pencapaian utama JPA adalah dari aspek pengumpulan dan penyediaan maklumat berkaitan sumber manusia sektor awam, di mana sebelum tahun 1990, maklumat yang dibekalkan hanya dapat memberikan statistik berkaitan dengan jumlah perjawatan. Terkini, HRMIS telah dapat membekalkan maklumat berkaitan dengan jumlah penjawat awam (penyandang) serta jumlah perjawatan seperti di dalam buku perjawatan. Maklumat ini amat penting untuk proses penganalisaan secara terperinci.

- **Aplikasi HRMIS**

JPA telah dapat membangunkan aplikasi HRMIS dan telah melaksanakannya di 733 agensi sektor awam. Sehingga 31 Disember 2010, HRMIS telah dapat menyelesaikan fasa pertama pelaksanaan iaitu pembinaan struktur perjawatan sektor awam meliputi 1,374,229 perjawatan dengan 1,080,268 sandangan.

Di bawah fasa kedua pelaksanaan pula menunjukkan status pengemaskinian rekod peribadi menunjukkan 35 Kementerian dan Pentadbiran Setiausaha Kerajaan Negeri (PSUK) telah mencapai tahap 90 peratus dan lebih; dan tiga telah mencapai tahap 80-89 peratus.

Bagi profil perkhidmatan, 35 Kementerian dan PSUK telah mencapai tahap 90 peratus dan lebih, satu mencapai tahap 50-79 peratus dan dua mencapai tahap di bawah 50 peratus.

Fasa ketiga melibatkan pelaksanaan modul dan submodul HRMIS yang memberi impak besar kepada agensi dari segi pengemaskinian rekod perjawatan, sandangan dan perkhidmatan iaitu pelaksanaan Modul Pembangunan Organisasi, Modul Perolehan Sumber Manusia dan Modul Penamatan Perkhidmatan.

STRENGTHENING WORK PROCESSES

Besides redoubling efforts to encourage ICT usage in human resource management, more systematic work processes and standards were also developed to ensure an increase in the quality of service delivery provided by the PSD.

- **Public Sector Human Resource Information**

The main achievement of the PSD was in the collection and preparation of information related to the public sector human resource management. Before 1990, the information provided was only statistics on the number of establishment. Currently HRMIS is able to supply information regarding the number of public servants and establishment figures as listed in the establishment book. This information is important to enable for a more detailed analysis to be undertaken.

- **Application of HRMIS**

The PSD has managed to develop HRMIS and implemented it at 733 public sector agencies. As of 31st December 2010, the first phase was completed which involved the development of the establishment infrastructure of the public service which covers 1,374,229 posts with 1,080,268 personnel.

Under the second phase of implementation, the updating of personal records showed 35 Ministries and State Secretariats achieving 90 percent and more; and three Ministries and State Secretariats achieving between 80-89 percent.

For the service profiles, 35 Ministries and State Secretariats have achieved 90 percent and more while one achieved between 50-79 percent and two achieved less than 50 percent of updates.

The third phase is related to the implementation of HRMIS modules and submodules, especially those providing a major impact to agencies in terms of updating establishment records, engagement and service. These include the Organisational Development Module, the Human Resource Procurement Module and the Termination of Service Module.

Pada masa yang sama, modul dan submodul yang memberi manfaat langsung kepada penjawat awam seperti Pengurusan Cuti, Pengurusan Tuntutan dan Pendahuluan Diri; Pengurusan Saraan dan Pengurusan Gaji; dan Pengisyiharan Harta turut dilaksanakan oleh kementerian/agensi.

- **Sistem eAudit**

Sistem ini telah dibangunkan semula bagi menggantikan sistem eAudit dengan mengubahsuai dan menambah semua fungsi-fungsi dan juga reka bentuk. Terdapat 14 modul dalam sistem eAudit iaitu Laman Utama, Perancangan, Maklum Balas, Laporan Audit, Laporan Tahunan, Berita, FAQ, Pautan Web, Sepintas Lalu, Profil UAD, Panduan Audit, Perkongsian Ilmu, Persembahan dan Galeri Audit.

Sistem ini mula dibangunkan pada 12 Oktober 2008 dan telah siap pada 30 Oktober 2008. Walau bagaimanapun, penambahbaikan telah dilakukan bersesuaian dengan keperluan semasa dan siap dilaksanakan pada Januari 2010.

- **Sistem Penilaian 360° (360°)**

Agensi kerajaan dikehendaki melaksanakan pencapaian dengan memberi tumpuan sepenuhnya terhadap keberkesanan penyampaian perkhidmatan melalui pengukuran pencapaian yang berorientasikan prestasi dan impak berasaskan Petunjuk Prestasi Utama (KPI), selaras dengan persetujuan dalam mesyuarat Ketua Setiausaha Kementerian, Ketua Perkhidmatan dan Ketua Pengarah Jabatan pada 22 Januari 2008. Bagi meningkatkan kecekapan dan ketelusan penilaian KPI, JPA telah membangunkan Sistem Penilaian 360° untuk mengukur prestasi bagi Jawatan Pengurusan Tertinggi Sektor Awam.

Sistem ini mula dibangunkan pada penghujung Disember 2009 dan siap pada pertengahan bulan Mac 2010. Ujian rintis pertama secara dalaman telah dilakukan di JPA pada bulan April 2010. Manakala ujian rintis kedua dengan matlamat memastikan sistem ini stabil dan boleh digunakan oleh kementerian/agensi telah dilaksanakan pada penghujung Disember 2010 sehingga awal Januari 2011 dengan kerjasama Kementerian Kesihatan dan Kementerian Luar. Perlaksanaan Penilaian 360° secara atas talian mula dilaksanakan bagi penilaian pencapaian KPI tahun 2010.

At the same time, modules that directly benefit public servants such as the Management of Leave, Management of Claims and Individual Advance Payment; Management of Remuneration and Salaries; and Asset Declaration are also implemented by ministries/agencies.

- **eAudit System**

This system was rebuilt to replace the old eAudit system and involved the redesign and addition of all functions and designs available in the old system. There are 14 modules in the eAudit system which consists of the Main Page, Planning, Feedback, Audit Report, Annual Report, News, FAQ, Web Links, Introduction, Profile of the Internal Audit Unit, Audit Guidelines, Knowledge Sharing, Presentation and Audit Gallery.

The system was built from 12 October 2008 and completed on 30th October 2008. Improvements, however, were carried out to meet current needs and were completed in January 2010.

- **The 360° Evaluation System**

Government agencies are required to implement programmes by focussing fully on the effectiveness of service delivery which measured achievement based on performance and impact based on Key Performance Indicators. This is line with the decision of the meeting of Secretaries General of Ministries, Heads of Service and Head of Departments held on 22nd January 2008. To increase the effectiveness and transparency in the KPI evaluation, the PSD developed a 360° Evaluation System to measure performance for the Top Management Group in the public service.

Development of the system started at the end of December 2009 and was completed by the middle of March 2010. The first pilot test in the PSD was conducted in the PSD in April 2010. The second pilot test was done to ensure the stability of the system and its usage at other ministries and departments. It was carried out at the Ministry of Health and at the Ministry of Foreign Affairs from the end of December 2010 until early January 2011. The online implementation of the 360° evaluation was done to evaluate the achievements of the 2010 KPI.



Bahan multimedia terbitan JPA disediakan secara dalaman oleh pegawai JPA
PSD's multimedia publications are produced by PSD officers

- **Portal dan Multimedia**

JPA telah berjaya memastikan ketersediaan dan kelancaran operasi Portal JPA terhindar dari sebarang gangguan sepanjang tahun 2010. Portal <http://www.jpa.gov.my> ini telah berfungsi sepenuhnya sebagai gerbang utama penyaluran maklumat berkaitan dasar pengurusan sumber manusia sektor awam. Portal JPA juga telah menerima penarafan Lima Bintang oleh Multimedia Development Corporation (MDeC) pada tahun 2010.

Sebanyak 24 perkhidmatan utama atas talian juga sentiasa tersedia untuk dicapai oleh semua kumpulan sasar masing-masing melalui Portal JPA. Sejumlah 6,482,704 pelawat dari 181 negara pada tahun 2010 telah melayari Portal JPA bagi tempoh Mei sehingga Disember 2010.

- **Penyediaan Pelan Strategik Teknologi Maklumat JPA 2009-2013**

Strategi dan pelan tindakan ICT bagi tahun 2010 hingga 2013 adalah berteraskan kepada Pelan Induk ICT ataupun Pelan Strategik Teknologi Maklumat JPA 2009 - 2013. Penyediaan pelan ini bertujuan untuk menyediakan perkhidmatan elektronik yang cekap dan berkualiti menggunakan kelebihan dan potensi ICT dan multimedia bagi meningkatkan produktiviti jabatan, mempermudah perkongsian sumber dalaman dan luaran di kalangan agensi kerajaan yang berkaitan, dengan rangkaian yang selamat dan standard serta memperkemas sistem penyampaian perkhidmatan.

- **Portal and Multimedia**

The PSD was successful in ensuring the readiness and operational capability of the PSD portal against any disturbances throughout 2010. The <http://www.jpa.gov.my> portal functioned as the main gateway in channeling information regarding public sector human resource policies. In 2010, the PSD portal also received the 5 Star Award from the Multimedia Development Corporation (MDeC).

There were 24 types of services available online for different types of clients on the PSD portal. A total of 6,482,704 clients from 181 countries visited the PSD portal for the period May to December 2010.

- **Preparation of the PSD Information Technology Strategic Plan 2009-2013**

The ICT strategy and action plan for the period 2010 to 2013 is based on the ICT Master Plan or the PSD Information Technology Strategic Plan 2009-2013. The plan was prepared to provide quality and efficient electronic service using the advantage and potential of ICT and the multimedia. This would improve departmental productivity, simplify sharing of internal and external resources among the related government agencies, provide a safe and standard network besides improving the service delivery system.

Mengurus PEKERJA Berkualiti

MANAGING QUALITY EMPLOYEES

65 Pengambilan dan Pelantikan
Recruitment and Appointment

67 Pengurusan Kenaikan Pangkat
Management of Promotions

68 Pengurusan Penilaian Kompetensi
Competency Assessment Management

70 Pengurusan Tatatertib
Management of Disciplinary Matters

72 Wahana Ilmu Bagi Pengurusan Sumber
Manusia
Channel of Knowledge Sharing for Human
Resource Managers



MENGURUS PEKERJA BERKUALITI

Perkhidmatan awam yang cekap, berdaya saing dan mantap adalah bergantung kepada kualiti sumber manusianya. Pekerja yang berkualiti akan menyokong dan menggerakkan semua program dan aktiviti organisasi. Usaha-usaha menarik, membangun dan mengekalkan bakat yang diingini melalui urusan pelantikan secara sistematik, penempatan yang sesuai dan berpadanan dengan kompetensi serta pengurusan kerjaya yang terancang perlu dilakukan bagi mendapat pekerja yang berkualiti.

An efficient, competitive and resilient public service depends largely on the quality of its human resource. Quality employees will support and carry out all the organisation's programmes and activities. To have quality employees, it is important to attract, develop and retain talent that is required through systematic recruitment, suitable placement that matches competencies with job requirements, and a well-planned career management.

MANAGING QUALITY EMPLOYEES



PENGAMBILAN DAN PELANTIKAN

Sepanjang tahun 2010, seramai 7,365 pegawai perkhidmatan gunasama telah dilantik, iaitu 472 pegawai Pengurusan Tertinggi, 1,752 pegawai Kumpulan Pengurusan dan Profesional serta 5,141 pegawai Kumpulan Sokongan.

Kerajaan juga telah menyediakan kaedah pelantikan secara peminjaman/pertukaran sementara bagi pegawai yang sedang berkhidmat sebagai salah satu kaedah memenuhi permintaan agensi yang memerlukan pegawai yang berkemahiran dan pakar di peringkat awal penubuhan sebuah agensi tersebut atau dalam bidang-bidang keperluan yang spesifik. Seramai 144 pegawai Jawatan Utama Sektor Awam (JUSA) dan Gred Khas, 50 pegawai Kumpulan Pengurusan dan Profesional dan tiga pegawai Kumpulan Sokongan telah terlibat di dalam urusan pinjaman/pertukaran sementara di pelbagai agensi termasuklah di jabatan-jabatan, badan-badan berkanun, pihak berkuasa negeri, pihak berkuasa tempatan dan juga di peringkat organisasi antarabangsa. Pelantikan secara pinjaman/ pertukaran sementara ini bertujuan untuk memberi peluang kepada pegawai untuk menimba pengalaman, kemahiran dan kepakaran.

- **Urusan Penempatan bagi Pelantikan Tetap PTD Kontrak**

Urusan penempatan bagi 1,913 Pegawai Tadbir dan Diplomatik M41 (Kontrak) ke lantikan tetap telah dilaksanakan pada tahun 2010. Pelantikan tetap tersebut adalah untuk mengatasi kepelbagaiannya kaedah kemasukan pegawai PTD.

- **Urusan Penempatan bagi Pelantikan Kumpulan Sokongan ke Pengurusan dan Profesional**

Pada tahun 2010 juga, Jabatan ini telah menguruskan penempatan bagi pegawai Kumpulan Sokongan yang telah dilantik ke Kumpulan Pengurusan dan Profesional. Urusan ini melibatkan dua skim perkhidmatan iaitu skim Penolong Pegawai Tadbir (PPT) ke skim Pegawai Tadbir gred N41 dan skim Penolong Pegawai Teknologi Maklumat (PPTM) ke skim Pegawai Teknologi Maklumat (PTM) gred F41. Maklumat adalah seperti berikut:

RECRUITMENT AND APPOINTMENT

Throughout 2010, 7,365 common-user officers were appointed, consisting of 472 from the Top Management group, 1,752 from the Management and Professional group and 5,141 were from the Support Staff group.

The government also provided appointment on a secondment or temporary transfer basis for serving officers as a way to fulfil agency requirements for skilled and expert officers in particular fields. This has been the mechanism for respective agencies lacking in expertise during their initial setup. A total of 144 Premier/Special grade officers, 50 Professional and Managerial Group officers and 3 from the Support Group were appointed under the secondment and temporary transfer approach from various organisations. This approach provides opportunities for officers to gain experience, enhance their knowledge and skills.

- **Placement for Permanent Appointment of Contract ADS**

The placement for 1,913 contractual Administrative and Diplomatic Service (ADS) M41 officers for permanent appointment was carried out in 2010. The aim of the exercise was to overcome the various methods of entry into the ADS.

- **Appointment of the Supporting Staff Group to the Management and Professional Group**

In 2010, the Department carried out the placement for Supporting Staff Group officers who were appointed to the Management and Professional Group. This exercise involved two schemes, namely the Executive Officer scheme (EO) to the Administration Officer scheme for grade N41 and the Assistant Information Technology Officer scheme to the Information Technology Officer scheme for grade F41. Further information is as follows:

Skim Scheme	Program Programme	Calon yang Layak <i>Qualified Candidate</i>	Calon yang Lulus <i>Passed Candidate</i>	Calon yang diperakuan (Peringkat JPA) <i>Verified Candidate (PSD level)</i>
Penolong Pegawai Tadbir (PPT) ke Gred 41 <i>Administrative Assistant to Grade 41</i>	Pusat Penilaian PPT Assessment Centre	520	108	54
Penolong Pegawai Teknologi Maklumat (PPTM) ke Pegawai Teknologi Maklumat (PTM) <i>Assistant Information Technology Officers to Information Technology Officers</i>	Pusat Penilaian PPTM Assessment Centre	26	11	11

Pelantikan Kumpulan Sokongan ke Pengurusan dan Profesional Tahun 2010
Appointment of Supporting Staff Group to Management and Professional Group in 2010

- **Pelancaran Jawatankuasa Kluster PTD**

Matlamat Jawatankuasa Kluster ini ialah untuk mengenal pasti bakat-bakat muda sebagai pemimpin pelapis masa hadapan yang bakal mengambil alih tugas dan tanggungjawab serta memastikan PTD kekal relevan sebagai peneraju pentadbiran negara. Empat kategori laluan telah diperkenalkan iaitu:

- Pegawai yang Berpotensi Tinggi;
- Pegawai Pakar;
- Pegawai yang Kompeten; dan
- Pegawai yang Berpotensi Rendah.

- **Penempatan Semula Polis Diraja Malaysia**

Pelaksanaan penempatan semula Polis DiRaja Malaysia (PDRM) merupakan salah satu strategi yang terangkum di bawah NKRA dan juga selaras dengan hasrat YAB Perdana Menteri supaya pegawai polis fokus dalam melaksanakan fungsi kepolisian. Sasaran NKRA yang ditetapkan ialah mengurangkan jenayah jalanan sehingga 20 peratus pada penghujung tahun 2010.

Pelaksanaan penempatan pegawai awam dibahagikan kepada beberapa fasa yang melibatkan urusan penempatan di Ibu Pejabat PDRM di Bukit Aman, Ibu Pejabat Polis Kontinen, Ibu Pejabat Polis Daerah dan Balai-balai Polis di seluruh negara. Urusan penempatan ini telah melibatkan seramai 4,076 pegawai Gunasama dan bukan Gunasama. Sehingga 31 Disember 2010, pengisian pegawai awam di pelbagai Ibu Pejabat Polis dan Balai Polis telah mencapai 94 peratus daripada keperluan keseluruhan yang disasarkan.

- **Launching of the ADS Cluster Committee**

The target of the ADS Clusters Committee is to identify talented future leaders. These young talents were chosen to take over the role and responsibility and to ensure that the ADS will remain relevant as the leaders in the administration of public service in the country. Four categories were introduced:

- High Flyer;
- Specialist;
- Competent; and
- Below Average.

- **Resettlement of the Royal Malaysian Police**

The implementation of the resettlement of the Royal Malaysian Police Department (RMP) was one of the strategies under the NKRA and in line with the Prime Minister's aspiration that the police focus on implementing their police functions. The NKRA aims to reduce street crime by up to 20 percent by the end of 2010.

The redeployment was divided into various phases involving placement at the RMP Headquarters in Bukit Aman, the RMP Contingent offices, the RMP Regional offices and the RMP Police Stations all over the country. The resettlement involved 4,076 officers. As of 31 December 2010, the number of posts filled had reached 94 percent from the overall numbers targeted.

- Peluasan Program PCF-PBT**

Pada tahun 2010, Program Penempatan Silang telah diperluaskan di peringkat Pihak Berkuasa Tempatan (PBT) iaitu Dewan Bandaraya Kuala Lumpur (DBKL). Tujuan utama PCF-PBT (DBKL) ini dilaksanakan adalah untuk menambah pengalaman dan meningkatkan keupayaan pegawai-pegawai DBKL. Sepanjang 2010, dua fasa PCF telah dilaksanakan.

- Expansion of the PCF-LA**

In 2010, the Cross-Fertilisation Programme was extended to the Local Authority level, starting with the Kuala Lumpur City Hall (DBKL). The main purpose of the PCF-LA is to enhance the officers' experience and improve their capabilities. In 2010, two phases of the PCF were implemented.

PENGURUSAN KENAIKAN PANGKAT

Urusan kenaikan pangkat adalah merupakan aspek penting pengurusan sumber manusia yang bertujuan menghasilkan pegawai yang bermotivasi dan cemerlang. Maklumat adalah seperti berikut:

MANAGEMENT OF PROMOTIONS

Promotion is an important aspect of human resource management and seeks to produce excellent and motivated officers. The details are as follows:

Urusan Exercise	Bilangan Urusan No. of Exercise			Bilangan Pegawai No. of Officer		
	JUSA/ Gred Khas Premier	Kumpulan Pengurusan dan Sokongan Support	JUSA/Gred Khas Premier	Kumpulan Pengurusan dan Profesional (P&P) Management and Professional Group (M&P Group)	Kumpulan Pengurusan dan Profesional (P&P) Management and Professional Group (M&P Group)	Kumpulan Sokongan Support Service Group
Kenaikan Pangkat <i>Promotion</i>	1	22	24	301	1,768	1,458
Pemangkuhan <i>Acting</i>	1	20	11	431	974	843
Jumlah Total	2	42	35	732	2,742	2,301

Bilangan Urusan dan Pegawai Dalam Urusan Kenaikan Pangkat/Pemangkuhan
Number of Exercises and Officers in Promotion/Acting Exercises

PENGURUSAN PENILAIAN KOMPETENSI

Sistem Saran Malaysia (SSM) telah diperkenalkan pada tahun 2002 yang mana salah satu komponen baru ialah Penilaian Tahap Kecekapan (PTK). Konsep PTK adalah berasaskan kompetensi dinilai melalui aktiviti kerja, pengetahuan serta kemahiran. PTK diadakan untuk menggalakkan pembangunan diri penjawat awam melalui pembelajaran berterusan, meningkatkan budaya organisasi pembelajaran dan melaksanakan pengurusan sumber manusia berasaskan kompetensi. Perincian aktiviti-aktiviti berkaitan PTK bagi tahun 2010 adalah seperti berikut:

- **Kajian Impak / Kajian Semula / Kajian Penambahbaikan**

Sebanyak sembilan kajian telah dilaksanakan bagi memantapkan lagi format PTK:

- Kajian Semula Kursus Induksi;
- Kajian Semula Peperiksaan Perkhidmatan;
- Kajian Kaedah Pelaksanaan Modul Baru PTK TK6;
- Kajian dan Analisis Permohonan/Pemberian Nilai Taraf PTK Kementerian/Agensi;
- Kajian Isu-isu Pelaksanaan PTK bagi Skim Bersepadu;
- Semakan Sukatan Penilaian PTK bagi Pusat Penilaian Kompetensi (PPK) bagi 16 Skim Perkhidmatan Gunasama Gred 17-54;
- Kajian Persepsi Calon Terhadap Pelaksanaan PTK;
- Kajian Maklum Balas Pelaksanaan PPK; dan
- Laporan Pelaksanaan PTK Gunasama.

COMPETENCY ASSESSMENT MANAGEMENT

The Malaysian Remuneration System was introduced in 2002 and one of its components is the implementation of the Competency Assessment (PTK). The PTK is an instrument that evaluates the extent of knowledge, skills and positive behavioural attributes of human resources. It also aims to encourage professional development by the public servant through promoting continuous learning, enhancing the culture of organisational learning and implementing a competency-based human resource management. Details of PTK activities for 2010 are as follows:

- **Impact Studies / Reviews / Improvement Studies**

Nine studies have been conducted to improve the format of the PTK:

- Review of the Induction Course;
- Review of the Public Service Examinations;
- Study on the Implementation of the New PTK TK6 Module;
- A Study and Analysis on the Application / Provision of Equivalent Value for the PTK conducted by Ministries/Agencies;
- Study on the Implementation Issues of the PTK for Integrated Schemes;
- Reviews of the PTK Evaluation Syllabus for Competency Evaluation Centres (PPK) of 16 Common-User Service Schemes, Grades 17-54;
- Study on the Candidates Perception of the PTK Implementation;
- Feedback Studies on the PPK Implementation; and
- Report on the Implementation of the Common-User PTK.

- **Penggubalan Dasar dan Pembangunan**

Lapan panduan telah diterbitkan untuk dijadikan rujukan oleh pengurus-pengurus sumber manusia di kementerian/agensi dalam melaksanakan PTK:

- Panduan Pelaksanaan PTK bagi Skim Bersepadu;
- Panduan Pengguna HRMIS Peperiksaan Perkhidmatan (CA-SE);
- Panduan Penilaian, Pusat Penilaian Kompetensi (PPK) bagi Perkhidmatan Gunasama;
- Panduan Pengurusan Peperiksaan/PTK bagi OKU;
- Penerbitan Bahan Rujukan:
 - Panduan Pelaksanaan PPK;
 - Panduan Panel Penilai PTK;
 - Panduan Penemuduga;
 - LPK *Resource Kit*;
- Panduan Pelaksanaan Program Lawatan Penandaaran dan Pengamatan Standard Kompetensi;
- Manual Pelaksanaan Aktiviti Pusat Penilaian Kompetensi (PPK) dan Peperiksaan Perkhidmatan bagi Skim Setiausaha Pejabat dan Setiausaha Pejabat; dan
- *Frequently Asked Question (FAQ)* melalui Surat Edaran JPA bertarikh 29 Mac 2010.

- **Inisiatif Sokongan**

Sebanyak enam inisiatif sokongan telah diperkenalkan pada tahun 2010 berkaitan PTK:

- Sistem Pengurusan Aduan Kompetensi (SPAk);
- Slip Peringatan Kehadiran;
- Sistem Pencarian Fail;
- Manual Penggunaan Zon Kompetensi & Pentadbiran;
- Audit Pengurusan CPK; dan
- Bicara Kes Semasa.

- **Lawatan dan Naziran PTK**

22 lawatan dan naziran PTK dan Peperiksaan Perkhidmatan/Jabatan ke Kementerian/Jabatan/SUK telah dijalankan bagi memastikan ketiga-tiga kaedah PTK iaitu kaedah kursus, kaedah peperiksaan dan kaedah penilaian yang dilaksanakan menepati piawaian yang ditetapkan selain memastikan program PTK yang dijalankan adalah berkualiti.

- **Policy Formulation and Development**

Eight guidelines and manuals were published to be used as reference for human resource managers in implementing the PTK in their respective organisations:

- The PTK Implementation Manual for Integrated Schemes;
- The HRMIS User Manual for Public Service Examinations (CA-SE);
- The Evaluation Manual for Common-User Competency Evaluation Centres (PPK);
- The Examination/PTK Management Manual for People with Disabilities;
- Reference Publication:
 - PPK Implementation Manual;
 - PTK Evaluation Manual for Panellist;
 - Interviewers Manual;
 - LPK *Resource Kit*;
- Benchmark Visit Programme and Competency Standard Observation Manual;
- Competency Evaluation Centre (PPK) Activities and Public Service Examinations Implementation Manual for Assistant Office Secretary and Office Secretary Schemes of Service; and
- *Frequently Asked Question (FAQ)* via the PSD's Circulated Letter dated 29th March 2010.

- **Supporting Initiatives**

Seven supporting initiatives related to the PTK were introduced in 2010:

- The Competency Complaints Management System (SPAk);
- The Attendance Reminder Slip;
- The Files Management System;
- The Usage of Competency Zoning and Administration Manual;
- The CPK Audit Management; and
- A Talk on Current Issues.

- **PTK Visits and Inspections**

22 PTK and Service/Departmental Examination visits and inspections to Ministries/Departments/State Secretariats were undertaken to ensure that all three methods of Competency Level Assessment (PTK) - the courses, examinations and assessment methods were implemented to meet the standards set besides ensuring that PTK programmes carried out were of high quality.

PENGURUSAN TATATERTIB

Pengurusan Tatatertib bertujuan memastikan pegawai awam memahami, menghayati dan membudayakan tatakelakuan sebagai seorang penjawat awam melalui dasar dan penguatkuasaan tatatertib yang berkesan. Pada tahun 2010, pelbagai program telah dilaksanakan untuk mencapai objektif tersebut. Perincian aktiviti-aktiviti berkenaan pengurusan tatatertib adalah seperti berikut:

- **Semakan Semula Peraturan Sedia Ada**

Bagi mewujudkan perkhidmatan awam yang berintegriti dan mampu melaksanakan transformasi dalam menuju negara maju, JPA telah memulakan usaha untuk mengkaji peraturan-peraturan sedia ada berkaitan tatatertib yang terkandung dalam Pindaan Peraturan-Peraturan Lembaga Tatatertib Perkhidmatan Awam (Pindaan) P.U.(A)396/1993, Pindaan Peraturan-Peraturan Pegawai Awam (Kelakuan dan Tatatertib) Perkhidmatan Awam (Pindaan) P.U.(A) 395/1993 dan Pekeliling Perkhidmatan / Surat Pekeliling Perkhidmatan / Surat Edaran (1954 sehingga kini).

- **Penandaarasan Amalan Terbaik Luar Negara**

Bagi menambahbaik pelaksanaan tatatertib dalam Perkhidmatan Awam Malaysia, JPA telah menanda aras peraturan-peraturan tatatertib pegawai awam negara-negara luar sebagai panduan dalam gerak kerja pindaan Peraturan-Peraturan Lembaga Tatatertib Perkhidmatan Awam (Pindaan) P.U.(A)396/1993 dan Pindaan Peraturan-Peraturan Pegawai Awam (Kelakuan dan Tatatertib) Perkhidmatan Awam (Pindaan) P.U.(A) 395/1993.

- **Semakan Semula Kit Latihan**

JPA juga telah mengemaskini kit latihan berkaitan pengurusan tatatertib yang diedarkan kepada semua kementerian/agensi bagi mewujudkan pengurus sumber manusia yang mahir dan mempunyai kompetensi tinggi dalam pengurusan disiplin perkhidmatan awam.

MANAGEMENT OF DISCIPLINARY MATTERS

The management of disciplinary matters aims to ensure that public sector officers understand, assimilate and cultivate good conduct through effective disciplinary policies and enforcement. In 2010, various programmes were organised to achieve this objective. The activities are as follows:

- **Review of Current Regulations**

Review of the Amended Regulations of the Disciplinary Board of Public Service (Amendment) P.U.(A) 396/1993, the Amendment of the Public Servants Regulations (Conduct and Discipline) Public Service (Amendment) P.U.(A) 395/1993 and revisions to the Service Circular/Service Circular Letter (1954 to date). All these reviews were carried out in order to ensure the integrity of the public service which will be able to perform the transformation needed towards becoming a developed nation.

- **Benchmarking of Best Practices**

Benchmarking of the Disciplinary Regulations of the Public Servants of Foreign Countries was done as a guide in carrying out the Amended Regulations of the Disciplinary Board Rules of Public Service (Amendment) P.U.(A) 396/1993 and the Amendment of the Public Servants Regulations (Conduct and Discipline) Public Service (Amendment) P.U. (A) 395/1993.

- **Updating of the Training Kit**

The PSD also updated the 'training kit' related to discipline management which was provided to all human resource managers in ministries/departments who are expected to be skilled and highly competent in managing public service disciplinary matters.

- **Penerbitan**

Bagi memudahkan tugas-tugas pengurus sumber manusia dalam mengendalikan kes tatatertib di kementerian/agensi masing-masing, JPA telah mengeluarkan empat bahan penerbitan pada tahun 2010:

- Kompilasi Kes-Kes Tatatertib Yang Dicabar di Mahkamah (Tidak Hadir Bertugas);
- Kompilasi Pandangan Perundungan : Pengurusan Tatatertib Perkhidmatan Awam;
- Kompilasi Contoh Kes Tatatertib Pegawai Tidak Hadir Bertugas; dan
- Panduan Mengurus Pegawai Tidak Hadir Bertugas.

- **Kajian Dasar Penamatan Perkhidmatan Dalam Perkhidmatan Awam**

JPA juga telah menjalankan kajian mengenai dasar "Penamatan Perkhidmatan Dalam Perkhidmatan Awam" bagi menambah baik dasar sedia ada berkaitan perkara ini selaras dengan semakan yang dilakukan ke atas Sistem Saran Malaysia (SSM).

- **Lawatan/Naziran Pengurusan Tatatertib**

JPA juga dari semasa ke semasa melaksanakan lawatan/naziran pengurusan tatatertib perkhidmatan awam di kementerian/agensi bagi memastikan prosedur tatatertib yang dilaksanakan mematuhi peraturan-peraturan yang telah ditetapkan.

- **Pemantauan Terhadap Pematuhan Waktu Bekerja Pegawai Awam**

Pemantauan terhadap pematuhan Waktu Bekerja Pegawai Awam secara berkala telah dijalankan sebanyak sembilan kali sepanjang Januari-Disember 2010 di sekitar Putrajaya bagi meningkatkan kesedaran pegawai awam untuk mematuhi waktu bekerja sekaligus meningkatkan imej perkhidmatan awam.

- **Publication**

Four books were published in 2010 on disciplinary matters:

- Compilation of the Disciplinary Cases challenged in the Court (Absent Without Leave);
- Compilation of Legal Opinion: Managing the Civil Service Discipline;
- Compilation of Examples of Disciplinary Cases of Officers Being Absent Without Leave; and
- Guide to Managing Officers Absent Without Leave.

- **Study on Exit Policy in the Public Service**

The PSD also carried out a study on the Termination of Service in the Public Sector. This was to improve existing policies on this matter and is in line with the review of the Malaysian Remuneration System being carried out.

- **Visits/Inspectorate Visits On Disciplinary Management**

The PSD also carried out visits/inspections on disciplinary management in ministries/departments/agencies to ensure that disciplinary procedures were complied with in accordance with the existing regulations.

- **Monitoring Compliance on Working Hours of Public Servants**

Monitoring compliance of Public Servants Working Hours was done on a regular basis, nine times during January to December 2010 in Putrajaya. This was to increase awareness among public officials on the need to comply with the official working hours as well as improving the image of the public service.

WAHANA ILMU BAGI PENGURUS SUMBER MANUSIA

Antara inisiatif baru yang telah dilaksanakan pada tahun 2010 adalah pengajuran forum bersemuka untuk memastikan pengurus sumber manusia di kementerian, negeri dan agensi melaksanakan tugas selari dengan kehendak dasar-dasar PSM. Persidangan Pengurus Sumber Manusia, Mesyuarat Pemantauan Pelaksanaan Penilaian Kompetensi Perkhidmatan Awam, Bengkel Pengurusan Tatatertib dan Keputuhan, Bengkel Pengurusan Kenaikan Pangkat dan Prestasi serta sesi-sesi taklimat kepada pihak kementerian, negeri dan agensi adalah merupakan inisiatif yang terbukti berjaya mencapai objektif yang disasarkan.

- **Persidangan Pengurus Sumber Manusia**

Persidangan dan kolokium ini melibatkan pengajuran bersama di antara JPA dengan pengurus-pengurus sumber manusia di kementerian/Pentadbiran Setiausaha Kerajaan Negeri/agensi berkaitan. Tujuan persidangan dan kolokium ini diadakan adalah untuk berbincang dan berkongsi maklumat mengenai hal-hal pengurusan sumber manusia dan pengurusan tatatertib di kementerian-kementerian serta diharapkan dapat mencetus idea-idea baru dalam menangani kes-kes tatatertib pegawai awam, seterusnya memperkuuhkan kerjasama pelbagai pihak. Sepanjang tahun 2010, satu kolokium dan lapan persidangan telah diadakan iaitu tiga kali di peringkat Kebangsaan, tiga kali di peringkat Gunasama, sekali di peringkat Badan Berkanun (IPTA) dan sekali di peringkat Pihak Berkuasa Tempatan (zon utara) meliputi Kementerian dan Pentadbiran Setiausaha Kerajaan Negeri.

- **Taklimat dan Ceramah**

JPA turut terlibat dalam sesi taklimat dan ceramah yang berkaitan dengan bidang tugas jabatan ini seperti dasar-dasar sumber manusia seperti urusan perkhidmatan, kenaikan pangkat dan prestasi, tatatertib dan keputuhan serta penilaian kompetensi perkhidmatan awam. Taklimat dan ceramah yang diberikan adalah bertujuan untuk mendidik, memperjelas dan memberi hala tuju kepada pengurus-pengurus sumber manusia kementerian/negeri/agensi.

CHANNEL OF KNOWLEDGE SHARING FOR HUMAN RESOURCE MANAGERS

Among the new initiatives that were implemented in 2010 were the hosting of interactive forums to ensure that human resource managers at the ministries, states and agencies were able to carry out their work according to the HR policies set. Among the forums were the Human Resource Managers' Conference – (HRMC), the Monitoring Meetings on the Implementation of Public Service Competency Assessment, Workshop on Disciplinary and Integrity Management, Workshop on Promotion and Performance Appraisal as well as talks and briefing sessions held for ministries, states and agencies regarding new policies of the PSD. All the forums managed to achieve the objectives set.

- **Human Resource Managers' Conference (HRMC)**

The conference and colloquium involved a joint hosting between the Service Division of the Public Service Department and the human resource managers from respective ministries/state governments/agencies. The purpose of the conference and colloquium is to discuss and share information on human resource management matters and disciplinary management with the respective agencies. It is hoped that these activities would trigger new ideas in dealing with disciplinary cases among public officials, and strengthen the cooperation among various parties. Throughout the year, one colloquium and eight conferences were held of which three were at the National Level, three at the Common-User Level, once each at the Statutory Bodies and Local Government level (northern zone) which involved the relevant Ministries and State Secretariats.

- **Talks and Briefings**

The PSD was also involved in conducting various talks related to human resource policies such as human resource management, promotion and appraisal, disciplinary and integrity, and competency assessment for the public service. The main objective of such programmes is to educate, explain and provide direction to the human resource managers in the ministries/states/agencies.

- **Perkongsian Pintar dan Khidmat Nasihat**

JPA sentiasa komited menjalinkan hubungan perkongsian pintar terutamanya dalam aspek pembangunan dan pengurusan sumber manusia. Program ini bertujuan untuk meningkatkan lagi pengetahuan dan kemahiran pegawai yang menguruskan sumber manusia di agensi pelaksana. Selain itu, perkongsian pintar ini memupuk hubungan yang baik di antara JPA dengan agensi-agensi pelaksana.

- **Inisiatif Baru bagi Memantapkan Pengurusan Pekerja Berkualiti**

JPA dari semasa ke semasa terus melaksanakan pembaharuan dalam memantapkan pengurusan pekerja berkualiti dalam perkhidmatan awam. Antara inisiatif baru yang diperkenalkan pada tahun 2010 adalah empat modul baru perkhidmatan atas talian dan sistem kualiti MS ISO 9001:2008 Sistem Pengurusan Kualiti Penggubalan Dasar dan Pengurusan Sumber Manusia Perkhidmatan Awam Persekutuan. Perincian adalah seperti berikut:

- **Perkhidmatan Atas Talian**

Perkhidmatan atas talian yang telah diperkenalkan pada tahun 2010 bagi memantapkan Pengurusan Pekerja Berkualiti adalah:

- **Submodul Penilaian Landasan Kerjaya**

Submodul Penilaian Landasan Kerjaya merupakan submodul terhadap kaedah Penilaian Landasan Kerjaya (PLK) yang merupakan satu kaedah yang dilaksanakan di bawah Pelan Pengantian.

- **e-Lapor**

e-Lapor pula merupakan sistem pendaftaran secara atas talian bagi pegawai yang kembali bertugas dari cuti belajar. Bahagian Perkhidmatan memainkan peranan sebagai *one-stop Centre* bagi urusan pendaftaran melalui sistem tersebut.

- **Smart Partnership and Advisory Services**

The PSD is committed to establishing smart partnerships especially in development and human resource management. The programme aims to enhance the knowledge and skills of officers dealing with human resource in implementing agencies. The smart partnerships will also help in building good relations between the PSD and implementing agencies.

- **New Initiatives to Enhance The Management Of Quality Employees**

The PSD from time to time carries out improvements to enhance the management of quality personnel in the public service. Among the new initiative introduced in 2010 were four new online modules and the MS ISO 9001:2008 Quality System which is Management of Quality Policy Formulation and Management of Human Resource in the Federal Public Service. Details are follows:

- **Online Services**

The online services introduced in 2010 aimed to enhance the Management of Quality Personnel.

- **Sub Module on Evaluation of the Career Path**

The Sub Module on Evaluation of the Career Path is a sub module of the Career Track Assessment which is a method implemented under Succession Planning.

- **e-Lapor**

e-Lapor is an online registration system for officers returning to work after finishing their study leave. The Service Division plays a role as a One-Stop Centre for the online registration.

- **Pengeluaran Slip Keputusan PTK**
Sistem ini telah berjaya memudah dan mempercepat proses pengeluaran slip keputusan PTK iaitu hanya mengambil masa tiga bulan seperti yang ditetapkan dalam Piagam Pelanggan.
- **Pengeluaran Slip Keputusan Peperiksaan Perkhidmatan**
Sistem ini telah berjaya memudah dan mempercepat proses pengeluaran slip keputusan Peperiksaan Perkhidmatan iaitu hanya mengambil masa tiga bulan seperti yang ditetapkan dalam Piagam Pelanggan.
- **MS ISO 9001:2008 – Sistem Pengurusan Kualiti Penggubalan Dasar dan Pengurusan Sumber Manusia Perkhidmatan Awam Persekutuan - Prosedur Pengurusan Penempatan Dan Pertukaran Anggota Gunasama Persekutuan**
Penambahbaikan hasil daripada pelaksanaan MS ISO 9001:2008 meliputi:
 - Membolehkan pegawai memberi tumpuan kepada kehendak pelanggan;
 - Mengurangkan kesilapan semasa bekerja;
 - Menggalakkan pematuhan kepada Sistem Pengurusan Kualiti;
 - Menjalankan tugas secara berfokus, jelas dan terancang;
 - Meningkatkan kecekapan dan keberkesanan kerja;
 - Memperkuuhkan mekanisme kawalan Sistem Pengurusan Kualiti; dan
 - Memastikan tahap kualiti penyampaian yang konsisten.
- **Issuance of the PTK Results**
This system managed to successfully simplify and speed up the process of issuing PTK results, which was done within three months as stated in the Clients' Charter.
- **Issuance of the Service Examination results**
This system managed to successfully simplify and speed up the process of issuing Service Examination results, which was done within three months as stated in the Clients' Charter.
- **MS ISO 9001:2008 – Management of Quality Policy Formulation and Management of Human Resource in the Federal Public Service – Posting and Transfer Management Procedure for Common-User Officers**
Improvements as a results of the implementation of the MS ISO 9001:2008 are as follows:
 - Officers can provide more attention to customer needs;
 - Minimises mistakes while working;
 - Promotes compliance to the Quality Management System;
 - Ability to carry out work in a more focused, clear and planned manner;
 - Promotes work efficiency and effectiveness;
 - Strengthens the control mechanism for the Quality Management System; and
 - Ensures a consistent level of service delivery.

Membangun KOMPETENSI Tenaga Kerja

DEVELOPING A COMPETENT WORKFORCE

77 Latihan Pra-Perkhidmatan
Pre-Service Training

83 Latihan Dalam Perkhidmatan
In-Service Training

85 Program Latihan Khas 2010
2010 Special Training Programme



MEMBANGUN KOMPETENSI TENAGA KERJA

Tenaga kerja yang mahir, berpengalaman dan berilmu amat diperlukan oleh perkhidmatan awam. Bagi melahirkan tenaga kerja yang memiliki kompetensi yang diperlukan, pelaburan yang besar perlu dilaksanakan dalam pembangunan ilmu dan etika kerja melalui program-program latihan yang berterusan, terancang dan terkini berasaskan kepada keperluan semasa perkhidmatan awam.

Skilled, experienced and knowledgeable public servants are an asset to the public service. To produce a work force with the required competencies, a huge investment is needed in developing knowledge and work ethics through continuous, well-planned, and updated training programmes which are based on the current needs of the public service.

DEVELOPING A COMPETENT WORKFORCE



LATIHAN PRA-PERKHIDMATAN

Latihan Pra-Perkhidmatan merupakan program penajaan dan pelaburan khas oleh JPA bagi membiayai pengajian pelajar-pelajar lepasan SPM di peringkat ijazah sarjana muda, sarjana dan ijazah kedoktoran sebelum mereka menyertai perkhidmatan awam. Tahun 2010 menyaksikan urusan pemberian biasiswa dan pinjaman, pemantauan kebijakan pelajar dan bayaran balik terus dimantapkan bagi memastikan pengurusan penajaan yang lebih berkesan agar dapat menyediakan aset sumber manusia negara yang lebih cemerlang.

Lima program penajaan dilaksanakan oleh JPA di bawah Latihan Pra-Perkhidmatan iaitu Penajaan Ijazah Luar Negara (PILN), Penajaan Ijazah Dalam Negara (PIDN), Skim Pinjaman Yuran Pengajian Luar Negara, Penajaan Biasiswa Yang di-Pertuan Agong dan Biasiswa Nasional. JPA juga bertanggungjawab sebagai urusetia bagi urusan Penilaian dan Pengiktirafan Kelayakan bagi ijazah yang dikeluarkan oleh institusi pengajian tinggi awam dan swasta (dalam dan luar negara).

Bagi memastikan pelajar-pelajar maklum mengenai program-program tajaan JPA tersebut, sebanyak 21 taklimat penajaan dan pameran telah diadakan di seluruh negara sepanjang tahun 2010 lalu.

- **Program Ijazah Luar Negara**

JPA telah menawarkan penajaan biasiswa kepada 1,750 pelajar cemerlang lepasan Sijil Pelajaran Malaysia (SPM) untuk pengajian peringkat ijazah pertama dalam pelbagai bidang di luar negara di bawah program PILN.

Pelajar yang tidak berjaya mendapat penajaan di bawah Program ini juga berpeluang menerima tajaan peringkat Matrikulasi/Asasi dan ijazah pertama di Institusi Pengajian Tinggi Awam (IPTA) dan Institusi Pengajian Tinggi Swasta (IPTS) tempatan termasuk empat kampus cawangan universiti luar negara (Monash University, University of Nottingham, Curtin University of Technology dan Swinburne University of Technology).

PRE-SERVICE TRAINING

The Pre-Service Training is a special sponsorship programme and investment by the PSD to finance students at the first degree, Masters and PhD levels before they enter the public service. Year 2010 witnessed the award of scholarships and loans for school-leavers and a more effective sponsorship management to ensure the development of excellent human resource assets for the country.

The PSD implemented five programmes under the Pre-Service Training. These are the Sponsorship Programme For Foreign Universities, Sponsorship Programme for Local Universities, Study Fees Loan Scheme for Overseas Universities, the King's Scholarship Programme and the National Scholarship. The PSD is also the secretariat for the Evaluation and Recognition of Qualifications for degrees awarded by public and private institutions of higher learning (local and foreign).

To ensure that students were kept informed about the programmes sponsored by the PSD, 21 sponsorship briefings and exhibitions were carried out throughout the country in 2010.

- **Programme for Study in Foreign Universities**

The PSD offered scholarships to 1,750 excellent *Sijil Pelajaran Malaysia* (SPM) leavers to pursue their first degree in various courses abroad.

Students who were not successful in obtaining sponsorship under this programme were given the opportunity to receive sponsorship for Matriculation/Foundation and first degree studies in public and private institutions, including four branch campuses of foreign universities (Monash University, University of Nottingham, Curtin University of Technology and Swinburne University of Technology).



Taklimat pra penerbangan diberikan kepada pelajar-pelajar tajaan
A pre-departure briefing given to sponsored students

- **Program Skim Pinjaman Yuran Pengajian di Luar Negara**

JPA juga menyediakan kemudahan penajaan pinjaman yang berkonsepkan perkongsian kos kepada pelajar-pelajar persendirian yang mengikuti pengajian peringkat ijazah pertama di luar negara. Di bawah program ini, JPA menyediakan pinjaman untuk pembiayaan yuran pengajian tertakluk kepada kadar maksimum RM250,000 bagi kursus-kursus kritikal (Perubatan, Pergigian dan Farmasi, Sains Veterinar) dan maksimum RM200,000 bagi kursus-kursus lain. Pada 2010, JPA telah menawarkan pinjaman kepada 500 pelajar di bawah program ini.

- **Program Ijazah Dalam Negara**

JPA telah membiayai pengajian seramai 10,250 pelajar baru di bawah program PIDN sepanjang tahun 2010. Perincian bagi tahun 2010 adalah seperti berikut:

- **Study Fees Loan Scheme For Overseas Studies**

The PSD also provided financial assistance for private students who are currently pursuing their first degree abroad. The loans provided are on a cost-sharing basis whereby the PSD covers the tuition fees for up to a maximum amount of RM250,000 for students who are studying in the critical fields (Medicine, Dentistry, Pharmacy and Veterinary Science) or RM200,000 for other courses. For 2010, 500 students were offered loans under this programme.

- **Programme for Study in Local Universities**

The PSD offered scholarships to 10,250 new students under the Programme for Study in Local Universities in 2010. Details are as follows:

Peringkat Pengajian / Kursus <i>Level of Study / Courses</i>	Jumlah Bilangan Pelajar <i>Total No. of Students</i>
Sarjana Muda IPTA dan PTS pelbagai bidang <i>Bachelor's Degree from public and private universities in various fields</i>	7,250
Diploma <i>Diploma</i>	1,000
Matrikulasi / Asas/ Foundation <i>Matriculation / Basic / Foundation</i>	2,000

Perincian Penajaan Biasiswa PIDN JPA Tahun 2010
Detail of the Sponsorship and Scholarship for Studies in Local Universities, 2010

- **Program Biasiswa Nasional**

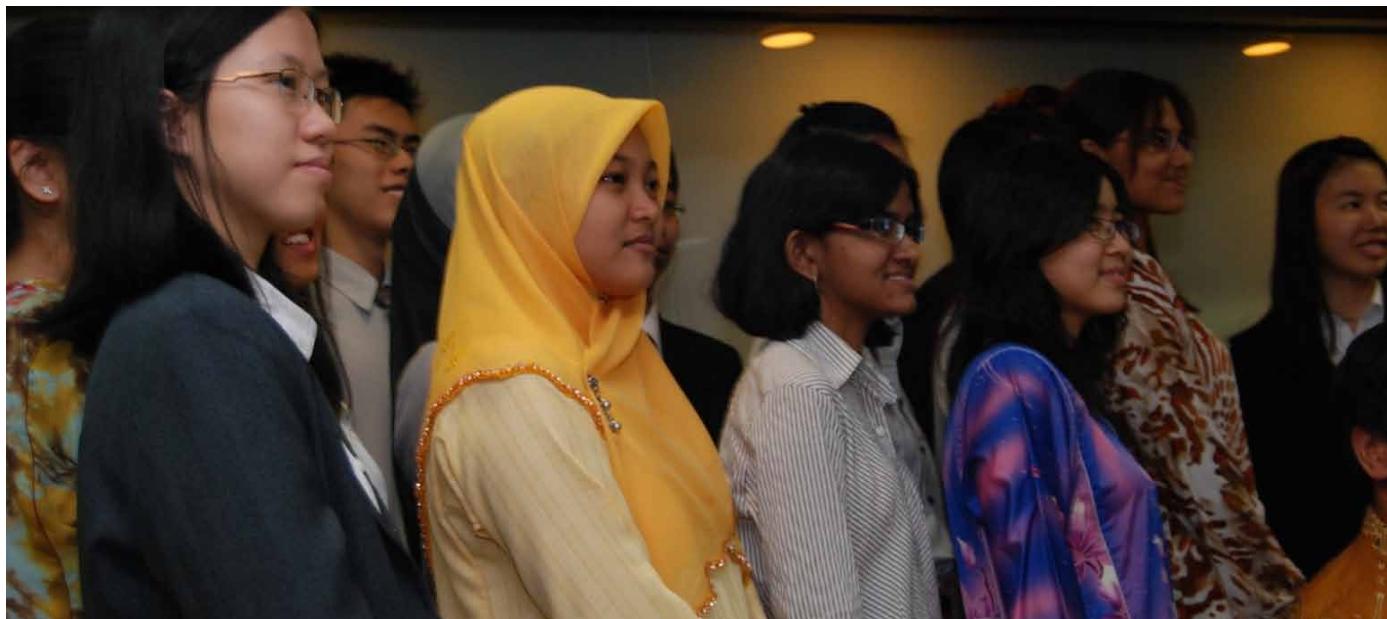
Mulai tahun 2010, kerajaan telah memutuskan untuk menawarkan Biasiswa Nasional iaitu satu program penajaan baru yang istimewa, khusus bagi pelajar-pelajar lepasan Sijil Pelajaran Malaysia (SPM) tahun 2009 yang paling cemerlang untuk mengikuti pengajian ke universiti-universiti terkemuka di peringkat Ijazah pertama di dalam dan luar negara. Program penajaan ini bertujuan untuk menyediakan biasiswa yang berprestij untuk pelajar-pelajar terbaik lepasan SPM dalam melahirkan modal insan yang berkualiti untuk menjamin kesinambungan keupayaan negara pada masa akan datang.

Seramai 30 orang pelajar paling cemerlang dalam SPM 2009 telah dikenal pasti oleh Kementerian Pelajaran Malaysia dan ditawarkan biasiswa bagi mengikuti pengajian ke universiti terkemuka dalam bidang-bidang pilihan mereka yang telah diiktiraf oleh kerajaan.

- **The National Scholarship**

Starting from 2010, the government decided to offer the National Scholarship which is a special new scholarship. This scholarship is especially for students who were the best scorers in the SPM examinations to pursue their first degree studies in prestigious universities locally and abroad. This sponsorship programme aims to provide a prestigious scholarship for excellent SPM leavers and produce quality human capital who will be able to contribute towards the country in the future.

Thirty students who had excelled in the SPM examinations were identified by the Ministry of Education and offered a scholarship to pursue their studies in prestigious universities, in their chosen fields of study that are recognised by the government.



30 pelajar terbaik SPM 2009 ditawarkan Biasiswa Nasional
Thirty of the best SPM scorers received the National Scholarship



Seramai 12 orang pelajar cemerlang ditaja di bawah Program Penajaan Biasiswa Yang di-Pertuan Agong
12 excellent students were sponsored under the King's Scholarship Programme to pursue post graduate studies

- **Program Penajaan Biasiswa Yang di-Pertuan Agong**

Bagi tahun 2010, seramai 12 orang pelajar cemerlang telah dikurniakan Biasiswa Yang di-Pertuan Agong untuk mengikuti pengajian di peringkat Sarjana dan Ijazah Kedoktoran di universiti-universiti terkemuka di dalam dan luar negara. Pelajar-pelajar tersebut mengikuti pengajian dalam bidang sains dan teknologi, ekonomi dan undang-undang.

- **Kemudahan Pemberian Sumbangan Atau Sagu Hati Sekiranya Berlaku Kematian Pelajar Tajaan Dalam Negara Dalam Tempoh Pengajian**

Sebagai usaha menambah baik aspek kebijakan pelajar dalam program penajaan sedia ada, kerajaan telah meluluskan pemberian sumbangan atau sagu hati sebanyak RM1,000 kepada waris pelajar tajaan dalam negara yang meninggal dunia semasa dalam tempoh pengajian. Pemberian ini juga turut dipanjangkan kepada pelajar tajaan di universiti luar negara yang meninggal dunia di Malaysia semasa dalam tempoh pengajian. Pemberian ini diharapkan dapat membantu meringankan beban kewangan bagi mengurus jenazah di samping tanda simpati terhadap pihak waris yang kehilangan anggota keluarga.

- **The King's Scholarship Programme**

In 2010, 12 excellent students were granted the King's Scholarship to pursue their postgraduate studies (Masters/Ph.D) at renowned universities locally and abroad in the fields of science and technology, economics and law.

- **Contribution to Sponsored Students Who have Passed Away During Their Studies**

As an effort to improve the welfare of sponsored students, the government approved the award of payment amounting to RM1,000 to parents/beneficiaries of locally sponsored students who have passed away during their studies. This is also applicable to sponsored students studying overseas but have passed away in Malaysia during their study period. It is hoped that the award of the payment would assist in payment for the funeral costs and is a sign of sympathy to the parents/beneficiaries for their loss.

- **Penilaian dan Pengiktirafan Kelayakan**

Sepanjang tahun 2010, kerajaan melalui JPA telah mengiktiraf sebanyak 70 kelayakan dari IPTA dan 644 kelayakan dari IPTS. JPA juga telah meluluskan tiga dasar dan prinsip pengiktirafan kelayakan. Ini bagi menjamin kualiti kelayakan-kelayakan dari universiti-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.

- **Pasca Pengajian**

Pada tahun 2010, seramai 945 graduan di bawah PILN dan 5,335 graduan PIDN telah melaporkan diri setelah menamatkan pengajian. Sepanjang tahun ini juga, program suai kenal telah dijalankan untuk graduan-graduan tajaan JPA dari Korea, Jerman, Ireland, United Kingdom, Amerika Syarikat dan Mesir bagi menggalakkan mereka menjalankan tanggungjawab untuk berkhidmat dengan kerajaan selepas tamat pengajian.

- **Tuntutan Ganti Rugi**

Melalui pemantauan dan usaha giat mengesan pelajar-pelajar tajaan JPA, kutipan hasil tuntutan gantirugi melebihi sasaran iaitu sejumlah RM17,514,050.63. Jumlah ini merupakan 129.73 peratus mengatasi sasaran yang ditetapkan.

- **Bayaran Balik Pinjaman**

Melalui pemantauan dan usaha giat mengesan peminjam-peminjam tajaan JPA, kutipan balik pinjaman melebihi sasaran iaitu sejumlah RM45,394,279.55. Jumlah ini merupakan 100.88 peratus mengatasi sasaran yang ditetapkan.

- **Qualification Evaluation and Recognition**

During 2010, the government through the PSD recognised 70 qualifications from public institutions of higher learning and 644 from private institutions of higher learning. The PSD also approved three policies and principles for recognition of qualifications. This is to guarantee the quality of the qualification from both local and foreign universities. Updates were also posted through the PSD's website so as to facilitate the Appointing Authorities and the public in checking the recognised qualifications.

- **Post Studies**

A total of 945 overseas and 5,335 local graduates reported to the PSD upon completion of their studies in 2010. Throughout 2010, reorientation programmes were also conducted for PSD-sponsored graduates from Korea, Germany, Ireland, United Kingdom, USA and Egypt to ensure they understood and fulfilled their responsibilities of serving the government upon completion of their studies.

- **Indemnity**

The scholarship indemnity claim collected in 2010 was RM17,514,050.63. This was 129.73 percent more than the actual amount targeted due to the intense effort in monitoring and tracking defaulting students.

- **Collection Of Loan Repayment**

The amount of loan repayment collected by the PSD for 2010 was RM45,394,279.55. This amount is 100.88 percent more than the actual target due to the monitoring and firm action taken towards the students.

- **Notis Amaran**

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

- Disenarai hitam dan anak-anak mereka tidak dipertimbangkan untuk mendapat sebarang tajaan;
- Ditarik balik kemudahan diskaun 75 peratus yang telah diberikan kepada peminjam; dan
- Diambil tindakan undang-undang.

- **Warning Notice**

The PSD has taken the stand that loan defaulters who have never paid any of the loan that they had borrowed would be:

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

- **Pindaan Dasar Penangguhan Balik Pelajar-pelajar Tajaan Kerajaan di Luar Negara**

Pindaan Dasar Penangguhan Balik Pelajar-pelajar Tajaan Kerajaan di Luar Negara melalui Pekeliling Perkhidmatan Bilangan 2 Tahun 2010 yang berkuat kuasa mulai 29 Januari 2010 telah menyatakan bahawa pelajar-pelajar di dalam kesemua bidang pengajian yang ditaja dengan biasiswa tidak dibenarkan untuk membuat sebarang penangguhan balik di atas apa jua alasan sekalipun. Ini kerana kerajaan berpandangan bahawa dengan mengambil kira bidang-bidang tertentu yang amat diperlukan oleh negara, pelajar-pelajar di dalam bidang tersebut perlu kembali ke tanah air untuk menyumbang khidmat bakti mereka kepada masyarakat dan negara bagi memastikan penyampaian perkhidmatan kerajaan kepada rakyat tidak terjejas.

Pelajar-pelajar yang ditaja secara pinjaman pelajaran, dibenarkan untuk membuat penangguhan balik bergantung kepada pertimbangan oleh pihak kerajaan.

Dengan berkuat kuasanya Pekeliling Perkhidmatan ini, dasar penangguhan balik pelajar tajaan kerajaan di luar negara seperti dalam Surat Pekeliling Perkhidmatan Bilangan 4 Tahun 2007 adalah dibatalkan.

- **Amendment of the Postponement of Sponsored Student Studying Overseas**

The amendment to the Policy on Postponement of Government Sponsored Students Studying Overseas issued through Service Circular No.2 of 2010 came into effect from 29th January 2010. The Circular states that sponsored students from all fields of study would not be allowed to delay or postpone their return home after completing their studies for any reason. This is because the government is of the view that students especially from certain fields are urgently needed by the country and must return to ensure that the service delivery to the public is not affected.

Students receiving study loans are allowed to apply for postponement of return subject to government's consideration.

With the issuance of Service Circular 2 of 2010, the previous Service Circular Letter 4 of 2007 is cancelled.

LATIHAN DALAM PERKHIDMATAN

Dalam usaha untuk memastikan negara mempunyai modal insan perkhidmatan awam yang kompeten, berfikir dan berbakat, JPA telah melaksanakan pelbagai program ilmu sepanjang tahun 2010. Untuk itu, JPA telah membelanjakan sebanyak RM61,522,576.86 untuk membiayai penjawat awam bagi mengikuti program-program latihan dalam perkhidmatan untuk melahirkan pegawai yang berdaya saing dan kompetensi yang tinggi bagi menjayakan agenda pembangunan negara.

- **Program Pembangunan Kerjaya**

Bagi memastikan anggota Perkhidmatan Gunasama yang berkualiti dan produktif, JPA telah menyediakan Pelan Komprehensif Perkhidmatan Gunasama melalui perancangan strategik melibatkan program-program pembangunan kerjaya dan latihan yang tersusun dan bersistematis. Pelan Komprehensif Perkhidmatan Gunasama memberi penekanan kepada pembangunan kerjaya, perancangan penggantian dan latihan.

IN-SERVICE TRAINING

In an effort to ensure that the nation is equipped with competent, thinking and talented human capital, the PSD has organised various knowledge management programmes throughout 2010. The PSD spent RM61,522,576.86 in 2010 to sponsor public servants for in-service training programmes. The sponsorship programme seeks to develop public servants who are highly competitive and competent, able to contribute to the success of the nation's development agenda.

- **Career Development Programme**

A comprehensive strategic plan has been formulated to ensure that common-user officers participate in career development and training programmes. The plan, known as the Common-User Comprehensive Plan emphasises on the aspect of career development, succession planning and training.



Pembangunan kerjaya secara berterusan memastikan anggota Perkhidmatan Gunasama yang berkualiti dan produktif
An ongoing Career Development ensures that Common-User officers are productive and of high quality

- **Hadiah Latihan Persekutuan**

Aspek Pembangunan Kerjaya turut melibatkan elemen latihan yang terbahagi kepada dua iaitu, latihan jangka pendek yang terangkum di dalam Pelan Latihan Perkhidmatan Gunasama dan latihan jangka panjang yang ditawarkan menerusi Hadiah Latihan Persekutuan.

- **The Federal Training Scholarship**

The Career Development aspect involves training which has been divided into two, namely short and long term training. Short term training is covered in the Common-User Training Plan while long term training is offered under The Federal Training Scholarship.

Senarai di bawah menunjukkan bilangan kursus yang telah dilaksanakan sepanjang tahun 2010:

The list below indicates the number of courses that were conducted in 2010.

Skim Perkhidmatan Gunasama Common-User Service Scheme	Bilangan Kursus No. of Courses	Bilangan Pegawai No. of Officers
JUSA/ Gred Khas <i>Premier Grade/Special Grade</i>	5	294
Pegawai Tadbir dan Diplomatik (PTD) <i>Administrative and Diplomatic Service Officer (ADS)</i>	21	296
Pegawai Teknologi Maklumat (PTM) <i>Information Technology Officer</i>	150	1,222
Penolong Pegawai Teknologi Maklumat (PPTM) <i>Assistant Information Technology Officer</i>		
Pegawai Latihan Vokasional (PLV) <i>Vocational Training Officer</i>		
Penolong Pegawai Latihan Vokasional (PPLV) <i>Assistant Vocational Training Officer</i>		
Pembantu Pegawai Latihan Vokasional (Pemb. PLV) <i>Assistant Vocational Training Officer</i>		
Pegawai Psikologi (PPsi) <i>Psychology Officer</i>		
Penolong Pegawai Psikologi (Pen. PPsi) <i>Assistant Psychology Officer</i>		
Juruteknik Komputer (JTK) <i>Computer Technician</i>		
Penolong Pegawai Tadbir (PPT) <i>Administrative Assistant</i>	34	3,263
Pembantu Setiausaha Pejabat/Setiausaha Pejabat [PSP/SP] <i>Assistant Office Secretary / Office Secretary</i>		
Pembantu Tadbir (Perkeranian/Operasi) [PT(P/O)] <i>Administrative Assistant (Clerical/Operation)</i>		
Pembantu Tadbir (Kewangan) [PT(Kew)] <i>Administrative Assistant (Finance)</i>		
Pegawai Khidmat Pelanggan (PKP) <i>Customer Service Officer</i>		
Pembantu Tadbir Rendah (Jurutaip) (PTR) <i>Junior Administrative Assistant (Typist)</i>		
Jumlah Total	210	5,075

**Bilangan Kursus Di Bawah Pelan Latihan Perkhidmatan Gunasama
Number of Courses under The Common-User Training Plan**

Skim Perkhidmatan Gunasama Common-User Service Scheme	Bilangan Tempat Yang Ditawarkan	
	Sarjana / Master Degree	Doktor Falsafah / Doctoral Degree
Perkhidmatan Tadbir dan Diplomatik (PTD) <i>Administrative and Diplomatic Service</i>	107	20
Perkhidmatan Teknologi Maklumat (PTM) <i>Information Technology Service</i>	21	6
Perkhidmatan Latihan Vokasional (PLV) <i>Vocational Training Service</i>	10	2
Perkhidmatan Pegawai Psikologi (PPsi) <i>Psychology Officer Service</i>	4	3
Jumlah Total	142	31

**Bilangan Tempat Di Tawarkan Untuk Hadiah Latihan Persekutuan
Number of Places for the Federal Training Scholarship**

PROGRAM LATIHAN KHAS 2010

Di bawah Program Latihan Khas 2010, JPA menaja penjawat awam untuk mengikuti pelbagai program latihan peringkat sijil, diploma, ijazah pertama, sarjana dan ijazah kedoktoran. Seramai 5,421 penjawat awam pelbagai gred telah mengikuti program ini sepanjang tahun lalu.

2010 SPECIAL TRAINING PROGRAMME

Under the Special Training Programme 2010, the PSD sponsored public servants to undergo various training programmes including certificate, diploma, first degree, masters and doctorate. A total of 5,421 public servants from various grades attended these training programmes last year.

Program / Kursus Programme / Course	Jumlah Pegawai Total Officials
Program Latihan Pengurusan Tertinggi (JUSA) <i>Top Management Training Programme (Premier Grade)</i>	12
Program Latihan Sangkutan Pegawai-Pegawai Kanan Kerajaan di Syarikat Swasta <i>Training Attachment for Senior Government Officers in Private Companies</i>	14
Program Khas Pegawai Hal-Ehwal Islam (JAKIM) <i>Special Programme for Islamic Affairs Officer (JAKIM)</i>	25
Program Pembangunan Kepimpinan Kumpulan Pengurusan Pertengahan (Gred 48-54) <i>Leadership Development Programme for Middle Management (Grades 48-54)</i>	40
Program Pembangunan Kemahiran, Tenaga Pengajar Institut Latihan Kemahiran (ILK) – 13 ILK <i>Skills Development Programme for Trainers at Training Skills Institute – 13 Training Skills Institute</i>	3234
Program Latihan Tenaga Pelajar, Institut Latihan Awam (ILA) – 16ILA <i>Training Instructors Programme, Public Training Institutes – 16 Public Training Institutes</i>	1720
Program Latihan Pembangunan - Central Officials Training Institute (COTI) <i>Executive Development Programme – Central Officials Training Institute (COTI)</i>	60
Program Pengajian Guru Bahasa Jepun <i>Japanese Language Programme for Malaysian Teachers</i>	21
Program Perkongsian Ekonomi <i>Economic Partnership Programme</i>	137
Program Latihan Belia Muda <i>Training Programme for Young Leaders</i>	58
Kursus Pendek Anjuran Kerajaan/Badan Asing – Japan International Cooperation Agency (JICA) <i>Short Courses Organised by the Japan International Cooperation Agency (JICA)</i>	70
Program Pertukaran Belia Malaysia – Korea <i>Malaysia – Korea Youth Exchange Programme</i>	30
Jumlah Total	5421

**Senarai Program / Kursus di Bawah Latihan Dalam Perkhidmatan Tahun 2010
List of Programmes/Courses Under the In-Service Training for 2010**



Pegawai muda PTD diwajibkan menghadiri kursus Diploma Pengurusan Awam

It is compulsory for young Administrative and Diplomatic Service (ADS) officers to attend the Diploma in Management course

- **Diploma Pengurusan Awam (DPA)**

Bagi tahun 2010, seramai 583 orang telah mengikuti kursus mandatori Diploma Pengurusan Awam (DPA) yang dirangka khusus dan disyaratkan kepada semua pegawai Perkhidmatan Tadbir dan Diplomatik (PTD) Gred M41 bagi tujuan pengesahan dalam perkhidmatan. Sebagai usaha melahirkan penjawat awam yang mempunyai nilai keinsanan, berhemah tinggi, berbudaya dan berdisiplin, patuh kepada agama, bangsa dan negara, serta mendukung dasar-dasar pembangunan dan aspirasi negara, JPA telah menerapkan modul-modul berikut:

- Pembangunan Organisasi dan Modal Insan;
- Pengurusan Dasar dan Pelaksanaan Projek;
- Pengurusan Ekonomi dan Perdagangan;
- Kewangan;
- Tadbir Urus Tempatan dan Pembangunan;
- Pengukuhan Bahasa;
- Kenegaraan;
- Perhubungan Antarabangsa;
- Pengurusan Undang-Undang;
- Pengurusan ICT;
- Pengurusan Bencana dan Ketenteraman Awam;
- Kepimpinan Integrasi;
- Integrasi Kumpulan;
- Bina Sahsiah; dan
- Disiplin dan Ketahanan Diri.

- **Diploma in Public Management**

In 2010, a total of 583 officers attended this mandatory course designed for all officers at Grade 41 of the Administrative and Diplomatic Service for the purpose of confirmation into the service. In an effort to produce public servants with good values and ethics, cultured and disciplined, dutiful to religion, race and nation as well as upholding the nation's development policies and aspirations, the PSD has implemented the following modules:

- Organisational and Human Capital Development;
- Policy Management and Project Implementation;
- Trade and Economic Management;
- Finance;
- Local Governance and Development;
- Language Enrichment;
- Nationhood;
- International Relations;
- Law Management;
- ICT Management;
- Disaster Management and Public Order;
- Leadership Integration;
- Group Integration;
- Character Building; and
- Discipline and Endurance.

- **Diploma Sains Pengurusan (DSP)**

Bagi tahun 2010, seramai 30 orang pegawai telah mengikuti kursus pemantapan kompetensi Diploma Sains Pengurusan (DSP) bagi meningkatkan pengetahuan dan kemahiran dalam bidang pengurusan yang berbentuk kuantitatif dan kualitatif serta memantapkan kebolehan dan kemahiran mereka untuk mengkaji, menganalisis dan mengatasi masalah-masalah yang dihadapi oleh sebuah organisasi.

- **Kursus Jangka Pendek**

Bertepatan dengan aspirasi kerajaan untuk melahirkan penjawat awam yang berfikir, berbakat dan memiliki kompetensi yang tinggi bagi melaksanakan tugas masing-masing, sepanjang tahun 2010, JPA telah melaksanakan kursus-kursus jangka pendek dengan memberi fokus kepada tujuh bidang utama iaitu:

- kepimpinan dan pembangunan sahsiah;
- kewangan dan ekonomi;
- dasar awam dan pengurusan projek;
- pembangunan organisasi dan sumber manusia;
- pembangunan dan pentadbiran bandar, daerah dan kerajaan tempatan;
- pengurusan alam sekitar; dan
- pengurusan ICT.

Secara keseluruhannya, sebanyak 975 kursus telah dilaksanakan dengan melibatkan penyertaan seramai 33,462 orang peserta.

- **Diploma in Management Science**

In 2010, a total of 30 officers attended the competence enhancement course for the purpose of enhancing their knowledge and skills in quantitative and qualitative management, as well as their capabilities and know-how in investigating, analysing and overcoming problems in an organisation.

- **Short-Term Courses**

In line with the government's aspiration to create a talented, thinking and highly competent public servants, throughout 2010, the PSD conducted short courses focusing on seven main areas namely:

- leadership and character development;
- finance and economics;
- public policy and project management;
- organisational and human resource development;
- town, district and local government administration;
- environmental management; and
- ICT management.

In total, 975 courses were carried out involving 33,462 participants.



Semua penjawat awam diwajibkan menghadiri sekurang-kurangnya tujuh hari berkursus setahun
All civil servants must attend at least seven days of training each year

Program Programme	Bil. Kursus No. of Courses
Kecemerlangan Kepimpinan <i>Leadership Excellence</i>	26
Pembangunan Profesional <i>Professional Development</i>	2
Kepimpinan Integrasi <i>Integrational Leadership</i>	32
Kepakaran Perundingan <i>Negotiation Skills</i>	7
Pengurusan Strategik <i>Strategic Management</i>	8
Pengurusan Ekonomi Perniagaan <i>Business Economics Management</i>	13
Pengurusan Asas Tani <i>Agriculture Management</i>	9
Pengurusan Alam Sekitar <i>Environmental Management</i>	7
Pengurusan Spatial Pembandaran <i>Urban Spatial Management</i>	7
Pengajian Dasar Awam <i>Public Policy Studies</i>	7
Pengurusan Projek <i>Project Management</i>	7
Kewangan Eksekutif <i>Executive Finance</i>	46
Latihan Pengurusan ICT <i>ICT Training Management</i>	40
Pembangunan Kepakaran ICT <i>ICT Skills Development</i>	59
Penyelidikan dan Kajian Kes <i>Case Studies and Research</i>	5
Konsultasi dan Pembangunan Latihan <i>Training Development and Consultancy</i>	7
Bahasa <i>Language</i>	37
Pengajian Lanjutan dan Kuantitatif <i>Quantitative and Advanced Studies</i>	7
Pengurusan Majlis <i>Event Management</i>	6
Pejabat Pendaftar <i>Registrar's Office</i>	12

Selain dari kaedah konvensional iaitu mengendalikan latihan secara bersemuka, JPA juga menawarkan latihan secara atas talian melalui e-Pembelajaran Sektor Awam (EPSA). Sehingga kini, EPSA menawarkan sebanyak 78 kursus berdasarkan bidang-bidang latihan utama JPA.

Besides the conventional method, that is face-to-face training, the PSD also offered online training through the Public Sector e-Learning (EPSA) programme. To date, EPSA has offered 78 courses based on the main training areas of the PSD.

Perkara Detail	Jumlah No.
Bilangan Keahlian <i>Number of Members</i>	16,932
Bilangan Pengguna Aktif <i>Number of Active Users</i>	5,724

Statistik Pengguna EPSA
EPSA User Statistics

- **Latihan di bawah Program Kerjasama Teknikal Malaysia**
- **Training under the Malaysian Technical Cooperation Programme**

Selain memberi peluang latihan kepada penjawat awam dari Malaysia, JPA juga menjalankan tanggungjawab sosialnya dalam menyediakan peluang latihan kepada peserta-peserta dari negara-negara membangun yang lain. Bagi tahun 2010, sebanyak lapan kursus di bawah Program Kerjasama Teknikal Malaysia (MTCP) telah dilaksanakan melibatkan penyertaan seramai 126 peserta daripada 45 buah negara. Senarai kursus MTCP yang telah dijalankan adalah seperti berikut:

Kursus Course	Tarikh Date
MTCP Siri 1/2010 <i>MTCP Series 1/2010</i>	3-25 Jun 3-25 June
<ul style="list-style-type: none"> • Pengurusan Strategik <i>Strategic Management</i> • Perancangan dan Pengurusan Ekonomi <i>Economic Planning and Management</i> • Pengurusan Sumber Manusia Sektor Awam <i>Human Resource Management in the Public Sector</i> • Pengurusan Teknologi Maklumat dalam Perkhidmatan Awam <i>Information Technology Management in the Public Sector</i> 	
MTCP Siri 2/2010 <i>MTCP Series 2/2010</i>	7-29 Oktober 7-29 October
<ul style="list-style-type: none"> • Bengkel Kajian Kes ASEAN <i>ASEAN Case Study Workshop</i> • Perancangan dan Pengurusan Projek <i>Project Planning and Management</i> • Kepimpinan dan Pengurusan Organisasi <i>Leadership and Organisational Management</i> • Perancangan dan Pengurusan Persekutuan Bersepadu <i>Integrated Environmental Planning and Management</i> 	

Latihan di bawah Program Kerjasama Teknikal Malaysia pada 2010
Training under the Malaysian Technical Cooperation Programme in 2010



Seramai 126 peserta daripada 45 buah negara telah menyertai Program MTCP pada tahun 2010

The MTCP Programme in 2010 attracted 126 participants from 45 countries

Kursus Antarabangsa

Selain daripada kursus antarabangsa di bawah program MTCP, JPA turut menjalankan beberapa kursus di bawah program kerjasama antarabangsa, antaranya:

International Courses

Besides the international courses under the MTCP, the PSD also conducted several training courses under the international cooperation programme, namely:

Kursus Course	Bil. Peserta No. of Participants
Kursus Pengurusan Strategik Tahun 2010 Bagi Persidangan ASEAN Mengenai Perkara-perkara Perkhidmatan Awam (ACCSM) <i>Strategic Management Course 2010 for the ASEAN Conference on Civil Service Matters (ACCSM)</i>	20
Misi Pembelajaran dari Wilayah Autonomi Islam Mindanao <i>Study Mission from the Autonomous Region of Muslim Mindanao</i>	11
Pembinaan, Pemantauan dan Penilaian Projek <i>Project Formulation, Monitoring and Evaluation</i>	20
Strategi Penyampaian Perkhidmatan Sektor Awam <i>Strategy for Delivering Public Sector Services</i>	181
Program Perkongsian Ilmu "Pandang Ke Timur : Pendekatan Alternatif Kepada Tadbir Urus Paradigma Barat" <i>Knowledge Exchange Programme "Looking East : An Alternative Approach to the Western Paradigm of Governance"</i>	33
Pembuatan Keputusan Yang Lebih Baik Untuk Pengurus <i>Better Decision Making for Managers</i>	72
Pembangunan Kepimpinan Membantu Dalam Membentuk Halatuju Masa Hadapan <i>Leadership Development Helps Shape Future Directions</i>	32

Mengurus PRESTASI , Pengiktirafan dan Ganjaran

MANAGING PERFORMANCE, RECOGNITION AND
REWARDS

93 Saraan Menyeluruh dan Prihatin
A Comprehensive and Caring Remuneration System

99 Perkhidmatan Psikologi Terpuji
Exemplary Psychological Services

103 Pasca Perkhidmatan Yang Empati
An Empathetic Post-Service



MENGURUS PRESTASI, PENGIKTIRAFAN DAN GANJARAN

Pengurusan prestasi, pengiktirafan dan ganjaran dalam pengurusan sumber manusia adalah bagi memotivasiikan penjawat awam agar mampu menghasilkan prestasi yang cemerlang dan menepati keperluan pelanggan dan *stakeholders*. Pengiktirafan dan ganjaran disediakan dalam pakej yang pelbagai kepada penjawat awam dan dipanjangkan juga kepada mereka yang telah bersara sebagai penghargaan terhadap sumbangan terdahulu sepanjang berkhidmat dalam perkhidmatan awam.

The management of performance, recognition and rewards in human resource management is to motivate public servants to deliver excellent service, besides meeting the customers' and stakeholders' needs. Various recognitions and reward packages are made available for public servants. These packages are also extended to those who have retired from the service as a token of appreciation for their past contribution to the public service.

MANAGING PERFORMANCE, RECOGNITION AND REWARDS



SARAAN MENYELURUH DAN PRIHATIN

Tahun 2010 telah menyaksikan pelbagai dasar baru diperkenalkan dan penambahbaikan ke atas dasar sedia ada telah diluluskan untuk manfaat keseluruhan penjawat awam. Terdapat juga dasar baru diluluskan untuk beberapa skim perkhidmatan atau kumpulan tertentu. Ini membuktikan Kerajaan sentiasa prihatin terhadap kebijakan semua pihak.

• Kemudahan Cuti Tanpa Rekod Kepada Pegawai Perkhidmatan Awam yang Menderma Organ

Kerajaan telah bersetuju memberi kemudahan Cuti Tanpa Rekod kepada penjawat awam yang menderma organ. Kadar kemudahan Cuti Tanpa Rekod yang boleh diluluskan adalah mengikut tempoh yang diperakurkan oleh pegawai perubatan pakar atau tidak melebihi 42 hari, mengikut mana yang lebih rendah termasuk hari rehat mingguan, hari kelepasan mingguan dan hari kelepasan am. Kemudahan Cuti Tanpa Rekod kerana menderma organ bermula dari tarikh pegawai dibenarkan pulang ke rumah bagi proses pemulihan. Manakala bagi tempoh pegawai dimasukkan ke hospital untuk menjalani ujian, pembedahan dan tempoh sebelum dibenarkan keluar dari hospital, pegawai boleh diberikan kemudahan Cuti Sakit berdasarkan sijil cuti sakit yang dikeluarkan oleh pihak hospital. Perkara ini telah dilaksanakan melalui Pekeliling Perkhidmatan Bilangan 3 Tahun 2010 dan berkuat kuasa mulai 2 Februari 2010. Kemudahan ini hanya terpakai untuk pembedahan yang dijalankan di dalam negara sahaja.

A COMPREHENSIVE AND CARING REMUNERATION SYSTEM

In 2010 various policies were introduced and improvement to existing policies were also approved for the benefit of all public servants. Several policies were approved specifically for a specific scheme of service or group of service. This proves that the Government gives priority to the welfare of all parties in the public service.

• Unrecorded Leave for Officers Who Donate Organs

The Government had agreed to provide Unrecorded Leave to public servants who donate organs. The Unrecorded Leave period that can be approved is subject to the recommendation by the medical specialist not exceeding 42 days, or whichever is lower, inclusive of weekly rest days, weekends and public holidays. The Unrecorded Leave for organ donation will start from the date the officer is allowed to return home for recuperation. As for the period when the officer was warded in hospital to undergo tests and surgery as well as the period prior to discharge from the hospital, the officer can be given medical leave benefit based on the issuance of medical leave certificate by the hospital. This entitlement is stated in the Service Circular No. 3 of 2010 effective 2nd February 2010. However, it is only applicable for surgeries performed in the country.



Keprihatinan Kerajaan kepada penjawat awam dan pesara dibuktikan melalui pemberian pelbagai inisiatif dan bayaran khas. The government's concern for public servants and pensioners has been proven by the award of various initiatives and special payments

- **Bayaran Insentif Akademik Pensyarah Perubatan Di Institusi Pengajian Tinggi Awam**

Bayaran Insentif Akademik Pensyarah Perubatan diberi kepada pegawai dalam Skim Perkhidmatan Pensyarah Perubatan Gred DU45, DU51/52, DU53/54, Gred Khas C dan ke atas sebagai penghargaan dan pengiktirafan kepada Pensyarah Perubatan yang menjalankan tugas-tugas pengajaran, pembelajaran, tugas-tugas klinikal (dengan kelulusan kepakaran klinikal) dan tugas-tugas pra-klinikal (tanpa kelulusan kepakaran klinikal). Bayaran Insentif Akademik Pensyarah Perubatan di Institusi Pengajian Tinggi Awam (IPTA) terbahagi kepada dua iaitu Dengan Kelulusan Kepakaran Klinikal dengan kadar antara RM600 hingga RM1,200 sebulan dan Tanpa Kelulusan Kepakaran Klinikal dengan kadar antara RM400 hingga RM1,000 sebulan. Dasar ini berkuat kuasa mulai 1 Jun 2010. Bilangan Pensyarah Perubatan yang menikmati Bayaran Insentif Akademik Pensyarah Perubatan ialah seramai 1,974 orang di kesemua 10 buah IPTA.

- **Academic Incentive Allowance For Medical Lecturers in Public Institutions of Higher Learning**

The Academic Incentive Allowance For Medical Lecturers is given to officers in the Medical Lecturers Scheme of Service at Grades DU45, DU51/52, DU53/54, Special Grade C and above as a form of appreciation and recognition for those Medical Lecturers who undertake teaching, research, clinical practice (with clinical expertise qualification) and pre-clinical practice (without clinical expertise qualification). The Academic Incentive Allowance For Medical Lecturers in Public Institutions of Higher Learning is divided into two categories namely those With Clinical Expertise Qualification; are to be given a rate between RM600 to RM1,200 per month and for those Without Clinical Expertise Qualification to be given a rate between RM400 to RM1,000 per month. This policy is effective 1st June 2010. The number of Medical Lecturers who would benefit from this incentive is 1,974 officers from 10 Public Institute of Higher Learning.

- **Bantuan Khas Kewangan Tahun 2010**

Di dalam menghargai peningkatan produktiviti dan sumbangan penjawat awam dalam mencapai matlamat pembangunan negara, Kerajaan telah bersetuju memberi Bantuan Khas Kewangan Tahun 2010 sebanyak RM500 kepada pegawai dan pesara Perkhidmatan Awam serta pegawai lantikan *contract for service* Gred 54 dan ke bawah. Pembayaran telah dibuat pada bulan September 2010. Keputusan ini telah dilaksanakan melalui Pekeliling Perkhidmatan Bilangan 10 Tahun 2010 dan Surat Edaran bertarikh 30 Ogos 2010 dan 7 September 2010.

Melalui pembentangan Bajet 2011 pada 15 Oktober 2010 pula, Kerajaan telah mengumumkan pembayaran Bantuan Khas Kewangan Kedua Tahun 2010 iaitu di atas kadar yang sama sebanyak RM500. Penjawat awam dan pegawai *contract for service* perlu berkhidmat sekurang-kurangnya 30 hari berturut-turut bagi melayakkan mereka menerima Bantuan Khas Kewangan Kedua Tahun 2010 ini. Bantuan ini turut diberikan kepada pesara Perkhidmatan Awam yang menerima pencen. Pembayaran dibuat pada 1 Disember 2010. Keputusan ini telah dilaksanakan melalui Pekeliling Perkhidmatan Bilangan 11 Tahun 2010.

- **Special Financial Assistance 2010**

As a recognition for productivity enhancement and contributions made by the public servants towards nation building, the Government had agreed to grant Special Financial Assistance to them for the year 2010. The rate approved was RM500 for public servants and retirees in the Public Service as well as officers appointed under the term contract for service for Grades 54 and below. The payments were made in September 2010. This decision was implemented via Service Circular No. 10 of 2010 and Circular Letter dated 30th August 2010 and 7th September 2010.

In addition, during the tabling of the 2011 Budget on 15th October 2010, the Government again announced the payment of the second Special Financial Assistance with the same amount of RM500. This was given to public servants and contract for service officers who had served for at least 30 consecutive days. This assistance was also given to Public Service retirees who receive pension. The payments were made on 1st December 2010 and implemented via Service Circular No. 11 of 2010.



Pemansuhan Bayaran Wad kepada pesara meringankan beban pesara di hari tua
Abolishment of ward payment for retirees to reduce their burden after retirement

- **Pemansuhan Bayaran Wad Kepada Pegawai Dan Pesara Perkhidmatan Awam**

Pekeliling Perkhidmatan Bilangan 4 Tahun 2010 telah dikeluarkan bagi memaklumkan keputusan Kerajaan untuk memansuhkan bayaran wad yang dikenakan kepada pegawai dan pesara Perkhidmatan Awam, ahli keluarga serta ibu bapa yang sah apabila dimasukkan ke hospital Kerajaan untuk mendapatkan rawatan. Pemansuhan bayaran wad tidak menjelaskan kelayakan wad yang ditetapkan kepada pegawai mengikut peraturan semasa yang berkuat kuasa. Sekiranya pegawai atau pesara Perkhidmatan Awam, ahli keluarga atau ibu bapa yang sah meminta untuk dimasukkan ke dalam wad yang lebih tinggi dari kelayakannya, maka pegawai atau pesara dikehendaki membayar bayaran wad mengikut kadar yang dikenakan kepada orang awam.

- **Kemudahan Cuti Bersalin Pegawai Perkhidmatan Awam**

Melalui pembentangan Bajet 2011, Kerajaan telah mengumumkan bahawa penjawat awam diberi fleksibiliti untuk menentukan sendiri tempoh Cuti Bersalin di antara 60 hari sehingga 90 hari bagi setiap kelahiran tertakluk kepada tempoh 300 hari bagi sepanjang tempoh perkhidmatan. Keputusan ini dilaksanakan melalui Pekeliling Perkhidmatan Bilangan 14 Tahun 2010 berkuat kuasa pada 15 Oktober 2010.

- **Abolishment of Ward Payment for Public Service Employees and Retirees**

The aim of Service Circular No. 4 of 2010 was to inform the Government's decision to abolish the ward fees charged to the public servants and retirees, their family members as well as biological parents who were warded in Government hospitals to undergo treatment. This ward payment abolishment would not affect the officer's ward eligibility based on current enforced regulations. Nonetheless, if any officer or Public Service retiree, their family members or biological parents sought to be admitted in wards which charged rates higher than their entitlement, they would need to pay the ward fees as per the rates charged to the public.

- **Maternity Leave Benefits For Public Service Officers**

During the tabling of the 2011 Budget, the Government had announced that public servants were given the flexibility to determine the length of maternity leave from 60 and up to 90 days for each delivery which are subjected to a length of 300 days allowed throughout their service. This decision was implemented via Service Circular No. 14 of 2010 which took effect from 15th October 2010.

- **Penyeragaman Waktu Bekerja Berperingkat Bagi Semua Agensi Kerajaan Persekutuan Di Negeri-negeri Yang Hari Rehat Mingguannya Ialah Hari Jumaat**

Surat Pekeliling Perkhidmatan Bilangan 3 Tahun 2010 telah dikeluarkan bertujuan untuk memaklumkan keputusan Kerajaan berhubung dengan penyeragaman Waktu Bekerja Berperingkat (WBB) bagi semua agensi Kerajaan Persekutuan di negeri-negeri yang Hari Rehat Mingguannya ialah hari Jumaat. WBB telah dilaksanakan di semua agensi Kerajaan Persekutuan di seluruh negara mulai 1 Jun 2007 sebagaimana yang ditetapkan di dalam Pekeliling Perkhidmatan Bilangan 2 Tahun 2007. Surat Pekeliling Perkhidmatan ini berkuat kuasa mulai 1 Mei 2010.

- **Pelaksanaan Penambahbaikan Jadual Gaji Matriks Bagi Skim Perkhidmatan Pensyarah Perubatan Dan Pensyarah Pergigian**

Penambahbaikan Jadual Gaji Matriks bagi Skim Perkhidmatan Pensyarah Perubatan dan Skim Pensyarah Pergigian melalui Surat Pekeliling Perkhidmatan Bilangan 5 Tahun 2010 yang berkuat kuasa mulai 1 Julai 2010 adalah untuk menyetarakan gaji permulaan Pensyarah Perubatan dengan gaji permulaan Pegawai Perubatan. Penambahbaikan gaji permulaan di Jadual Gaji Matriks bagi skim perkhidmatan Pensyarah Perubatan gred DU51/52 dan gred DU53/54 serta skim perkhidmatan Pensyarah Pergigian gred DUG51/52 dan gred DUG53/54 adalah sejajar dengan kompleksiti tugas dan tanggungjawab Pensyarah Perubatan dan Pensyarah Pergigian yang melaksanakan tugas-tugas pengajaran dan kajian penyelidikan di samping menjalankan tugas-tugas klinikal.

- **Pemanjangan Pemberian Pindahan Dan Elaun/Bayaran Kepada Waris Pegawai Yang Meninggal Dunia Dalam Perkhidmatan**

Kerajaan telah bersetuju memanjangkan peruntukan di bawah Perintah Am 38, Bab B Tahun 1974 kepada waris pegawai yang meninggal dunia dalam perkhidmatan seperti berikut:

- **Pemberian Pindahan**

Bayaran berbentuk *lump sum* diberi berdasarkan gred dan status pegawai sama ada masih bujang atau berkeluarga.

- **Flexi Working Hours Time Standardisation For All Federal Government Agencies In States Observing Their Weekly Rest Day On Friday**

The objective of Service Circular Letter No. 3 of 2010 was to inform the Government's decision to standardise the Flexi Working Hours for all Federal Government agencies in the states which observe Friday as Weekly Rest Day. To this effect, the Flexi Working Hours had been implemented in all Federal Government agencies beginning 1st June 2007 as specified via Service Circular No. 2 of 2007. This Service Circular Letter took effect beginning 1st May 2010.

- **Implementation Of The Improvement To The Matrix Salary Schedule For The Medical And Dental Lecturers Scheme Of Service**

The improvement to the Matrix Salary Schedule for the Medical and Dental Lecturers Scheme of Service via Circular Letter No. 5 of 2010 which took effect beginning 1st July 2010 is intended to streamline the starting salary of the Medical Lecturers to those of the Medical Officers. The improvement in the basic salary under the Matrix Salary Scale for the scheme of service of grade DU51/52 and grade DU53/54 of the Medical Lecturers and grade DUG51/52 and grade DUG53/54 for the Dental Lecturers would commensurate with the complexity of the tasks and responsibilities of the Medical and Dental Lecturers who also perform other duties such as teaching, research as well as clinical practices.

- **Extension Of Transfer Grant And Allowances To Beneficiaries Of Officers Who Passed Away While In Service**

The Government had agreed to extend the provisions under General Order 38, Chapter B Year 1974 to the beneficiaries of officers who passed away while in service covering the following aspects:

- **Transfer Grant**

A lump sum payment would be awarded based on the officer's grade and marital status.

- **Tambang Pengangkutan Awam/ Elaun Perjalanan Kenderaan**

Tambang Pengangkutan Awam dibayar mengikut kelayakan pegawai manakala Elaun Perjalanan Kenderaan dibayar mengikut jarak perjalanan sebenar.

- **Tambang Pengangkutan Barang**

Tambang Pengangkutan Barang dibayar di atas kadar penuh mengikut peraturan dan syarat semasa yang ditetapkan.

Pemberian pindahan/elaun ini dilaksanakan menurut peraturan yang dijelaskan di dalam Pekeliling Perbendaharaan Bilangan 4 Tahun 1995 dan Pekeliling Perbendaharaan Bilangan 3 Tahun 2003 serta pindaannya dari semasa ke semasa. Kemudahan ini berkuat kuasa mulai 30 September 2010.

- **Penarafan Penempatan Hardship Bagi Tahun 2010**

Sebanyak tiga Perwakilan Malaysia di luar negeri telah ditarafkan sebagai Penempatan *Hardship* pada tahun 2010 yang menjadikan jumlah keseluruhan Penempatan *Hardship* sebanyak 32 Perwakilan. Tiga Perwakilan yang dimaksudkan ialah Perwakilan Malaysia di Dakar, Senegal serta Karachi dan Islamabad, Pakistan. Dengan pemberian penarafan ini, pegawai layak menikmati kemudahan Cuti Beristirehat (*Relief Break*) di mana pegawai dan keluarga dibenarkan pulang ke Malaysia atas tanggungan kerajaan atau bercuti di luar negara tertakluk kepada had tambang ke Malaysia pergi dan balik. Keputusan ini telah dilaksanakan melalui Surat Edaran JPA bertarikh 30 Julai 2010 berkuat kuasa mulai 30 Julai 2010.

Penambahbaikan Dasar Mengenai Penerimaan Sijil Sakit Yang Dikeluarkan Oleh Hospital/ Klinik Di Singapura

Mulai 21 Oktober 2010, Ketua-ketua Jabatan dibenarkan menerima sijil sakit yang dikeluarkan oleh klinik/hospital di Singapura bagi tujuan meluluskan kemudahan Cuti Sakit kepada pegawai tertakluk kepada peraturan yang telah ditetapkan. Kemudahan ini dijelaskan melalui Surat Edaran JPA.

- **Public Transport Fare/ Vehicle Travel Allowance**

A Public Transport Fare would be paid in accordance with the officer's entitlement whereas the Vehicle Travel Allowance would be paid based on the actual distance travelled.

- **Goods Transportation Fare**

A Goods Transportation Fare would be paid in full according to the present enforced rules and regulations.

The transfer grant or allowances were implemented in accordance with the regulations prescribed through the Treasury Circular No. 4 of 1995 and the Treasury Circular No. 3 of 2003 and any amendments made from time to time. This benefit took effect from 30th September 2010.

- **Classification of Hardship Posts For 2010**

Three Malaysian Missions abroad had been classified as Hardship Posts in 2010, increasing the total number to 32 Hardship Posts. The missions involved were Dakar, Senegal and Karachi and Islamabad, Pakistan. With this classification, the officers are entitled to the Relief Break which allows them and their family members to travel to Malaysia where the expenses will be fully paid by the government. Alternatively, they can choose to go on leave abroad to other countries on condition that the expenses do not exceed travel fare amount to Malaysia. This decision was implemented through the PSD's Circulated Letter dated 30th July 2010 which took immediate effect.

- **Policy Improvement To The Issuance Of Medical Certificates By Singapore Hospitals/ Clinics**

With effect from 21st October 2010, Head of Departments can accept medical certificates issued by Singapore hospitals/clinics for the purpose of approving the Medical Leave for their staff subject to the conditions prescribed. This policy is explained in PSD Circulated Letter.

- **Pemanjangan Kemudahan Perlindungan Insurans Kesihatan Kepada Pegawai Perkhidmatan Awam Yang Berkhidmat Di Luar Negara**

Kerajaan telah bersetuju memanjangkan kemudahan perlindungan insurans kesihatan kepada penjawat awam yang berkhidmat di luar negara dan berada di Negara Ketiga atas urusan persendirian tertakluk kepada tempoh maksimum 30 hari setahun. Kemudahan ini berkuat kuasa mulai 30 November 2010.

- **Pemanjangan Bayaran Pakaian Menghadiri Upacara Rasmi Di Bawah Pekeliling Perkhidmatan Bilangan 16 Tahun 2007**

Kerajaan telah meluluskan pemanjangan Bayaran Pakaian Menghadiri Upacara Rasmi di bawah Pekeliling Perkhidmatan Bilangan 16 Tahun 2007 kepada pegawai yang terlibat dengan istiadat penerimaan watikah pelantikan Duta Besar/Pesuruhjaya Tinggi oleh Seri Paduka Baginda Yang Di-Pertuan Agong. Keputusan ini telah dilaksanakan melalui Surat Edaran JPA bertarikh 31 Mac 2010 berkuat kuasa mulai 31 Mac 2010.

- **Pembentukan Skala Gaji Baru Bagi Skim Perkhidmatan Lembaga Hasil Dalam Negeri Malaysia (LHDNM)**

Pembentukan skala gaji baru ini adalah berikutan keputusan Kerajaan mewujudkan lapisan gred baru dalam Skim Perkhidmatan Lembaga Hasil Dalam Negeri Malaysia. Skala gaji baru ini telah dilaksanakan berkuat kuasa mulai 1 April 2010. Pindaan ini melibatkan pembentukan skala gaji baru bagi:

- Gred 44 dan 52 dalam Skim Perkhidmatan Pegawai Eksekutif;
- Gred 34 dalam Skim Perkhidmatan Penolong Pegawai Eksekutif;
- Gred 24 dalam Skim Perkhidmatan Pembantu Tadbir;
- Gred 14 dalam Skim Perkhidmatan Penjaga Jentera Elektrik; dan
- Gred 1 dan 2 dalam Skim Perkhidmatan Pembantu Am.

- **Extension Of Health Insurance Coverage Benefit To Public Service Officers Assigned Overseas**

The Government had agreed to extend the health insurance coverage benefits to Public Service officers serving at foreign countries and who travel to Third World Countries on a personal capacity subject to a maximum of 30 days per year. This policy took effect from 30th November 2010.

- **The Extension Of Official Attire Allowance Through Service Circular No. 16 Of 2007**

The Government had approved the extension of Official Attire Allowance via the Service Circular No. 16 of 2007 covering officers appointed as Ambassadors/High Commissioners overseas who attend the Presentation of Credentials Ceremony to His Majesty the King. The decision was implemented through the PSD's Circulated Letter dated 31st March 2010 which took immediate effect.

- **Establishment Of New Salary Scale For Inland Revenue Board Of Malaysia (IRBM)**

The establishment of this new salary scale is as a result of the Government's decision to create a new grade structure for the Inland Revenue Board of Malaysia Scheme of Service. This decision was implemented beginning 1st April 2010 and it includes new salary scale for the following grades:

- Grade 44 and 52 for the Executive Officer Scheme of Service;
- Grade 34 for the Assistant Executive Officer Scheme of Service;
- Grade 24 for the Administrative Assistant Scheme of Service;
- Grade 14 for the Electrical Machinery Guards Scheme of Service; and
- Grade 1 and 2 for the General Assistant Scheme of Service.

PERKHIDMATAN PSIKOLOGI TERPUJI

JPA merupakan agensi pusat yang bertanggungjawab dalam mengeluarkan dasar berkaitan pengurusan sumber manusia termasuk perkhidmatan psikologi. Dasar psikologi yang dilaksanakan oleh JPA adalah berlandaskan keberkesanannya kualiti kerja, daya kreativiti dan juga inovasi. Antara program psikologi yang dilaksanakan sepanjang tahun 2010 ialah pelancaran Pelan Strategik Perkhidmatan Psikologi Sumber Manusia Sektor Awam (PSPPs) 2011 – 2020, pembangunan Indeks Kesejahteraan Kendiri dan Indeks Organisasi Cemerlang serta pemantapan Ujian-Ujian Psikologi.

- **Penggubalan Dasar Dan Pembangunan Dasar**
 - **Pelan Strategik Perkhidmatan Psikologi Sumber Manusia Sektor Awam 2011 – 2020**

Pada tahun 2010, JPA telah melangkah setapak ke hadapan dengan kelahiran Pelan Strategik Perkhidmatan Psikologi Sumber Manusia Sektor Awam (PSPPs) untuk tempoh 2011 – 2020. PSPPs telah dilancarkan di Seminar Psikologi Perkhidmatan Awam ke-16 pada bulan September 2010. Pelan ini merupakan *blueprint* jangka panjang bagi perancangan dan pelaksanaan program Psikologi bagi para Pengurus Sumber Manusia. Di antara intipati PSPPs adalah menekankan strategi pemantapan perkhidmatan Psikologi di dalam penyampaian perkhidmatan Psikologi, struktur organisasi dan pembangunan kompetensi Pegawai Psikologi dalam Perkhidmatan Awam.

- **Panduan Pelaksanaan Pementoran Dalam Pengurusan Sumber Manusia Sektor Awam**

Pada tahun 2010 juga, JPA telah mengeluarkan Surat Pekeliling Perkhidmatan Bilangan 8 Tahun 2010 : Panduan Pelaksanaan Pementoran Dalam Pengurusan Sumber Manusia Sektor Awam bagi menjelaskan skop, konsep dan prosedur pelaksanaan program pementoran. Panduan ini memberi penekanan kepada empat aspek penting di dalam program pementoran iaitu perancangan, pelaksanaan, penilaian dan pelaporan. Ia boleh dijadikan sumber rujukan kepada pengurus sumber manusia dalam memastikan keberkesanannya program pementoran yang dilaksanakan di Kementerian/agensi masing-masing.

EXEMPLARY PSYCHOLOGICAL SERVICE

The PSD is responsible for formulating policy on human resource management including psychological service. The psychology policy implemented by PSD is based on the aspects of work quality, creativity and innovation. In 2010, the PSD has among others, successfully launched the Strategic Plan on Human Resource Psychological Service in the Public Service (PSPPs) 2011-2020, developed Self Welfare Index and Excellent Organisation Index and enhanced Psychological Testing.

- **Policy Formation and Development**
 - **Strategic Plan on the Psychological Service of the Public Service 2011 – 2020**

In 2010, the PSD achieved another milestone with the launch of the Strategic Plan on Human Resource Psychological Service in the Public Service (PSPPs) for 2011 – 2020. The PSPPs was launched at the 16th Conference on Public Service Psychology in September 2010. The plan is a blueprint for a long term framework for planning and implementation of psychological programmes for human resource managers. The emphasis of the PSPPs is on refining the psychological service delivery, organisational structure and competency development of Psychology Officers in the Public Service.

- **Guidelines on the Implementation of Mentoring in Human Resource Management in the Public Sector**

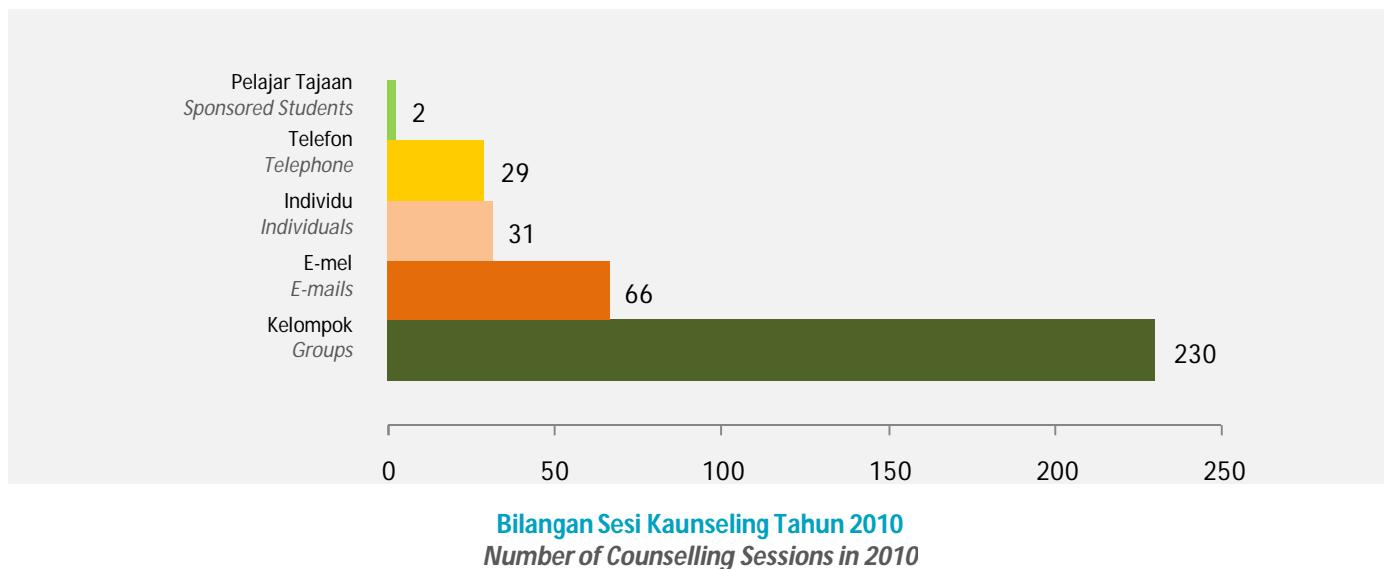
The PSD has also issued Service Circular Letter 8 of 2010 : Guideline on the Implementation of Mentoring in Human Resource Management in the Public Sector. The guideline explains the scope, concept and procedure for implementing mentoring programmes. It emphasises the four integral aspects of mentoring which encompasses planning, implementation, assessment and reporting. The guideline is a useful reference for human resource managers in ensuring effective implementation of mentoring programmes in their respective ministries/agencies.

- **Penyediaan Perkhidmatan Kaunseling**

Di antara teras utama JPA adalah menyediakan perkhidmatan kaunseling kepada klien/kumpulan sasar yang merupakan penjawat awam dan ahli keluarga terdekat serta pelajar-pelajar tajaan JPA. Sepanjang 2010, sebanyak 107 sesi perkhidmatan kaunseling telah diberikan terhadap 325 klien. Medium Perkhidmatan kaunseling yang diberikan adalah secara bersemuka, melalui telefon dan juga e-mel laman interaktif JPA. Butiran terperinci seperti berikut:

- **Counselling Services Delivery**

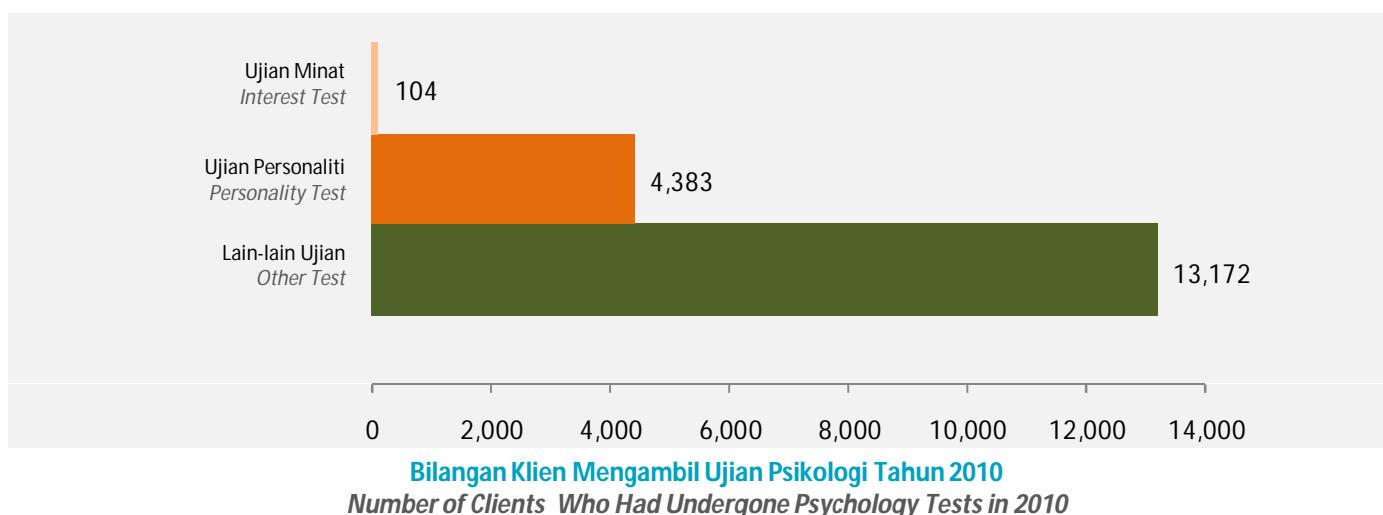
One of the core activities of the PSD is offering Counselling Service to the client/target group including public servants, their immediate family members and the PSD's sponsored students. Throughout 2010, a total of 107 counselling sessions were conducted for 325 clients. The counselling services were offered through face-to-face sessions, via telephone and the PSD's interactive portal email. Details of these services are as follows:



JPA mendekati masyarakat melalui penganjuran pelbagai program berkaitan psikologi
The PSD through its hosting of various psychology programmes contributes to society

Perkhidmatan Ujian Psikologi

JPA juga mempunyai keupayaan untuk memberikan perkhidmatan ujian psikologi. Ujian Psikologi ditawarkan untuk urusan pengambilan, kenaikan pangkat, penempatan dan juga bagi tujuan diagnosis keperluan kaunseling atau perkembangan kendiri. Di antara ujian psikologi yang dibangunkan adalah Ujian Personaliti, Ujian Minat dan lain-lain Ujian berkaitan Gaya Komunikasi dan Pelajar Ijazah Luar Negara. Sepanjang tahun 2010, seramai 17,659 klien telah mengambil ujian psikologi yang dibangunkan oleh JPA. Butiran terperinci adalah seperti di bawah:



• Program Pementoran

JPA juga telah melaksanakan sebanyak 32 siri perundingan pementoran melibatkan 1,371 penjawat awam. Kaedah pementoran amat berkesan terutama dalam pelaksanaan pelan pengantian selain menjadi medan tunjuk ajar di antara penjawat awam.

• Program Peningkatan Kemahiran Kaunseling

Aktiviti berbentuk pembangunan melibatkan usaha meningkatkan pengetahuan dan kemahiran kaunseling kepada pegawai yang dilantik menjalankan fungsi sebagai Rakan Pembimbing Perkhidmatan Awam (AKRAB) di Kementerian dan Jabatan. Sepanjang 2010, sebanyak 54 siri Program Peningkatan Kemahiran Kaunseling telah dijalankan di pelbagai Kementerian, Jabatan Persekutuan, Kerajaan Negeri dan Badan-Badan Berkanun.

• Psychological Testing Services

The PSD is equipped with the facilities to conduct Psychological Testing services. The Psychological Testing are offered for recruitment, job promotion, placements and as a diagnosis for counselling needs or self development. Among the Psychological Tests developed were Personality Test, Interest Test, Communication Style as well as a test for students under the Overseas Sponsorship Programme. Throughout 2010, a total number of 17,659 clients have undertaken the Psychological Tests. Further details are as shown below:

• Mentoring Programmes

The PSD has also organised 32 series of mentoring programme involving 1,371 participants in various government agencies. This method proved to be a crucial aspect in the implementation of Succession Planning and serves as an important platform for promoting knowledge sharing and transferring tacit knowledge among public servants.

• Counselling Skills Enhancement Programmes

This is a developmental programme aimed at increasing knowledge and enhancing the counselling skills of officers selected as "Peers In the Public Service" or "Rakan Pembimbing Perkhidmatan Awam" (AKRAB). In 2010, 54 series of Counselling Skills Enhancement Programmes were conducted in various ministries, central agencies, State Governments and Statutory Bodies.

- **Taklimat dan Ceramah**

JPA juga aktif di dalam penyampaian taklimat dan ceramah dan input-input berkaitan aspek psikologi dan kaunseling. Ceramah adalah meliputi kaunseling, kemahiran kaunseling, personaliti, motivasi, tekanan, kekeluargaan dan lain-lain. Pada tahun 2010, sebanyak 398 siri ceramah telah diberikan kepada 7,394 orang penjawat awam di seluruh Malaysia.

- **Program Berkaitan Psikologi**

Dalam usaha melahirkan penjawat awam yang berprestasi tinggi dan mampu menguruskan minda, emosi dan kesejahteraan kendiri, JPA turut melaksanakan program-program berbentuk pembangunan insan, pembangunan organisasi dan pengurusan psikologi. Sepanjang tahun 2010, sebanyak 32 siri program telah dilaksanakan yang melibatkan seramai 1,530 orang peserta.

- **Penyampaian Khidmat Nasihat dan Rundingan**

Pada tahun 2010, sebanyak 41 sesi khidmat nasihat dan rundingan telah dilaksanakan oleh para pegawai JPA. Penyampaian Khidmat Runding ini meliputi sesi *training of trainers* (TOT) dan penyampaian input berkaitan Psikologi dan Kaunseling sewaktu menerima delegasi pelawat dari Kementerian/Agensi sama ada tempatan atau antarabangsa.

- **Talks and Lectures**

The PSD has been actively involved in giving talks and providing input and information on psychological and counselling aspects. The lectures given focused mainly on counselling session, counselling skills, personality, motivation, stress, family matters and others. In 2010, a total of 398 series of lectures were conducted for 7,394 public servants throughout Malaysia.

- **Psychological Related Programmes**

In an effort to boost and shape public servants with high performance level and able to manage their own mind, emotions and welfare, the PSD had also organised programmes in the form of personal development, organisational development and psychological management. In 2010, a total of 32 series of programmes were conducted for 1,530 participants.

- **Consultation and Advisory Services**

In 2010, 41 sessions of consultation and advisory services were conducted by the PSD's personnel. The consultation session encompasses training of trainers (TOT) and inputs sharing on psychology and counselling during the visits by local and international delegations.



Pelbagai penerbitan berkaitan perkhidmatan psikologi telah dikeluarkan oleh JPA
Various publications related to psychological services have been published by the PSD

PASCA PERKHIDMATAN YANG EMPATI

Jasa dan sumbangan setiap anggota adalah landasan 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.

AN EMPATHETIC POST-SERVICE

The service and contribution of each personnel is key to organisation excellence. In recognition of the contributions of public servants, the PSD continues to introduce new policies on retirement and exit in the public service; such as retirement scheme, retirement age and new formula for calculation of pension.



Pegawai JPA turun padang untuk bersama-sama dengan pesara
PSD Officers joined sessions with pensioners

• Perbelanjaan Bayaran Faedah-faedah Persaraan

Sepanjang tahun 2010, terdapat seramai 383,989 pesara dan 144,071 penerima pencen. Ini telah melibatkan kos faedah persaraan sebanyak RM9,784,613,800.00 (Peruntukan Tanggungan) dan RM98,443,100.00 (Peruntukan Mengurus).

Perbelanjaan bagi membayar faedah persaraan bagi tahun 2010 dan bilangan pesara dan penerima pencen dari 2005 hingga 2010 adalah seperti Rajah di bawah:

• Expenditure for Pension Retirement Benefits

In 2010, there were a total of 383,989 pensioners and 144,071 of pension recipients. The total cost of pensions is RM9,784,613,800.00 (Operating Budget) and RM98,443,100.00 (Management Budget).

The expenditure for pension benefit payment for 2010 and the number of pensioners and pension recipients from 2005 to 2010 are as shown below:

Jenis Perkhidmatan <i>Types of Service</i>	RM
Ganjaran <i>Gratuity</i>	1,706,742,518.06
Pencen <i>Pensions</i>	8,004,039,537.25
Wang Gantian Cuti Rehat <i>Cash in Lieu of Leave</i>	170,271,414.66
Perubatan <i>Medical</i>	145,651,228.18

Perbelanjaan Bagi Membayar Faedah Persaraan
Expenditure for Pensions and Retirement Benefits

Tahun Bersara <i>Retirement Year</i>	Bilangan Pesara <i>No. of Pensioners</i>	Bilangan Penerima Pencen <i>No. of Pension Recipients</i>	Jumlah Keseluruhan <i>Total</i>
2005	316,257	135,681	451,938
2006	334,228	136,655	470,883
2007	351,568	144,712	496,280
2008	372,228	139,655	511,883
2009	371,812	156,771	528,583
2010	383,989	144,071	528,060

Bilangan Pesara Dan Penerima Pencen Dari Tahun 2005 Hingga 2010 (Kumulatif)
Number of Pensioners and Pension Recipients from 2005 to 2010 (Cumulative)

- **Bayaran Pengurusan Jenazah bagi Pesara yang Meninggal Dunia**

Selaras dengan pengumuman YAB Perdana Menteri semasa pembentangan Bajet 2011 pada 15 Oktober 2010 mengenai pemanjangan pemberian Bayaran Pengurusan Jenazah kepada pesara Kerajaan, JPA telah menguruskan pembayaran kepada 337 orang waris pesara yang telah meninggal dunia mulai Disember 2010 melibatkan jumlah sebanyak RM1,011,000.00. Kadar yang diluluskan Kerajaan adalah sebanyak RM3,000.

- **Bereavement Expenses for Deceased Pensioners**

In line with the Hon. Prime Minister's 2011 Budget Announcement on 15th October 2010, with regards to the extension of bereavement expenses to pensioners, the PSD has paid 337 family members of pensioners who passed away in 2010, amounting to RM1,011,000.00. The approved budget by the Government for the bereavement expenses is RM3,000 for each deceased pensioner.

- **Program Outreach**

Program *outreach* diperkenalkan sebagai usaha proaktif JPA meningkatkan kefahaman Ketua Jabatan dalam menguruskan persaraan kakitangan mereka yang akan bersara. Sebanyak satu kursus berkaitan telah dijalankan kepada Bahagian Sumber Manusia (BSM) di agensi-agensi. Sebanyak 94 taklimat juga diaturkan kepada bakal-bakal pesara bagi menjelaskan mengenai kelayakan dan persediaan yang patut dilakukan sebelum melangkah ke alam persaraan.

- **Outreach Programme**

The PSD has introduced the Outreach Programme as part of its proactive measure to improve awareness on the management of staff retirement among Head of Departments. One outreach programme was conducted for the Human Resource Division at the respective agencies. A total of 94 talks were held for retiring public servants to prepare them for retirement.

- **Penswastaan Agensi Kerajaan**

JPA telah membantu agensi-agensi yang masih di dalam proses untuk diswastakan dengan memberikan panduan kepada agensi berdasarkan Pekeliling Perkhidmatan Bilangan 6 Tahun 2000 (Panduan Pengurusan Personel Untuk Agensi Awam Yang Akan Diswastakan). Agensi-agensi tersebut ialah seperti berikut:

- Lembaga Kemajuan Perindustrian Malaysia (MIDA)
- Kuari JKR
- Kementerian Kerja Raya
- Sisa Pepejal Zon Pantai Timur

- **Penangguhan Bayaran Sebahagian Ganjaran Berkaitan Bersara Pilihan**

Sebagai satu langkah menjimatkan perbelanjaan Kerajaan pada tahun 2010, JPA telah meluluskan dasar Penangguhan Bayaran Sebahagian Ganjaran Berkaitan Bersara Pilihan. Dasar ini dilaksanakan melalui Surat Edaran bertarikh 25 Januari 2010.

- **Bantuan Khas Kewangan Tahun 2010**

Sebanyak dua Bantuan Khas Kewangan telah diluluskan pada tahun 2010 kepada penjawat awam dan dipanjangkan juga kepada pesara perkhidmatan awam. Sebanyak RM500 telah dibayar pada September 2010 dan Disember 2010 melibatkan jumlah sebanyak RM504,477,315.54. Keputusan ini telah dilaksanakan melalui Pekeliling Perkhidmatan Bilangan 10 Tahun 2010 dan Pekeliling Perkhidmatan Bilangan 11 Tahun 2010.

- **Corporatisation of Government Agencies**

The PSD provided support to agencies undergoing corporatisation by offering them guidance based on Service Circular 6 of 2000 (Guidelines for the Management of Personnel of Corporatised Agencies). The agencies concerned were:

- The Malaysian Industrial Development Authority (MIDA)
- The JKR Quarry
- The Ministry of Works
- The Solid Residue East Coast Zone

- **Postponement of Partial Retirement Benefits for Optional Retirement**

Due to cost cutting measures by the Government in 2010, the PSD approved the policy on Postponement of Partial Retirement Benefits for Optional Retirement. This policy took effect as per Circulated Letter No. 2 dated 25th January 2010.

- **Special Financial Assistance 2010**

The Government approved two Special Financial Assistance for public servants in 2010, which was also extended to pensioners. The financial aid of RM500 was paid in September and December 2010, amounting to RM504,477,315.54. The decision was implemented based on Service Circular No 10 and 11 of 2010.



Para pesara boleh mengeluarkan wang pencen melalui mesin ATM telah diperkenalkan melalui Skim A
Pensioners can withdraw their pension through ATM machines introduced through Scheme A

- **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. Pada tahun 2010, sistem POWER telah ditambahbaik kepada:

- i. Meningkatkan keselamatan sistem POWER dengan pemasangan *Intrusion Prevention System* (IPS), *Web Content Filtering* dan peningkatan *firewall*
- ii. Integrasi sistem POWER dengan HRMIS untuk prosesan maklumat persaraan
- iii. Prosesan janaan bayaran ke bank secara harian (sebelum 2010 secara mingguan)

- **Portal Pencen**

JPA telah menaik taraf Portal Pencen dengan menambahkan beberapa transaksi bagi memudahkan pesara untuk melakukan transaksi secara online mulai Januari 2010. Transaksi yang ditambah ialah :

- i. Semakan Pemberian Taraf Pekerja Berpencen (PTB) kepada pekerja Pihak-Pihak Berkua Berkanun dan Tempatan (BBKT)
- ii. Perkhidmatan tukar alamat pesara
- iii. Pemakluman status kematian pesara / penerima pencen

- **Pembayaran Pencen Secara Harian**

JPA telah melaksanakan penjanaan secara harian bermula pada 17 Disember 2010. Dengan penjanaan secara harian ini, pembayaran faedah persaraan dapat dikreditkan terus ke akaun bank pesara pada tarikh persaraan. Walau bagaimanapun janaan harian ini belum dapat dilakukan pada tarikh-tarikh penutupan akaun akhir bulan. Dalam situasi ini, pembayaran akan dilakukan pada hari bekerja pertama bulan yang berikutnya.

- **Pensions Online Workflow Environment**

To ensure efficiency in pensions processing, continuous system enhancement work is carried out through Pensions Online Workflow Environment (POWER). The aim is to fully computerise the processing of retirement documents and pension payment. In 2010, the POWER System underwent various enhancement phases as follows:

- i. Improvement of POWER system security with Intrusion Prevention System (IPS), Web Content Filtering and upgrade of firewall
- ii. Integration of POWER system with HRMIS for retirement data processing
- iii. Processing of banking transactions on a daily basis (weekly basis prior to 2010)

- **Pension Portal**

The PSD has also enhanced the Pension Portal by adding new features to enable pensioners to conduct online transaction effective January 2010. The new features introduced were:

- i. Confirmation on Pension Status for employees of the State Statutory Bodies and Local Authorities
- ii. Change in pensioners' contact address
- iii. Update on pensioners' status including death and pension recipients'

- **Pension payment on Daily Basis**

The PSD began daily processing of pensions effective 17th December 2010. With this, payment for retirement benefits can now be credited into pensioners' account on their effective retirement date. However, this will not be applicable at the month end and during account closing days. In cases such as these, payment will be made on the first working day of the following month.

Membentuk BUDAYA KERJA

Berprestasi Tinggi

SHAPING A HIGH-PERFORMANCE WORK CULTURE



109 Penerapan Budaya Kerja Berprestasi Tinggi
Inculcating a High-Performance Work Culture

109 Perhubungan Majikan-Pekerja
Employer-Employee Relation

111 Pengurusan Sistem Maklumat
Information System Management

MEMBENTUK BUDAYA KERJA BERPRESTASI TINGGI

Penerapan budaya kerja berprestasi tinggi adalah sangat mustahak dan dilaksanakan melalui program-program yang dapat meningkatkan tadbir urus yang baik berasaskan nilai-nilai positif dan etika kerja yang tinggi.

Inculcating a high-performance work culture is very crucial and managed through various programmes to sustain good governance in administration based on high positive values and work ethics.

SHA PING A HIGH- PERFORMANCE WORK CULTURE



Antara fokus utama yang diberi perhatian oleh JPA adalah melalui penerapan budaya kerja berprestasi tinggi bagi memberikan perkhidmatan yang terbaik melalui penyediaan persekitaran kerja yang kondusif. Fokus juga turut diberikan kepada pengukuhan hubungan yang lebih harmoni di antara majikan-pekerja.

PENERAPAN BUDAYA KERJA BERPRESTASI TINGGI

- **Pemberian ‘Bintang’ Kepada Pegawai yang Memenuhi Tujuh Hari Kursus**

Dasar menghadiri latihan sebanyak minimum tujuh hari berkursus oleh JPA yang telah dimulakan pada tahun 2006 telah menggalakkan warganya untuk menghadiri lebih banyak kursus. Ini dijatikkan lagi dengan pemberian ‘Bintang’ kepada pegawai yang telah melengkapkan tujuh hari berkursus bagi tempoh setahun. Pemberian ‘Bintang’ ini adalah bagi menggantikan amalan pemberian surat penghargaan bagi tujuan yang sama. Peratusan pegawai yang berjaya mencapai tujuh hari berkursus meningkat kepada 100 peratus pada tahun 2010 berbanding 96 peratus pada tahun 2009.

- **Pelaksanaan Klinik Psikologi**

Pada tahun 2010, pelaksanaan klinik psikologi telah diadakan untuk memotivasi pegawai baru yang berkhidmat di JPA. Ia juga bertujuan meningkatkan tahap keseronokan bekerja di JPA serta meningkatkan potensi diri pegawai bagi melahirkan pegawai yang cemerlang dan berprestasi tinggi. Sehingga 31 Disember 2010, sebanyak dua klinik psikologi telah diadakan di jpa.

PERHUBUNGAN MAJIKAN-PEKERJA

- **Majlis Bersama Jabatan**

Majlis Bersama Jabatan (MBJ) ialah medium komunikasi dua hala, di mana pihak pekerja diberi saluran untuk berkomunikasi dengan pihak pengurusan dalam menyuarakan pendapat, pandangan serta menyumbang idea-idea yang bernas demi kepentingan dan kebaikan organisasi. Di antara faedah yang diperolehi daripada mesyuarat MBJ ialah mewujudkan hubungan dan sikap positif antara pihak pengurusan dan pihak pekerja.

One of the focus of the PSD is to inculcate a high performance work culture for service excellence and this is done by creating a conducive working environment. In addition, focus is also given towards strengthening harmonious employer-employee relationship.

INCLUCATING A HIGH-PERFORMANCE WORK CULTURE

- **Star Award to Officers Who Fulfil Seven Days Course**

The policy of undergoing a minimum number of seven days of training set by the PSD - which was initiated in 2006 - has encouraged PSD personnel to undergo more training. This was further supported through the Star Award System to officers who attended courses or training for a minimum of seven days in a year. The implementation of the Star Award is to replace the use of certificates of appreciation given to PSD officers. The percentage of officers who successfully achieved the seven days of training increased to 100 percent in 2010 compared to 96 percent in 2009.

- **Implementation of Psychology Clinics**

In 2010, the implementation of psychology clinics was carried out with the objective of motivating new officers in the PSD. It was also intended to increase the level of enjoyment in the workplace and expand the potential of officers in the effort to develop excellent and high-performing officers. Up to 31st December 2010, two sessions of psychology clinics had been held at the PSD.

EMPLOYER-EMPLOYEE RELATION

- **Joint Departmental Council**

Joint Departmental Council (JDC) is a two-way communication medium for employees to communicate with the top management on their opinions, perspectives and to contribute constructive ideas which can benefit the organisation. Additionally, JDC meetings also help to foster a positive relationship and attitude between the management and employees.

- **Mesyuarat MBJ - JPA**

Pada tahun 2010, empat mesyuarat telah dilaksanakan bagi tujuan membincangkan perkara-perkara berkaitan dengan pentadbiran, perjawatan, kebijakan, skim perkhidmatan, kewangan dan elaun.

- **Isu yang Diselesaikan pada tahun 2010**

Isu-isu yang dibangkitkan oleh pihak pekerja meliputi aspek kemudahan, kebijakan, kewangan, skim perkhidmatan, perjawatan, pentadbiran dan sebagainya. Antara isu-isu yang diselesaikan adalah masalah kelewatan penerimaan pergerakan gaji dan pemberian galakan atau kebenaran kepada pegawai menyambung pengajian dalam bidang berkaitan tugas yang dilaksanakan. Isu-isu lain yang telah ditangani adalah:

- Kelewatan penerimaan pergerakan gaji;
- Memberi galakan atau kebenaran kepada pegawai menyambung pengajian dalam bidang berkaitan tugas yang dilaksanakan;
- Masalah Parkir Kenderaan di Kompleks C untuk Pegawai JPA Cyberjaya, INTAN dan Bangunan Sapura;
- Sesi perkongsian ilmu berkaitan peribahasa atau pepatah melayu;
- Isu keselamatan warga JPA;
- Jalan utama JPA Cyberjaya merbahaya;
- Masalah bekalan air di blok C2;
- Akses keluar/masuk pejabat;
- Harga makanan di kafeteria yang tinggi;
- Keahlian Kelab JPA; dan
- Kedai serbaneka Blok C1.

- **JDC – PSD Meeting**

In 2010, four meetings were held to discuss matters related to administration, personnel, welfare, service scheme, finance and allowances.

- **Issues Resolved in 2010**

Issues raised by employees covered aspects such as facility, welfare, finance, service scheme, personnel and administration. Among the issues resolved were the delayed payment of salary progression and encouragement or permission to officers to pursue studies relevant to their work areas. Other issues addressed were:

- Delay in receiving salary progression;
- Providing motivation or approval for officers to further studies in fields related to their work;
- Parking problems in Complex C for officers from JPA Cyberjaya, INTAN and Sapura Building;
- Knowledge sharing pertaining to Malay idioms and quotation;
- Safety issues for PSD Officers
- Dangerous Main Road to PSD Cyberjaya;
- Water supply problems at Block C2;
- In/out office access;
- High costs of food at the Cafeteria;
- PSD's Club Membership; and
- Utility shop at Block C1.



MBJ merupakan forum untuk warga organisasi menyampaikan masalah kepada majikan
JDC is a forum for the staff to communicate their problems to the employer

Majlis Perhimpunan Penjawat Awam Tahun 2010

Majlis Perhimpunan Penjawat Awam telah diadakan pada 14 Mei 2010 di Pusat Konvensyen Antarabangsa Putrajaya (PICC) bertemakan "Transformasi Sektor Awam Memakmurkan Negara". Majlis ini telah dirasmikan oleh YAB Dato' Sri Mohd Najib bin Tun Abdul Razak, Perdana Menteri Malaysia. Dalam majlis tersebut, YAB Perdana Menteri telah menekankan bahawa penjawat awam yang berprestasi tinggi dan membawa impak pada pembangunan negara akan diberi galakan dan insentif.

YAB Perdana Menteri juga menekankan bahawa 1.2 juta penjawat awam perlu melakukan "pecutan" bersama-sama beliau untuk menjadi cemerlang, inovatif dan efektif sebagaimana Malaysia akan menjadi negara membangun dalam 10 tahun akan datang. Majlis tersebut turut dihadiri oleh Menteri-Menteri Kabinet, Ketua Setiausaha Negara, Ketua Pengarah Perkhidmatan Awam, Ketua-ketua Jabatan dan Wakil-wakil Kesatuan Sekerja dalam Perkhidmatan Awam.

2010 Civil Servant Assembly

The Civil Servant Assembly was held on 14th May 2010 at the Putrajaya International Convention Centre (PICC). The theme of the assembly was "Public Sector Transformation for the Country's Prosperity". The event was officiated by the Hon. Prime Minister YAB Dato' Sri Mohd Najib bin Tun Abdul Razak. At the event, the Prime Minister highlighted that outstanding and high performing civil servants who produced excellent work which contributed to the development of the country would be duly recognised and rewarded.

The Prime Minister urged the 1.2 million civil servants to do "quantum leap" together with him in order to form an excellent, innovative and effective public sector as Malaysia enters the final 10-year in its effort to become a developed nation in 2020. The event was also attended by Cabinet Members, the Chief Secretary to the Government, the Director-General of the Public Service, Heads of Departments and Representatives of Unions in the Public Service.



Majlis Perhimpunan Penjawat Awam tahun 2010 telah mengumpulkan lebih 5,000 penjawat awam dari seluruh negara
The Public Service Gathering for 2010 was attended by more than 5,000 public servants from all over the country

PENGURUSAN SISTEM MAKLUMAT

Selain daripada menjalankan pelbagai projek dan program yang memberi impak dalam pembentukan budaya kerja berprestasi tinggi, terdapat juga beberapa sistem yang menekankan aspek pengukuran bagi memantapkan pengurusan sumber manusia di JPA. Sistem-sistem ini sentiasa ditambah baik dari semasa ke semasa bagi mendokong budaya kerja berprestasi tinggi yang berpaksikan pengukuran prestasi. Antara sistem yang dilaksanakan di JPA adalah:

INFORMATION SYSTEM MANAGEMENT

Other than carrying out various projects and programmes to support the development of a high-performance work culture, systems are also used as measurement tools to strengthen the human resource management in the PSD. These systems are continuously improved to further promote a high- performance work culture. Among the systems implemented in the PSD are:



Latihan, khidmat rundingan dan konsultasi dilakukan bagi menetapkan pelaksanaan KPI
Training, discussions and consultancy were carried out to determine the implementation of the KPI

- **Petunjuk Prestasi Utama**

Penetapan Petunjuk Prestasi Utama (KPI) bagi penjawat-penjawat di Jawatan Utama Sektor Awam (JUSA) telah dilaksanakan sejak 2008 bertitik tolak dari keputusan Jawatankuasa Khas Kabinet Mengenai Perjawatan dan Gaji Pekerja-pekerja Sektor Awam. Pada tahun 2010, sebanyak 36 lawatan terhadap penjawat Lapisan Pertama telah dilakukan bertujuan untuk menilai pencapaian KPI bagi tahun 2009.

Selain lawatan penilaian, KPI tahun 2010 juga telah lengkap dibangunkan beserta dokumentasi masing-masing bagi 36 jawatan ini. Dalam masa yang sama, pelaksanaan KPI bagi Pengurusan Tertinggi JPA juga diteruskan. Satu Bengkel Pengukuhan Pelaksanaan KPI juga telah diadakan di Pusat Konvensyen Antarabangsa Putrajaya (PICC) pada 1 November 2010 bertujuan untuk memantapkan pemahaman pelaksanaan KPI.

Selain itu, penambahbaikan juga telah dilaksanakan ke atas templat, dimensi, agihan wajaran dan pembangunan KPI-KPI generik bagi memantapkan lagi pelaksanaan ini. Khidmat rundingan dan konsultasi dengan Kementerian dan Jabatan juga telah diadakan mengikut permintaan agensi.

- **Key Performance Indicators**

Key Performance Indicators (KPIs) for officers at the Top Echelon of the Public Service have been implemented since 2008. This implementation was mandated by the Special Cabinet Committee on Establishment and Salaries of Public Sector Employees. In 2010, a total of 36 evaluation visits were completed to assess the 2009 KPI achievements of the first tier leaders.

Their KPIs for 2010 were also developed with the necessary accompanying documents for the 36 posts. At the same time, the KPI for the top management of the Public Service Department was also successfully implemented. To strengthen the understanding especially among newly appointed KPI managers, a workshop on the implementation of KPI was held at the Putrajaya International Convention Centre (PICC) on 1st November 2010.

The KPI template, the dimensions, the distribution of weightage and the development of generic KPIs have also been improved to further strengthen the implementation. Discussions and consultation sessions with the Ministries and Departments were also organised, based on the request of the agencies.

- **Balanced Scorecard**

Pengurusan prestasi berdasarkan *Balanced Scorecard* (BSC) telah dilaksanakan di JPA sejak 2005 dan dimantapkan dari semasa ke semasa bagi memastikannya relevan dengan tugas teras di JPA. Sepanjang tahun 2010, indikator-indikator sedia ada telah disemak bagi menambah baik lagi BSC JPA. Bagi tahun 2010, pelaporan BSC juga telah dilakukan dengan lebih kerap iaitu sebanyak empat kali setahun. Laporan berkala BSC digunakan oleh pengurusan atasan sebagai asas dalam membuat keputusan untuk meningkatkan lagi prestasi JPA.

- **Petunjuk Kompetensi**

Petunjuk Kompetensi atau CI telah mula dilaksanakan di JPA sejak tahun 2004 lagi. CI bagi tahun 2010 telah disediakan dan dijadikan rujukan oleh pengurus sumber manusia jabatan ini dalam menyesuaikan penempatan pegawai dengan kompetensi diri masing-masing. Apabila penempatan disesuaikan dengan kompetensi pegawai, sudah pasti impak yang diharapkan iaitu membudayakan kerja berprestasi tinggi akan terlaksana.

- **Pangkalan Repotori Ilmu Sumber Manusia Sektor Awam**

Pangkalan Repotori Ilmu Sumber Manusia Sektor Awam (PRISMA-HRMIS) telah dibangunkan pada tahun 2004 bagi menjana idea melalui perkongsian ilmu. Pada tahun 2010, pemantapan ke atasnya telah dilakukan bagi memastikan impak penjanaan idea dan ilmu pengurusan sumber manusia diterapkan dalam budaya kerja di JPA. Manual Penyemak Kandungan PRISMA-HRMIS telah diterbitkan bagi memudahkan pentadbir-pentadbir sistem ini menyelenggara kandungan di dalam PRISMA-HRMIS.

- **Balanced Scorecard**

The PSD has implemented performance management based on the Balanced Scorecard (BSC) since 2005. The system is reviewed regularly to ensure its relevance with the core task of the PSD. In 2010, the performance indicators that are used in the system were revised and BSC reports were produced quarterly. This report was used by the top management as a basis for decision making to further enhance the PSD's performance.

- **Competency Index**

The Competency Index (CI) was introduced in the PSD in 2004 and monitoring work has been done since then. The CI for 2010 was prepared and became a reference for the PSD human resource manager in deciding placement of officers based on their competencies. A high-performance work culture can be achieved when there is a better match between an employee's competencies and the job requirements.

- **Public Sector Human Resource Knowledge Repository**

The Public Sector Human Resource Knowledge Repository (PRISMA-HRMIS) was developed in 2004 by the PSD as a tool to generate ideas through knowledge sharing. In 2010, the system was improved to ensure that the generation of ideas and knowledge in human resource management contributed to the development of a high-performance work culture in the PSD. The PRISMA-HRMIS Manual Content Check List was developed to facilitate system administrators to maintain its content.

Pembudayaan Inovasi dan Kreativiti

Selaras dengan hasrat YAB Perdana Menteri untuk melakukan transformasi melalui pelaksanaan inovasi secara menyeluruh di agensi kerajaan, JPA telah merancang dan melaksana aktiviti-aktiviti pembudayaan kreativiti dan inovasi bagi menggalakkan warga JPA mencetus dan menghasilkan inovasi yang mampu menambah baik perkhidmatan awam seiring dengan kehendak pelanggan. Beberapa projek inovasi telah dihasilkan sepanjang tahun 2010 iaitu:

Innovation and Creative Culture

In line with the Hon. Prime Minister's aspiration to transform public service through innovation, the PSD has initiated and implemented programmes and activities to cultivate and inculcate innovations and creative culture among public servants. Through these activities, public servants are encouraged to create new ideas and innovate new ways to improve public services to meet customers' expectations. Among the activities carried out are shown below:

Tajuk Projek <i>Project Title</i>	Ringkasan Projek <i>Project Summary</i>
Projek Pembangunan Aplikasi atas Talian ePPL (WDC) <i>On-line Application Development Project ePPL (WDC)</i>	Projek ini bertujuan untuk memudahkan pemantauan kepada pelajar di pejabat PPL dan memantau pengurusan dan kewangan pejabat PPL <i>This project is to improve the monitoring of students overseas at the PPL's offices including the administration and financial management of the PPL offices</i>
SISFA (Sistem Fail) <i>SISFA (Filing System)</i>	Sistem yang digunakan/dibangunkan untuk memudahkan pencarian fail digunakan untuk mengesan fail yang telah dipinjam <i>The system is created to make file searches and tracking more convenient</i>
e-Log Latihan <i>Training e-Log</i>	Penggunaan borang elektronik (e-log) bagi menggantikan buku log latihan yang diguna pakai untuk merekod jumlah hari berkursus warga Bahagian Perkhidmatan <i>Electronic form (e-log) was introduced to replace the manual log book to record training days of personnel in the Service Division</i>
One Way Lock Handle <i>One Way Lock Handle</i>	Berfungsi di pintu kecemasan di bangunan JPA Cyberjaya dan dapat mengelakkan risiko kerosakan tombol pintu <i>This is used at emergency exit doors in PSD Cyberjaya which helped to reduce damage of lock handles</i>
Sistem Pemantauan Pelupusan Aset Alih (e-PeL) <i>Elimination of Moveable Asset Monitoring System</i>	Pemantauan proses pelupusan aset dari peringkat pemohonan hingga ke peringkat pelupusan dilakukan bagi memastikan proses menepati Pekeliling Perbendaharaan Bilangan 5 tahun 2007 <i>A monitoring system was implemented for the elimination of moveable asset starting from application to elimination as required under Treasury Circular No. 5 of 2007</i>
Meningkatkan Kecekapan Proses Semak Status Permohonan Faedah Persaraan Secara Online <i>Online Checking of Retirement Benefits Application Status</i>	Sistem ini memudahkan bakal pesara kerajaan untuk menyemak status permohonan faedah persaraan dari masa ke semasa secara online <i>This system enables pensioners to check their retirement benefits application status online at any time</i>
Kelewatan Maklum Balas E-mel Kumpulan Tentang Penajaan Kepada Pelanggan <i>Delay in Group E-mail Response to Queries on Sponsorship to Customers</i>	Satu mekanisme bagi membantu pegawai dan pelanggan berinteraksi dengan lebih cekap dan efisien mengenai penajaan <i>This mechanism helps officers to interact effectively with customers on sponsorship matters</i>
Taklimat Bab Cuti Secara Multimedia Interaktif <i>Presentation on Leave Matters via Multimedia</i>	Taklimat dalam bentuk VCD dan interaksi antara pegawai dan pelanggan dalam bentuk maya <i>Presentation using VCD and virtual interaction between officers and customers</i>

Tajuk Projek Project Title	Ringkasan Projek Project Summary
Pengurusan Bahan Mentah di Unit Sajian Kurang Efisien <i>Inefficient Management of Food Products at Catering Division</i>	Projek ini bertujuan untuk meningkatkan keberkesanan pengurusan penyimpanan bahan mentah di Stor Unit Sajian dalam memastikan penyusunan, pengeluaran dan perekodan dilakukan dengan efisien <i>An efficient storage management system was introduced at the Food Storage Unit to improve the storage process of arranging, retrieving and recording of food products</i>
Permintaan Laporan HRMIS Yang Tinggi dan Pelbagai Daripada Agenzi Menyebabkan Tempoh Pengeluaran Laporan Mengambil Masa Yang Lama <i>Delay in the Generation of HRMIS Report Requested by Agencies</i>	Mempercepatkan laporan HRMIS dalam tempoh masa yang diperlukan oleh agensi <i>To improve efficiency in generating HRMIS reports required by agencies</i>
Penempatan Semula Anggota Polis Beruniform di Jabatan PDRM <i>Redeployment of uniform personnel in the Police Force</i>	Penempatan semula anggota beruniform di Jabatan PDRM ini bertujuan untuk membolehkan mereka memberi fokus sepenuhnya terhadap fungsi-fungsi utama kepolisan <i>The redeployment of uniform personnel in the Police Force was to enable them to give more focus to their core functions</i>
Penilaian Keberkesanaan Peribadi Kepimpinan Transformasi Perkhidmatan Awam Secara Online <i>Online Evaluation of Leadership Effectiveness</i>	Dua daripada Petunjuk Prestasi Utama (KPI) Penjawat Pengurusan Tertinggi Perkhidmatan Awam (PPTPA) diukur melalui penilaian Kompetensi Kepimpinan dan Penilaian Iklim Persekitaran Berprestasi. Sistem 360° dibangunkan supaya penilaian ini dapat dijalankan secara atas talian <i>Two elements of the Key Performance Indicators (KPI) for the Top Management in the Public Service are evaluated based on Leadership Competency and Performance Climate Survey Evaluation. The 360 Degree Evaluation System was developed and it is made available online</i>
e-Kaunseling Perkhidmatan Awam <i>Public Service e-Counselling</i>	Projek ini bertujuan menginovasikan proses kaunseling dalam perkhidmatan awam bagi memudah, mempercepat, memperkasa dan melebarluaskan kaunseling perkhidmatan awam <i>This project introduced innovative approach to counselling in public service which made counselling process easy, fast and convenient and it also helped to expand the counselling services</i>
Mempercepatkan Urusan Lapor Diri dan Penempatan Pegawai setelah kembali dari Cuti Belajar dan Cuti Tanpa Gaji <i>Process improvement in Reporting for Duty and Placement Process for Officers Returning from Study Leave or No Pay Leave</i>	Sistem e-Lapor telah diperkenalkan bagi mempercepatkan urusan lapor diri dan penempatan pegawai kembali dari Cuti Belajar atau Cuti Tanpa Gaji <i>A new system called e-Lapor (e-Report) was created to expedite reporting for duty of officers returning from Study Leave and No Pay Leave</i>
Pengurangan Pengeluaran Bil Tuntutan Bulanan Melalui Datapos Kepada Peminjam Pinjaman Pendidikan JPA <i>Reduction of Bills for Notice Payment Sent via Datapos to PSD Education Loan Customers</i>	Pengurangan pengeluaran bil tuntutan bulanan melalui datapos kepada peminjam pinjaman pelajaran JPA dan pewujudan pemburu hutang (Hutang Hunters) <i>Reduction in issuance of bills for notice payment using datapos to PSD's education loan customers and establishment of 'loan collectors/hunters'</i>
Sistem Permohonan Perolehan INTURA - INPReS <i>Application for Procurement System ((INTURA PROCUREMENT REQUEST SYSTEM) - INPReS</i>	Dibangunkan bagi melancarkan proses permohonan perolehan barang/perkhidmatan/kerja di INTURA secara online <i>This INPReS system was developed to improve the efficiency of procurement application for goods/services/works via online at INTURA</i>

Tajuk Projek <i>Project Title</i>	Ringkasan Projek <i>Project Summary</i>
Sistem Pemantauan Kontrak INTAN <i>Contract Monitoring System for INTAN</i>	<p>Sistem pemantauan status kontrak INTAN Bukit Kiara bagi tender, sebut harga dan pembelian terus secara maya. Dibangunkan bagi membantu menyelaras tindakan dan proses pembaharuan kontrak-kontrak yang akan tamat oleh unit-unit yang bertanggungjawab</p> <p><i>The system aims to monitor the contract status of tenders, invoicing and direct payments in INTAN Bukit Kiara through an online system. It was developed to coordinate actions and the process of contracts due for renewals by the responsible units</i></p>
Penamatan Pembekalan Alat Tulis Kepada Peserta Kursus di INTENGAH <i>Termination of Stationery Supply to Training Participants in INTENGAH</i>	<p>Kajian ini dilaksanakan ke atas kursus-kursus di bawah Program Pengurusan Kewangan selama dua tahun iaitu mulai tahun 2009 hingga 2010 bagi mengenal pasti kesan pembekalan alat-alat tulis seperti pensil dan pen, buku nota dan sebagainya kepada peserta dalam menjayakan kursus dan jumlah bagi kos yang terlibat</p> <p><i>A two year study was carried out on training courses under the Financial Management Programme from 2009 to 2010 to identify the impact of stationery supply such as pens, note books and others on training participants in achieving the training objectives including the total cost involved</i></p>
Sistem e-PANTAU <i>e-PANTAU System</i>	<p>e-Pantau adalah merupakan satu sistem pemantauan Perbelanjaan Mengurus INTAN Sarawak. Dibangunkan untuk memberikan amaran awal kepada Pengurusan INTAN Sarawak dari segi pemantauan trend perbelanjaan di peringkat kampus</p> <p><i>e-Pantau (e-Monitor) is a system used to monitor Management Expenditure in INTAN Sarawak. It was developed to provide an early warning to the Management team in INTAN Sarawak on trend expenses on the campus</i></p>
Sistem Pengawalan Bahan Mentah (SPBM) <i>Raw Material Control System</i>	<p>Dibangunkan agar budaya berjimat cermat dapat diterapkan dalam jiwa kakitangan awam khususnya di INTAN Sabah serta seiring dengan peraturan kewangan yang memberi keutamaan kepada perbelanjaan berhemah</p> <p><i>This system was developed to cultivate a cost-saving mentality in public servants, in particular for INTAN Sabah officers, to ensure their financial spending is in line with the set financial guidelines and prudent spending</i></p>
Penambahbaikan Sistem Pembayaran Bil Air Kuarters INTAN Kampus Wilayah Timur (INTIM) <i>Enhancement on Water Bill Payment of Quarters INTAN Wilayah Timur (INTIM)</i>	<p>Diperkenalkan bagi mengatasi masalah yang timbul apabila penghuni kuarters lewat menjelaskan bil air masing-masing. Suatu prosedur dalaman yang menjurus kepada aplikasi secara pentadbiran diperkenalkan di mana sistem deposit bagi utiliti air dikenakan ke atas pengguna kemudahan kuarters</p> <p><i>To address the issue of late payment of water bills by the quarters residents, a new internal procedure was enforced whereby deposit for water are now required from quarter residents</i></p>
Penambahbaikan Proses Kerja Pemantauan Akaun Belum Terima (ABT) <i>Enhancement in Monitoring Process of Late Account Payment</i>	<p>Dibangunkan untuk memperbaiki proses kerja dalam pemantauan ABT serta mengatasi masalah kelewatan kutipan hasil kerajaan daripada agensi/ jabatan/ kementerian (pemohon) yang membuat sejaan daripada IKWAS</p> <p><i>Developed to enhance the work process in monitoring of late account payment and overcome issue of late collection of government fee from agencies/divisions/ministries who use IKWAS facility</i></p>

Senarai Projek Inovasi Bahagian Dalam Anugerah Inovator JPA Tahun 2010

List of Division Innovations in PSD Innovator Award 2010

Jaringan Ilmu

KNOWLEDGE NETWORK

119 Forum Perkongsian Ilmu
Knowledge-Sharing Forums

123 Penerbitan
Publications

125 Jaringan Antarabangsa
International Networking

127 Lawatan Tempatan
Local Visitors

132 Lawatan Antarabangsa
International Visitors



JARINGAN ILMU

Konsep Jaringan Ilmu sentiasa diamalkan di JPA bagi memastikan amalan-amalan terbaik dari seluruh dunia dan ilmu-ilmu baru dapat disebarluaskan untuk manfaat seluruh warga JPA dan perkhidmatan awam. Perkongsian ilmu yang diadakan di JPA adalah melalui perhubungan antarabangsa, majlis-majlis khas seperti kolokium, bicara perdana, bicara eksekutif dan *luncheon talk* di mana tokoh-tokoh terkemuka dari dalam dan luar negara dijemput untuk berkongsi pengetahuan dan pengalaman masing-masing. Selain itu, JPA juga sentiasa bersedia menyebarkan kepakarannya kepada negara-negara luar yang berminat melalui program sangkutan dan lawatan delegasi asing.

The PSD constantly practises the concept of knowledge networking in ensuring best practices throughout the world and new knowledge are continuously disseminated for the benefit of its staff and the public service. The knowledge-sharing programme in the PSD is conducted through international networking, special programmes such as colloquiums, premier talks, executive talks and luncheon talks, whereby prominent international and local figures are invited to share their knowledge and experiences. The PSD is also ever-ready to share its expertise with foreign countries through attachment and official visit programmes.

KNOWLEDGE NETWORK



KNOWLEDGE FORUM

Forum

ILMU

Perkongsian ilmu merupakan satu elemen yang telah sekian lama dititikberatkan di kalangan warga JPA. Forum perkongsian ilmu sentiasa digalakkan oleh Pengurusan Atasan JPA merangkumi penyertaan di seminar, persidangan dan forum-forum tempatan dan antarabangsa. Penyertaan para warga JPA bagi membentangkan kertas kerja amat digalakkan bagi mendedahkan mereka kepada perkara-perkara baru dalam pengurusan sumber manusia dan berkongsi pengalaman dengan peserta lain. Sepanjang tahun 2010, JPA telah menganjurkan pelbagai persidangan, seminar dan forum sebagai wahana perkongsian ilmu pengurusan sumber manusia.

FORUM PERKONGSIAN ILMU

Antara penganjuran seminar, persidangan dan forum antarabangsa dan tempatan yang dianjurkan oleh JPA pada tahun 2010 adalah seperti di jadual di bawah:

The top management has always encouraged knowledge sharing among the PSD officers through participation in seminars, conferences, local and international forums. They are also encouraged to present working papers at local and international seminars, conferences and forums to get exposure, gather current information on HR practices and share knowledge with other participants. Throughout 2010, the PSD had organised a number of conferences, seminars and forums for knowledge-sharing in human resource management.

KNOWLEDGE-SHARING FORUMS

Among the seminars, conferences, local and international forums organised by the PSD in 2010 are as follows:

Seminar/ Kursus/ Bengkel <i>Seminars/ Courses/ Workshops</i>	Tarikh <i>Date</i>
Bengkel Pemarkahan dan Pensijilan Diploma Pengurusan Awam (DPA) <i>Workshop on Scoring and Certification for Diploma in Public Management (DPA)</i>	19-20.01.10
Seminar Teknologi : Pusat Data Hijau <i>Seminar on Technology Updates : Green Data Centre</i>	28.01.10
Seminar Kecemerlangan Modal Insan <i>Seminar on Human Capital Excellence</i>	8-11.03.10
Seminar Pengurusan Sisa Pepejal Untuk Pihak Berkuasa Tempatan dan Badan Bukan Kerajaan <i>Seminar on Solid Waste Management for Local Authorities and NGOs</i>	16.03.10
Seminar Pejabat Bebas Dadah <i>Seminar on Drug Free Office</i>	18.04.10
Seminar Teknologi : Pengalaman Aplikasi Inovasi Pengurusan Penyelesaian <i>Seminar on Technology Updates : Experience on Innovative Application for Management of Solutions</i>	27.04.10
Seminar Pengurusan Sumber Air <i>Seminar on Water Resource Management</i>	10-11.05.10
Seminar Asas Pertolongan Cemas <i>Seminar on Basic First Aid</i>	23.05.10
Seminar Teknologi : 1 Kerajaan Pintar : Penganalitisan dan Pengoptimuman Perniagaan <i>Seminar on Technology Updates : 1 Smart Government : Business Analytics and Optimisation</i>	25.05.10

Seminar/ Kursus/ Bengkel <i>Seminars/ Courses/ Workshops</i>	Tarikh <i>Date</i>
Sesi Penerangan Pelan Kesinambungan Perkhidmatan <i>Information Session on Service Continuity Plan</i>	01.06.10
Seminar Teknologi : IPV6 Road Map dan GSB Servis dan Produk ICT <i>Seminar on Technology Updates : IPV6 Road Map and GSB Services and ICT Products</i>	15.06.10
Bengkel Analisis Keperluan Latihan (TNA) <i>Training Needs Analysis (TNA) Workshop</i>	07-09.06.10
Seminar Pelaksanaan OSS untuk Ketua Jabatan di Sabah dan Sarawak [Laluan ke Open Source System] <i>Seminar on the Implementation of OSS to the Head of Departments in Sabah and Sarawak [Route To Open Source System]</i>	22-24.06.10
Bengkel Pembangunan Kemahiran Bukan Fizikal <i>Non Physical Skills Development Workshop</i>	15-16.07.10
Bengkel Pengenalpastian dan Perancangan Projek : Logical Framework Approach <i>Identification and Project Planning Workshop: Logical Framework Approach</i>	30.06-01.07.10
Bengkel Perancangan Strategik ICT-TOT <i>Strategic Planning Workshop for ICT - TOT</i>	19-22.07.10
Seminar Teknologi : Membentuk Hari Esok Bersama Anda <i>Seminar on Technology Updates : Shaping Tomorrow With You</i>	21.07.10
Seminar Pengangkutan Bandar <i>Seminar on Urban Transportation</i>	29.07.10
Bengkel Pelaksanaan Amalan 5S <i>Implementation of 5S Workshop</i>	06-07.08.10
Seminar Teknologi : Business Intelligence Solutions Ease Decision Making <i>Seminar on Technology Updates : Business Intelligence Solutions Ease Decision Making</i>	10.08.10
Bengkel Sistem Pengurusan Kualiti MS ISO 9001:2008 <i>Quality Management System MS ISO 9001:2008 Workshop</i>	20-21.09.10
Seminar Teknologi : Amalan Keselamatan dalam Operasi IT Kerajaan <i>Seminar on Technology Updates : Security Practices in Government IT Operation</i>	28.09.10
Seminar Psikologi dalam Perkhidmatan Awam <i>Seminar on Psychology in the Public Service</i>	05-06.10.10
Seminar Inovasi (Inovasi Untuk 1 Malaysia) <i>Seminar on Innovation (Innovation For 1 Malaysia)</i>	12.10.10
Seminar Teknologi : Penggunaan ICT Ke Arah Kecemerlangan Kerajaan <i>Seminar on Technology Updates : ICT Implementation Towards Government Effectiveness</i>	26.10.10
Seminar Teknologi : Pemantapan Perkhidmatan Awam Melalui Polisi Automasi <i>Seminar on Technology Updates : Enhancing Public Service Through Policy Automation</i>	25.11.10
Program Perkongsian Ilmu "Pandang Ke Timur : Sebuah Pendekatan Alternatif Kepada Paradigma Pemerintahan Barat" <i>Knowledge Exchange Programme "Looking East : An Alternative Approach To The Western Paradigm Of Governance"</i>	12-17.12.10
Seminar ICT : Teknologi Maklumat Hijau <i>Seminar on ICT : Green IT</i>	30.12.10

Penganjuran Seminar, Persidangan dan Forum Antarabangsa dan Tempatan Anjuran JPA pada Tahun 2010
Seminars, Conferences and International and Local Conferences Organised by the PSD in 2010

- **Kolokium/Bicara Eksekutif/Luncheon Talk**

Majlis jaringan ilmu ini melibatkan jemputan penceramah terdiri daripada tokoh-tokoh terkemuka dari institusi terkenal untuk berkongsi ilmu dan pengalaman dengan penjawat awam di Malaysia. Perincian majlis adalah seperti berikut:

- **Colloquiums/Executive Talks/Luncheon Talks**

These networking sessions witnessed the gathering of well-known leaders from renowned institutions to share their knowledge and experience with public servants. The details of these talks and colloquia are as follows:

Kolokium/ Bicara Eksekutif/ Luncheon Talk Colloquiums/ Executive Talks/ Luncheon Talks	Tarikh Date
Bicara Eksekutif INTAN : Kuasa Kelakuan Positif <i>INTAN Executive Talk : The Power of Positive Attitude</i>	19.01.10
Bicara Eksekutif INTAN Sabah : Keselamatan Negara: Cabaran Dalam Perkhidmatan Awam <i>INTAN Sabah Executive Talk : National Security: Challenge in the Public Service</i>	05.02.10
<i>Luncheon Talk: En. Norman Abdul Halim, Presiden KRU Productions Sdn. Bhd. – “Kreativiti Sebagai Aset Memajukan Diri”</i> <i>Luncheon Talk: Mr. Norman Abdul Halim, President of KRU Productions Sdn. Bhd. – “Creativity As An Asset For Self Development”</i>	10.02.10
<i>Luncheon Talk: YB. Datuk Mukhriz Mahathir, Timbalan Menteri Perdagangan Antarabangsa dan Industri – “Perkhidmatan Awam Dari Perspektif Ahli Politik”</i> <i>Luncheon Talk: YB. Datuk Mukhriz Mahathir, Deputy Minister of International Trade and Industry – “Public Service From The Perspective of a Politician”</i>	24.02.10
Bicara Eksekutif INTAN : Membangunkan Minda Cemerlang <i>INTAN Executive Talk : Developing the Excellent Mindset</i>	25.02.10
Kolokium INTAN : Kelab Harvard Malaysia : “Apa Yang Berlaku Di Citigroup?” <i>INTAN Colloquium : Harvard Club of Malaysia “What Happened at Citigroup?”</i>	11.03.10
<i>Bicara Eksekutif INTAN Sarawak : Transformasi Minda Perkhidmatan Awam Malaysia</i> <i>INTAN Sarawak Executive Talk : Transforming the Mindset of the Malaysian Public Service</i>	26.03.10
<i>Luncheon Talk: YBhg. Datuk M. Jegathesan, Timbalan Presiden The Olympic Council of Malaysia (Bekas Atlet Negara) – “Semangat Juang Atlet Negara”</i> <i>Luncheon Talk : YBhg. Datuk M. Jegathesan, Deputy President of The Olympic Council of Malaysia (Former National Athlete) – “Athlete Morale”</i>	31.03.10
Bicara Eksekutif INTENGAH : Mencanai Minda Kreatif dan Inovatif <i>INTENGAH Executive Talk : Sharpen the Creative and Innovative Mind</i>	27.04.10
Bicara Eksekutif INTAN Sabah : Organisasi Pembelanjaran Kompetensi : Menetapkan Hala Tuju <i>INTAN Sabah Executive Talk : Competency Learning Organisation : Setting The Direction</i>	30.04.10
Bicara Eksekutif INTAN : Apa Yang Diperlukan <i>INTAN Executive Talk : What Does It Take</i>	19.05.10
Bicara Eksekutif INTAN : Persembahan Bertaraf Dunia Melalui Pendekatan Revolusi Tingkah Laku <i>INTAN Executive Talk : World Class Performances Through Revolutionary Behavioural Approaches</i>	27.05.10
Kolokium INTAN : Kelab Harvard Malaysia : “Bolehkan China Terus Membangun Dengan Begitu Cepat?” <i>INTAN Colloquium : Harvard Club of Malaysia “Can China Keep on Growing so Fast?”</i>	21.06.10
Bicara Eksekutif INTENGAH : Sistem Pendaftaran Tanah : Suatu Hari <i>INTENGAH Executive Talk : Land Registration System : One Day</i>	24.06.10

Kolokium / Bicara Eksekutif / Luncheon Talk <i>Colloquiums/ Executive Talks/ Luncheon Talks</i>	Tarikh <i>Date</i>
Bicara Eksekutif INTAN : Menakluki Pemikiran Kritikal dan Kreatif <i>INTAN Executive Talk : Winning the Critical and Creative Thinking</i>	29.06.10
Bicara Eksekutif INTAN : Pengangkutan Awam : Meningkatkan Kemudahan Untuk Golongan Kurang Upaya <i>INTAN Executive Talk : Public Transportation: Increasing Mobility for the Disabled and Disadvantaged Group</i>	29.07.10
Program Ihya' Ramadhan : Ahlan Wa Sahlan Ya Ramadhan <i>Ihya' Ramadhan Programme : Ahlan Wa Sahlan Ya Ramadhan</i>	10..08.10
Program Ihya' Ramadhan : Ramadhan: Antara Adat dan Ibadat? <i>Ihya' Ramadhan Programme : Ramadhan : Between Customs and Religious Duties?</i>	16..08.10
Program Ihya' Ramadhan : Rahsia dan Hikmah Ramadhan <i>Ihya' Ramadhan Programme : The Secrets and Benefits of Ramadhan</i>	24.08.10
Program Ihya' Ramadhan : Ramadhan Membentuk Sahsiah Insan Cemerlang <i>Ihya' Ramadhan Programme : Ramadhan : Creating Successful Personality</i>	30..08.10
Program Ihya' Ramadhan : Ramadhan Madrasah Taqwa <i>Ihya' Ramadhan Programme : Ramadhan Madrasah Taqwa</i>	06.09.10
Bicara Eksekutif INTAN : Transformasi Perkhidmatan Awam Dalam Meniti Perubahan : Isu dan Cabaran <i>INTAN Executive Talk : Public Service Transformation Towards Change : Issues and Challenges</i>	21.09.10
Bicara Eksekutif INTIM : Memantapkan Kerajaan Tempatan : Prinsip Amalan dan Pemerintahan Yang Berkesan <i>INTIM Executive Talk : Improving Local Government : Principles of Good Practice and Good Governance</i>	03.10.10
Bicara Eksekutif INTAN Sabah : Transformasi Minda Dalam Perkhidmatan Awam <i>INTAN Sabah Executive Talk : Mindset Transformation in the Public Service</i>	08.10.10
Kolokium INTAN : Kelab Harvard Malaysia : "Entrepreneurial Finance and Venture Capital : Apa Yang Perlu Anda Tahu?" <i>INTAN Colloquium : Harvard Club of Malaysia "Entrepreneurial Finance and Venture Capital : What You Need To Know?"</i>	19.10.10
Forum : Mewujudkan Bandar yang Hidup dan Bertenaga <i>Forum : Building Vibrant and Livable Cities</i>	25.10.10
Bicara Eksekutif INTAN Sabah : Kepimpinan Pembantu <i>INTAN Sabah Executive Talk : Servant Leadership</i>	29.10.10
Luncheon Talk: En. Mohd Adnan Anan Abdullah, Kaunselor Kredit Kanan (Agenzi Kaunseling dan Pengurusan Kredit) – "Pengurusan Kewangan" <i>Luncheon Talk: En. Mohd Adnan Anan Abdullah, Senior Credit Counselor (Counseling and Credit Management Agency) – "Financial Management"</i>	08.12.10
Bicara Eksekutif INTAN Sarawak : Fisiologi Manusia & Prestasi Kerja : Kini dan Masa Hadapan <i>INTAN Sarawak Executive Talk : Human Physiology & Work Performance: Present and the Future</i>	11.12.10
Bicara Eksekutif INTAN : Meneruskan Kegemilangan Daerah <i>Executive Talk : Pursuing Regional Excellence</i>	16.12.10
Persidangan Pengurus Sumber Manusia (Peringkat Kebangsaan dan Gunasama) <i>Human Resource Managers' Conference (National and Common User Level)</i>	03.12.10

PENERBITAN

JPA mengamalkan budaya perkongsian dan penyebaran ilmu melalui penulisan dan penerbitan bahan-bahan bacaan sebagai pemangkin perembahan fikiran di kalangan penjawat awam. Pelbagai bahagian termasuk INTAN, Bahagian Perancangan, Penyelidikan dan Korporat, Bahagian Pengurusan Psikologi, Bahagian Perkhidmatan dan Bahagian Pembangunan Organisasi telah mengeluarkan penerbitan seperti berikut:

1. Kerangka Hala Tuju Strategik Pengurusan Sumber Manusia Perkhidmatan Awam <i>Strategic Human Resource Management Framework for the Malaysia Public Sector</i>	12. Penghuraian Kerja Skim Perkhidmatan <i>Work Description for Service Schemes</i>
2. Himpunan Amalan Terbaik dalam Pengurusan Sumber Manusia Sektor Awam <i>Compilation of Best Practices in the Human Resource Management in the Public Service</i>	13. Kompilasi Kertas Kajian Dasar Perjawatan Tahun 2005-2007 (Dasar) <i>Compilation of Research Papers Pertaining to Establishment Policy 2005-2007 (Policy)</i>
3. Kompilasi Kajian Desktop bagi tahun 2010 <i>Compilation of Desktop Research for 2010</i>	14. Kompilasi Kertas Kajian Dasar Perjawatan Tahun 2008 (Dasar) <i>Compilation of Research Papers Pertaining to Establishment Policy 2008 (Policy)</i>
4. Laporan Tahunan JPA 2009 <i>PSD Annual Report 2009</i>	15. Kompilasi Kertas Kajian Dasar Perjawatan Tahun 2009 (Dasar) <i>Compilation of Research Papers Pertaining to Establishment Policy 2009 (Policy)</i>
5. Manual Pengurusan Majlis Rasmi <i>Official Events Management Manual</i>	16. Kompilasi Kertas Kajian Dasar Perjawatan Tahun 2005-2007 (Model) <i>Compilation of Research Papers Pertaining to Establishment Policy 2005-2007 (Model)</i>
6. Imbasan Sejarah INTAN <i>INTAN Historical Retrospective</i>	17. Kompilasi Kertas Kajian Dasar Perjawatan Tahun 2008 (Model) <i>Compilation of Research Papers Pertaining to Establishment Policy 2008 (Model)</i>
7. Prosiding Persidangan Perkhidmatan Awam 2009 <i>Public Service Conference Proceedings 2009</i>	18. Kompilasi Kertas Kajian Dasar Perjawatan Tahun 2009 (Model) <i>Compilation of Research Papers Pertaining to Establishment Policy 2009 (Model)</i>
8. Prosiding Kebangsaan ICT 2009 <i>National ICT Proceeding 2009</i>	19. Senarai Perjawatan 2010 Bagi PAN, BBN dan PBT Semenanjung Malaysia, Sabah dan Sarawak <i>List of Establishment 2010 for State General Officers, State Statutory Bodies and Local Authorities of Peninsular of Malaysia, Sabah and Sarawak</i>
9. Laporan Persidangan ICT 2009 <i>National ICT Conference Report 2009</i>	20. Senarai Perjawatan SUK Negeri <i>List of Establishment of the State Government Secretariat</i>
10. Transformasi Minda : Memeta Wawasan Melaksanakan Amanah <i>Mindset Transformation : Mapping Vision Executing Trust</i>	21. Panduan Penulisan Senarai Perjawatan Tahun 2010 <i>Writing Guidelines for the List of Establishment 2010</i>
11. Amanat Perdana : Perkhidmatan Awam Pemacu Transformasi Negara - Koleksi Ucapan Perdana Menteri Semasa Majlis Perdana Perkhidmatan Awam (MAPPA) 2007 - 2010	Key Note : Public Service as Catalyst for National Transformation – Collection of Prime Ministers' speeches in Public Servants Gathering (MAPPA) – (2007 – 2010)

PUBLICATIONS

The PSD promotes the culture of knowledge-sharing and dissemination as a catalyst for thinking in the public service through writing and publishing reading materials. The Planning, Research and Corporate Division, the Psychology Management Division, the Service Division, the Organisational Development Division and INTAN published books and periodic publications as follows:

1Malaysia : Perspektif Psikologi <i>1Malaysia : Psychology Perspective</i>	22.	29. Carta Organisasi dan Carta Fungsi Kementerian dan SUK Negeri <i>Ministerial and the State Government Secretariat Organisation and Functional Chart</i>
Bicara 45 Tahun 2009 <i>Bicara 45 Year 2009</i>	23.	30. Senarai Agensi Sektor Awam <i>List of the Public Service Agencies</i>
Jurnal Psikologi Perkhidmatan Awam Bil. 5 Tahun 2010 <i>Psychology Journal of the Public Service No. 5, 2010</i>	24.	31. Kronologi Pewujudan Sektor Kepimpinan Gunasama <i>Chronology of Establishment of the Leadership Common-User Sector</i>
Jurnal Kaunseling Perkhidmatan Awam Malaysia <i>Counseling Journal of the Malaysian Public Service</i>	25.	32. Kompilasi Pandangan Perundangan: Pengurusan Tata tertib Perkhidmatan Awam <i>Compilation of Legal Views: Disciplinary Management in the Public Service</i>
Modul Transformasi Minda <i>Mindset Transformation Module</i>	26.	33. Maklumat Skim Perkhidmatan <i>Service Scheme Information</i>
Panduan Pelaksanaan Perkhidmatan Kaunseling di Agensi Awam <i>Guidelines for the Implementation of Counseling Services in the Public Agencies</i>	27.	34. Buku Panduan Garis Panduan Kepakaran ICT Sektor Awam <i>Guide Book for Guidelines for ICT Specialisation in the Public Sector</i>
Maklumat Perjawatan Sektor Awam <i>Information on Establishment in the Public Service</i>	28.	35. Modul Budaya Kerja: Pencapaian Diutamakan <i>Work Culture Module: Performance First</i>

INTERNATIONAL NETWORKING

Jaringan ANTARABANGSA



Network of Asia-Pacific
Schools and Institutes



Asian Productivity
Organisation



Commonwealth Association
for Public Administration and
Management



Japan International
Cooperation Agency



Commonwealth Secretariat
(COMSEC)



Central Officials Training
Institute, Korea



ASEAN Conference on Civil
Service Matters



Third Country Training
Programme



Institut Perkhidmatan
Awam, Brunei



Civil Service College,
Singapore



Colombo Plan, Sri Lanka



Danish International
Development Agency
(DANIDA)



Islamic Development Bank



British Council

Kerjasama Bersama Agensi Antarabangsa Cooperation with International Agencies

Antara agensi dan pertubuhan serantau dan antarabangsa yang mempunyai jaringan kerjasama dengan JPA ialah *United Nations Development Programme* (UNDP), Sekretariat Komanwel, Sekretariat ASEAN, *Economic and Social Commission For Asia and the Pacific* (ESCAP), *British Council*, Bank Pembangunan Islam, *Japanese International Cooperation Agency* (JICA), Bank Dunia dan Persidangan ASEAN Mengenai Perkhidmatan Awam (ACCSM).

Among the regional and international agencies and associations which PSD collaborated with are the United Nations Development Programme (UNDP), the Commonwealth Secretariat, the ASEAN Secretariat, the Economic and Social Commission for Asia and the Pacific (ESCAP), the British Council, the Islamic Development Bank, the Japanese International Corporation Agency (JICA), the World Bank, and the ASEAN Conference on Civil Service Matters (ACCSM).



JPA sentiasa menerima delegasi luar negara untuk mempelajari amalan terbaik pengurusan sumber manusia perkhidmatan awam

The PSD constantly receives visits from foreign countries to learn about best practices in human resource management in the public service

• 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 pengurusan sumber manusia 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 48 siri lawatan iaitu 32 delegasi antarabangsa dan 16 dari pelbagai agensi dari dalam negara telah diterima sepanjang tahun lalu.

• Management of Visits

The PSD receives regular visits from foreign and local delegations. The main objective of these foreign delegations is to learn about human resource management best practices in Malaysia as well as to enhance existing networking and cooperation. Most delegations also take the opportunity to share their experiences and best practices. The total number of visits received last year was 48 of which 32 delegations were from abroad and 16 visits from local agencies.



Lawatan dari agensi-agensi dalam negeri juga diterima sepanjang tahun 2010

A number of visits from local agencies were also received in 2010

LOCAL VISITORS
La wa ta n
TEMPATAN

23-02-2010



Pejabat Setiausaha Kerajaan Negeri Kedah Darul Aman
Office of the State Secretary of Kedah Darul Aman

29-03-2010



**Pelajar Praktikal Di Kementerian Kewangan Dalam Bidang Sains Aktuari dan Pengurusan Risiko,
Universiti Sains Islam Malaysia (USIM) dan Pelajar Sains Aktuari, Universiti Teknologi MARA (UiTM)**

*Practical Students at the Ministry of Finance in Actuarial Science and Risk Management Field, Malaysia
Islamic Science University and Actuarial Science Students, MARA University of Technology*

LOCAL VISITORS
La wa ta n
TEMPATAN

12-04-2010



Ahli Jawatankuasa Majlis Bersama Jabatan (MBJ) Lembaga Sungai-sungai Sarawak (LSS)
Members of the Joint Departmental Council (JDC) of Sarawak Rivers Board

14-04-2010



Mahasiswa Universiti Malaysia Terengganu (UMT)
University of Malaysia Terengganu (UMT) Students

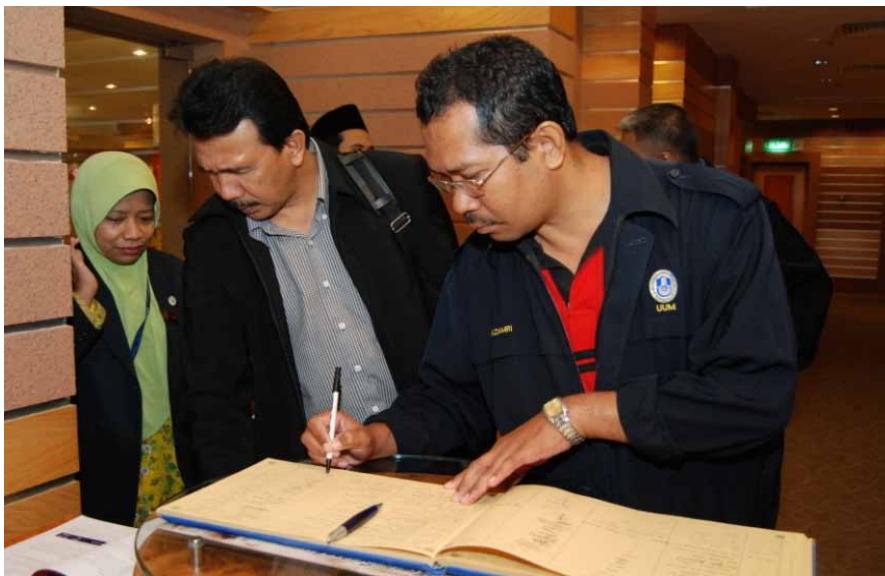
LOCAL VISITORS
La wa ta n
TEMPATAN

05-05-2010



Mahasiswa Universiti Teknologi MARA (UiTM), Shah Alam
MARA University of Technology (UiTM), Shah Alam Students

16-07-2010



Lawatan Penanda Arasan oleh Pejabat Pendaftar Universiti Utara Malaysia (UUM) Ke Galeri JPA
Benchmarking Visit by Northern University of Malaysia (UUM) to JPA Gallery

LOCAL VISITORS
La wa ta n
TEMPATAN

30-07-2010



Pegawai-pegawai dari Yayasan Sarawak
Officers from Sarawak Foundation

14-10-2010



Mahasiswa Fakulti Sains Pentadbiran Universiti Teknologi MARA (UiTM), Shah Alam
Students of Faculty of Administration Science, MARA University of Technology (UiTM), Shah Alam

LOCAL VISITORS
La wa ta n
TEMPATAN

15-10-2010



Pegawai-pegawai Kementerian Pengangkutan
Officers from the Ministry of Transport

29-11-2010



Ahli Majlis Perbandaran Kota Baharu, Kelantan
Municipal Council of Kota Baharu, Kelantan

INTERNATIONAL VISITORS
La wa ta n
ANTARABANGSA

19-01-2010



Pegawai Kanan Perkhidmatan Pentadbiran Kerajaan Nepal
Senior Officers from the Government of Nepal Public Service

26-01-2010



Pegawai-Pegawai Kerajaan, Badan Penasihat Nasional Tenaga Manusia Zimbabwe
Government Officials from the Zimbabwe National Manpower Advisory Council (NAMACO)

INTERNATIONAL VISITORS

La wa ta n ANTARABANGSA

23-02-2010



Lembaga Pemilihan Perkhidmatan Awam & Latihan Republik Kesatuan Myanmar
Civil Service Selection & Training Board of the Republic of the Union of Myanmar

25-03-2010



Pegawai Kanan dari Lembaga Penilaian Saraan Perkhidmatan Awam, Republik Kenya
Senior Officers from the Permanent Public Service Remuneration Review Board, Republic of Kenya

INTERNATIONAL VISITORS
La wa ta n
ANTARABANGSA

31-03-2010



Pegawai Kanan dari Kementerian Kewangan dan Hal Ehwal Ekonomi, Republik Tanzania
Senior Officers from the Ministry of Finance and Economic Affairs, Republic of Tanzania

10-06-2010



Peserta Kursus Antarabangsa "Pengurusan Sumber Manusia dalam Perkhidmatan Awam" Malaysian Technical Cooperation Programme (MTCP) 2010
International Course Participants for the "Human Resource Management In The Public Sector" Malaysian Technical Cooperation Programme (MTCP) 2010

INTERNATIONAL VISITORS

La wa ta n ANTARABANGSA

26-07-2010



T.Y.T Petru Petra, Duta Romania
H.E. Petru Petra, Ambassador of Romania

26-07-2010



Suruhanjaya Perkhidmatan Awam Maldives
Public Service Commission of Maldives

INTERNATIONAL VISITORS
La wa ta n
ANTARABANGSA

14-10-2010



Para Belia Korea di Bawah Program Pertukaran Belia Malaysia
Korean Youths under the Malaysian Youth Exchange Programme

21-10-2010



Dr. Karen Poutasi, Ketua Pegawai Eksekutif, Penguatkuasa Kelayakan New Zealand
Dr. Karen Poutasi, Chief Executive Officer (CEO) of New Zealand Qualification Authority

INTERNATIONAL VISITORS
La wa ta n
ANTARABANGSA

21-10-2010



Sesi Taklimat untuk Peserta Kursus MTCP oleh Bahagian Perancangan, Penyelidikan dan Korporat serta Bahagian Khidmat Pengurusan

Briefing by the Service Management Division and the Planning, Research and Corporate Division to MTCP Course Participants

25-10-2010



Sesi Networking-Cum-Makan bersama Peserta Program Pemimpin dalam Pentadbiran (LAP) Singapore - Malaysia di Pullman, Putrajaya

Networking-Cum-Dinner Session with Participants of the Leaders in Administration Programme (LAP) Singapore – Malaysia at Pullman, Putrajaya

INTERNATIONAL VISITORS
La wa ta n
ANTARABANGSA

29-11-2010



T.Y.T Dr. Lofollah Forouzandeh, Naib Presiden Republik Islam Iran dan pegawai-pegawai kanan
H.E Dr. Lofollah Forouzandeh, Vice President of Republic of Iran and Senior Officers

15-12-2010



T.Y.T Rustam Minnikhanov, Presiden Tartastan, Persekutuan Rusia dan pegawai-pegawai kanan
H.E Rustam Minnikhanov, President of Tartastan, Russian Federation and Senior Officers

KOMUNIKASI Korporat

CORPORATE COMMUNICATIONS

141 Pengurusan Perkhidmatan Pelanggan
Customer Relationship Management

145 Publisiti dan Komunikasi Korporat
Publicity and Corporate Communications

152 Pekeliling Perkhidmatan dan Surat
Pekeliling Perkhidmatan 2010
Service Circulars and Service Circulars Letters 2010

154 Peristiwa Penting
Important Events

165 Penyelidikan dan Kajian Kes 2010
Research and Case Studies 2010

170 Statistik dan *Trend*
Statistics and Trends



KOMUNIKASI KORPORAT

Objektif utama komunikasi korporat adalah untuk mengukuhkan imej JPA sebagai agensi yang disegani dan berwibawa. Bagi mencapai objektif ini, usaha-usaha meningkatkan jaringan perhubungan dengan para pelanggan dan orang ramai melalui hebahan dasar pengurusan sumber manusia menggunakan semua saluran media massa secara berkala sentiasa dititikberatkan.

The main objective of corporate communications is to enhance the image of the PSD as a well-respected agency. The main focus is on enhancing networking efforts with clients and the public and to disseminate information on public human resource management policies and the PSD's programmes as well as obtaining feedback on their implementation.

CORPORATE COMMUNICATIONS



Komunikasi Korporat JPA meliputi fungsi-fungsi perhubungan awam dan media, perkhidmatan khidmat pelanggan, publisiti, pengurusan aduan, audit komunikasi serta komunikasi dalaman.

PENGURUSAN PERKHIDMATAN PELANGGAN

Selaras dengan usaha Kerajaan untuk meningkatkan kecekapan dan keberkesanannya sistem penyampaian, semua fungsi khidmat pelanggan JPA telah disatukan di bawah struktur Unit Komunikasi Korporat (UKK). Penyusunan semula mulai September 2006 telah melahirkan pegawai khidmat pelanggan yang antara lainnya bertanggungjawab:

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

The PSD's corporate communications is an important management function that covers aspects such as public and media relations, customer relations, publicity and complaints management, communication audit and internal communications.

CUSTOMER RELATIONSHIP MANAGEMENT

In line with the government's effort to improve the efficiency and effectiveness of its service delivery, all the functions of the PSD client services were centralised under the Corporate Communications Unit. The merger, which took place in September 2006, resulted in the establishment of the posts of client-service officers who, among others, are responsible for:

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



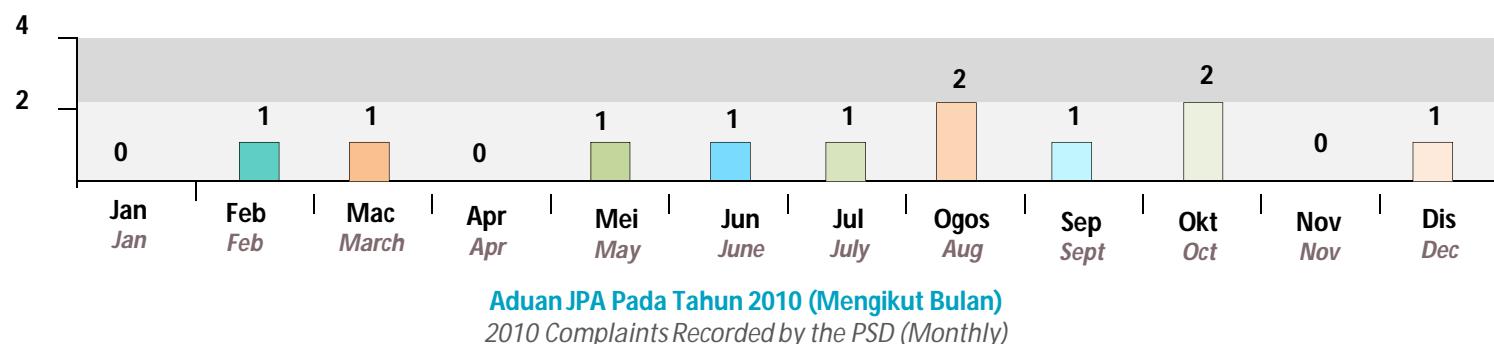
Perkhidmatan pelanggan yang cepat dan mesra sentiasa menjadi amalan JPA
Prompt and friendly customer service is part of the PSD's culture

• Pengurusan Aduan

Bagi tahun 2010, sebanyak 11 aduan telah didaftarkan dalam Sistem Maklumat Pengurusan Atasan (eSMPA) dengan sembilan daripadanya telah diselesaikan sepenuhnya dalam tempoh 14 hari. Manakala dua aduan diselesaikan dalam tempoh 16 dan 17 hari.

Berdasarkan semakan terperinci akan prosedur dan proses kerja, didapati hanya empat (36.4 peratus) aduan yang berasas dan berpunca daripada proses/sistem kerja/petugas JPA. Sementara tujuh aduan lagi didapati bukan berpunca daripada JPA dan dikategorikan sebagai tidak berasas.

Isu/punca aduan yang menyentuh Kualiti Perkhidmatan Yang Tidak Memuaskan mendominasi jumlah aduan iaitu sebanyak enam (27.3 peratus) aduan. Ini diikuti oleh aduan yang melibatkan dasar (2 aduan). Satu aduan masing-masing mengenai kelewatan Bayaran Faedah Persaraan, satu aduan melibatkan Bayaran Terhenti/Gantian/Potongan/ex-Gratia dan satu aduan mengenai Penajaan (Biasiswa/Pinjaman).



• Sistem Cadangan JPA

Sistem Cadangan JPA yang mengumpulkan idea-idea warga JPA diteruskan pelaksanaannya pada tahun 2010. Sebanyak lima cadangan daripada warga JPA telah dibuat penilaian dan diambil tindakan yang sewajarnya.

Mulai tahun 2009, JPA telah membuka ruang kepada warga untuk memberi cadangan dan idea berdasarkan topik-topik yang dipaparkan di Portal JPA melalui Sesi Jamming. Berdasarkan lima topik yang dikemukakan di dalam Portal ini sebanyak 398 cadangan telah diterima dari warga JPA sepanjang tahun 2010.

• Complaints Management

In 2010, 11 complaints were registered under the Top Management Information System (eSMPA) with nine resolved within 14 days, while two others resolved between 16 to 17 days.

Upon analysis, only four (36.4 percent) complaints on work processes/system/PSD personnel were found valid while seven others were not related to the PSD.

The majority of issues/complaints were on unsatisfactory service quality (6 or 27.3 percent). Other complaints include two on policy, one on delay in the payment of retirement benefits, one on payment stoppage/ replacement/ deduction/ ex-Gratia and one on sponsorship (Scholarship/ Loan).

• PSD Suggestion System

The PSD suggestion system which collects staff ideas and suggestions was continued in 2010. Five suggestions from PSD personnel were taken into consideration.

Beginning 2009, the PSD gave the opportunity to its staff to contribute their ideas and suggestions based on selected topics posted on the PSD's Portal through Jamming Sessions. Based on five topics suggested in the Portal, a total of 398 suggestions were received from PSD personnel throughout 2010.



Sesi Jamming JPA memaparkan topik-topik berkait dengan urusan teras JPA
The PSD Jamming Sessions solicited views on topics related to the PSD's core business

• Smiley Box

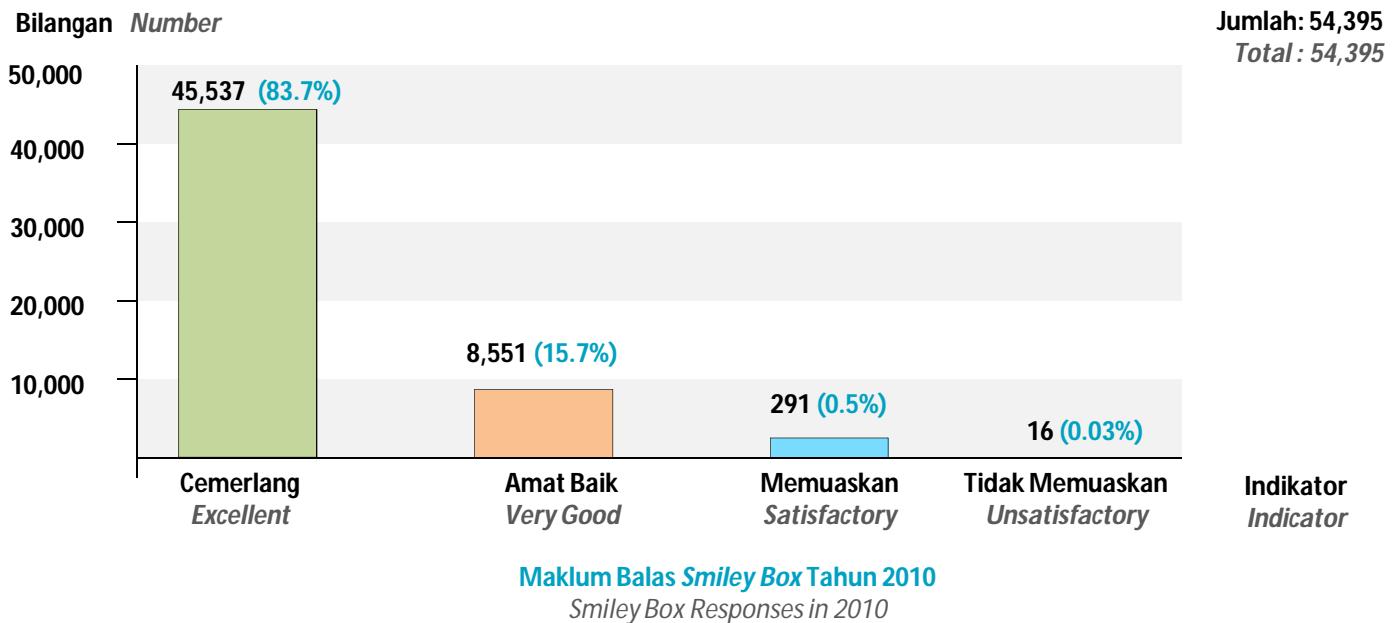
Pelaksanaan sistem penilaian kaunter perkhidmatan yang dikenali sebagai *Smiley Box* telah dilakukan semenjak tahun 2008. Sistem penilaian kaunter yang selaras dengan Pekeliling Kemajuan Pentadbiran Awam Bilangan 1 Tahun 2008 bagi mendapatkan maklum balas spontan pelanggan mengenai kualiti perkhidmatan petugas semua kaunter di JPA merupakan usaha meningkatkan sistem penyampaian perkhidmatan.

Sehingga 31 Disember 2010, analisis *Smiley Box* menunjukkan 99.4 peratus pelanggan amat berpuas hati (Cemerlang dan Amat Baik) dengan perkhidmatan kaunter yang diberikan oleh personel JPA.

• Smiley Box

The service-counter evaluation system known as the Smiley Box has been implemented by the PSD since 2008. This implementation is in accordance with the Development Administration Circular No. 1 of 2008. As part of the efforts of the PSD in enhancing its service delivery system, the system seeks to obtain customers' spontaneous response on the quality of counter services rendered by the customer-service officers.

Until 31st December 2010 the Smiley Box analysis showed that 99.4 percent of the customers were very satisfied (Excellent and Very Good) with the counter services rendered by the PSD personnel.



- **Program JPA Bersama Pelanggan**

Program Bersama Pelanggan di JPA dilaksanakan secara maya. Sepanjang tahun 2010, sebanyak 22 program e-Pelanggan telah diadakan. Program JPA Bersama Pelanggan Secara Maya atau e-Pelanggan diadakan sebanyak dua sesi iaitu pada hari Selasa minggu kedua dan hari Jumaat terakhir setiap bulan. Mulai bulan November 2010, sesi e-Pelanggan telah diadakan sekali sebulan iaitu pada setiap Selasa minggu kedua. Pada 4 November 2010, telah diadakan secara percubaan e-Pelanggan khusus untuk warga JPA.

Keseluruhannya, seramai 518 orang pelanggan menggunakan kemudahan ini sepanjang tahun 2010 menerusi portal <http://www.jpa.gov.my> dengan hanya 45 pelanggan (8.7 peratus) telah menjawab soalan-soalan penilaian kualiti perkhidmatan kaunter yang dikemukakan.

Penilaian mendapati 57.5 peratus daripada pelanggan menyatakan program ini telah menyelesaikan masalah dengan segera. Skor keseluruhan kualiti perkhidmatan kaunter adalah 65 peratus iaitu pada tahap menghampiri "Memuaskan".

- **PSD's a Day with Clients Programme**

"A Virtual Day With Clients" programme is organised online by the PSD. In 2010, a total of 22 e-Client Programme were held on a twice-monthly basis, that was on every Tuesday of the second week and last Friday of the month. Beginning November 2010, the e-Client session was held once a month that was on Tuesday of the second week. On 4th November 2010, a pilot e-Client session was held for PSD personnel.

In total, 518 clients used the e-Client service in 2010 through the <http://www.jpa.gov.my> portal; with only 45 customers (8.7 percent) responding to the questions on counter services quality.

Based on the evaluation, 57.5 percent of the respondents were satisfied with the services provided. The score for the quality of the counter services was 65 percent which was close to "Very Satisfied".



Petugas-petugas menangani pertanyaan pelanggan melalui e-Pelanggan yang diadakan setiap bulan
Officers attending to clients' inquiries through the e-Client Programme that is held every month

PUBLISITI DAN KOMUNIKASI KORPORAT

JPA secara terancang dan berterusan mengeluarkan maklumat-maklumat korporat, dasar dan pelaksanaan pengurusan sumber manusia/aktiviti melalui siaran/kenyataan akhbar/surat kepada penyunting, risalah am dan brosur khusus, serta mengemas kini kandungan portal. JPA turut menjana bahan-bahan berkaitan usaha-usaha penambahbaikan sistem penyampaian perkhidmatan Kerajaan untuk liputan media massa. Laporannya dikemukakan secara bulanan kepada Unit Pemodenan Pentadbiran dan Perancangan Pengurusan Malaysia (MAMPU), Jabatan Perdana Menteri.

- **JPA Bersama Media**

Dalam usaha memaklum dan mendidik masyarakat mengenai polisi-polisi baru dan aktiviti-aktiviti JPA, kerjasama erat dengan pihak media sentiasa diamalkan. Sebaran maklumat JPA di media cetak dan media elektronik melalui sidang akhbar, wawancara dan sesi temubual khas menampilkan pengurusan tertinggi JPA sentiasa diaturkan dari semasa ke semasa. Penyaluran informasi berkaitan JPA yang tepat, konsisten dan menyeluruh amat dititikberatkan bagi mengelak salah faham di kalangan masyarakat.

PUBLICITY AND CORPORATE COMMUNICATIONS

The PSD, through a planned and continuous effort, regularly disseminates information relating to human resource management policies and implementation and its activities/ programmes through press releases/statements/notes 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 for mass media coverage. Reports on this are forwarded to the Malaysian Administrative Modernisation and Management Planning Unit (MAMPU) on a monthly basis.

- **PSD with Media**

In its efforts to inform and educate the community regarding its new policies and activities, the PSD constantly forges close cooperation with the media. Dissemination of information in the print and electronic media, through press conferences, interviews and special interaction sessions with the PSD top management are organised periodically. The PSD takes the task of disseminating correct and comprehensive information about itself seriously to prevent any miscommunication among members of the public.



Sidang akhbar diaturkan dari semasa ke semasa bagi menjelaskan polisi-polisi JPA
Press conferences are arranged from time to time to explain the PSD's policies

THE PSD WITH THE MEDIA
J P A Ber s a m a
MEDIA 2010



25-01-2010
Selamat Pagi Malaysia , RTM1

01-02-2010
Selamat Pagi Malaysia, RTM1



09-03-2010
Majlis Perdana Perkhidmatan Awam Ke-XI
The 11th Civil Service Premier Gathering

23-03-2010
Berita Harian



THE PSD WITH THE MEDIA
J P A Ber s a m a
MEDIA 2010

24-03-2010
Hello On Two, RTM2



07-04-2010
Selamat Pagi Malaysia, RTM1



09-04-2010
Bual Bicara `Isu', RTM1



03-05-2010
Berita Harian



THE PSD WITH THE MEDIA

J P A Ber s a m a MEDIA 2010



07-05-2010

The Star

14-05-2010

Hari Pekerja Sektor Awam
Public Sector Labour Day



29-06-2010

Ramah Mesra Bersama Media
Special Gathering with Media

02-09-2010

Ramah Mesra dan Berbuka Puasa Bersama Media
Friendly and Breaking of Fast With the Media



THE PSD WITH THE MEDIA
J P A Ber s a m a
MEDIA 2010

05-10-2010

Seminar Psikologi Ke-16
The 16th Psychology Seminar



29-10-2010

Temujanji Khas dengan Majalah Fokus, Karangkraf
Special Interview with Focus Magazine, Karangkraf



03-09-2010

Rakaman Khas Ucapan Hari Raya Aidilfitri
Special Recording of the Eid Fitri Speech



08-10-2010

Perasmian Razak School of Government
Official Launch of the Razak School of Government

THE PSD WITH THE MEDIA
JPA Ber s a m a
MEDIA 2010



22-11-2010

Pentauliahan Rakan Pembimbing
Accreditation of Peers

23-11-2010

Pelancaran Pasukan Sukarela Askar Wataniah JPA
Launching of PSD Volunteer Reserve Army



• Analisis Liputan Akhbar

Sejumlah 688 tajuk liputan oleh akhbar nasional menyentuh nama JPA secara langsung sepanjang tahun 2010. 390 berita (56.7 peratus) mengenai JPA dilaporkan secara neutral, 225 (32.7 peratus) adalah positif manakala 73 (10.6 peratus) adalah negatif.

Lima liputan terbanyak adalah berkenaan Penajaan iaitu 279 (40.5 peratus), Hal Ehwal Perkhidmatan 142 (20.6 peratus), Gaji/Elaun/Kemudahan 66 (9.6 peratus), Pencen/Faedah Persaraan 59 (8.6 peratus) dan Pembangunan Organisasi 59 (8.6 peratus).

Sebanyak 41 maklum balas rasmi JPA telah dikeluarkan bagi menjawab pertanyaan/aduan pembaca akhbar.

Secara keseluruhannya, liputan adalah memihak dan memberi imej yang baik kepada JPA.

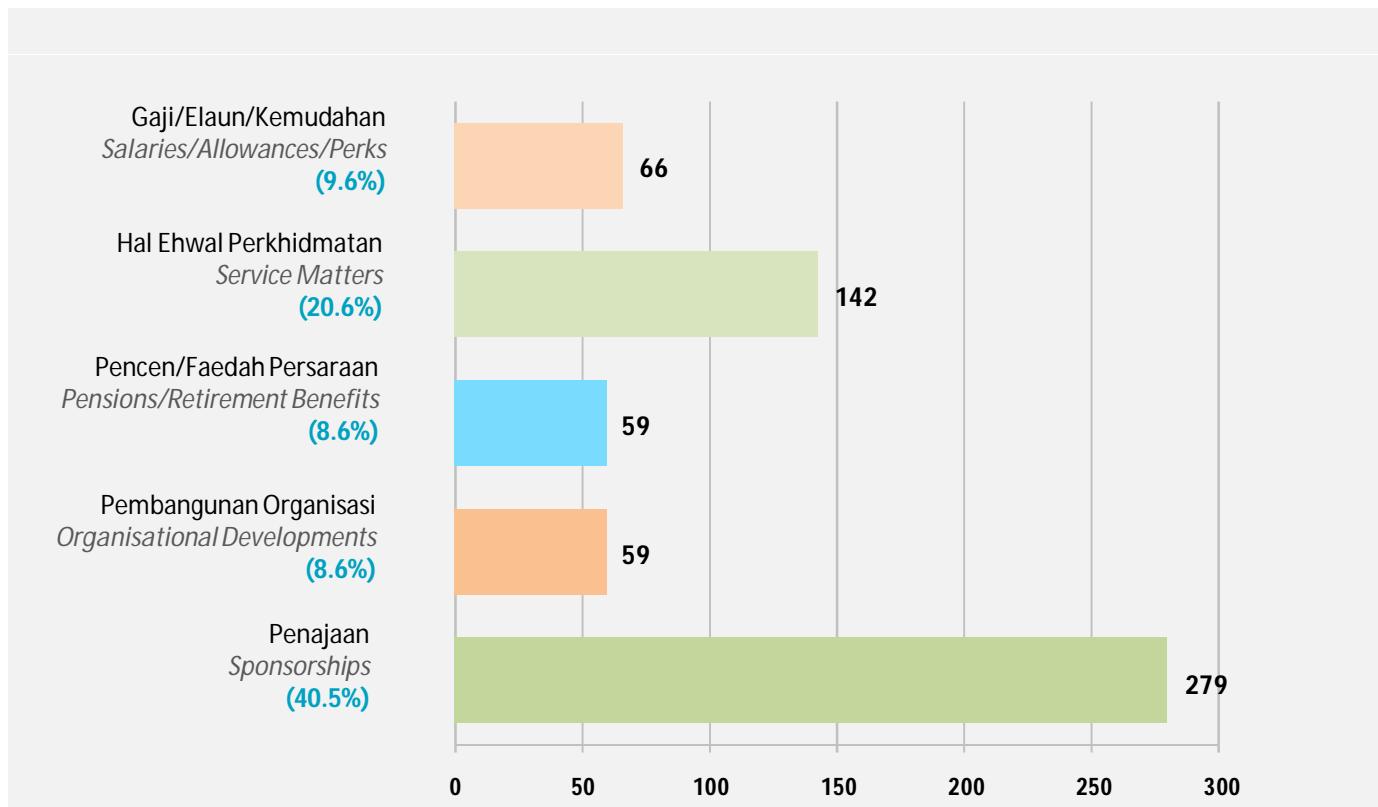
• Newspaper Coverage Analysis

A total of 688 news coverage on national newspapers related to the PSD throughout 2010. 56.7 percent or 390 news on the PSD were neutral, 32.7 percent or 225 (positive) and 10.6 percent or 73 (negative).

The five highest coverage were: Sponsorship 279 (40.5 percent), Service Matters 142 (20.6 percent). Salaries/Allowances/Perks 66 (9.6 percent), Pensions/Retirement Benefits 59 (8.6 percent) and Organisational Development 59 (8.6 percent).

A total of 41 official feedback was released by the PSD in response to readers' inquiries and complaints.

In general, the newspaper coverage was supportive and also helped to portray a good image for the PSD.



Isu Utama di Media Massa Tahun 2010

Main Issues in the Mass Media in 2010

Pekeling

PERKHIDMATAN 2010

BIL. NO.	PEKELILING PERKHIDMATAN <i>SERVICES CIRCULARS</i>
1	Pelaksanaan Dan Penetapan Gred Jawatan Pembantu Setiausaha Pejabat/Setiausaha Pejabat <i>Implementation And Setting of Grades of Assistant Office Secretary / Office Secretary</i>
2	Pindaan Dasar Penangguhan Balik Pelajar-Pelajar Tajaan Kerajaan Di Luar Negara <i>Amendments on the Policy Regarding the Delayed Return of Government Sponsored Students Abroad</i>
3	Kemudahan Cuti Tanpa Rekod Kepada Pegawai Perkhidmatan Awam Yang Menderma Organ <i>Unrecorded Leave Benefits for Public Service Officers Who Donate Organs</i>
4	Pemansuhan Bayaran Wad Kepada Pegawai Dan Pesara Perkhidmatan Awam <i>Abolition of Ward Payment for Public Service Employees and Retirees</i>
5	Kemudahan Tambang Percuma Ke Luar Negeri Bagi Pegawai Gred Utama Dan Ke Atas, Gred Khas A Serta Yang Setaraf <i>Free Overseas Flight Fare for Senior Officers Grade A and Above, Special Grade A and Equivalent</i>
6	Penetapan Ketua Perkhidmatan Bagi 243 Skim Perkhidmatan Yang Sedang Berkuat Kuasa Dalam Perkhidmatan Awam Persekutuan <i>Establishment of Head of Service For 243 Schemes of Service In Force In The Federal Civil Service</i>
7	Panduan Pengurusan Pemangkuhan Dan Kenaikan Pangkat Dalam Perkhidmatan Awam <i>Guidelines for the Management of Acting and Promotions in the Public Service</i>
8	Bayaran Insentif Akademik Pensyarah Perubatan Di Institusi Pengajian Tinggi Awam <i>Academic Incentive Allowance For Medical Lecturers of Public Institutes of Higher Learning</i>
9	Permohonan Mengambil Bahagian Dalam Aktiviti Politik Pegawai Perkhidmatan Pendidikan Siswazah (PPPS) Gred DG41 Hingga DG48 Yang Bertugas Di Institusi Pendidikan, Kementerian Pelajaran Malaysia (KPM) <i>Application to Participate in Politics for Graduate Education Officers Grade DG41 until DG48 Working in Educational Institutions, Ministry of Education (MOE)</i>
10	Bantuan Khas Kewangan Tahun 2010 <i>Special Financial Assistance 2010</i>
11	Bantuan Khas Kewangan Kedua Tahun 2010 <i>Special Financial Assistance 2010 (Second Series)</i>
12	Perubahan Nama Skim Perkhidmatan Pembantu Teknik Kapal Terbang, Pembantu Teknik Ukur, Pembantu Teknik Ukur Bangunan Dan Pembantu Undang-Undang <i>Changes to the Name of Scheme of Service for Assistant Aircraft Technician, Assistant Survey Technician, Assistant Building Survey Technician and Legal Assistant</i>
13	Pemansuhan Penilaian Tahap Kecekapan <i>The Abolishment of the Competency Level Assessment</i>
14	Kemudahan Cuti Bersalin Pegawai Perkhidmatan Awam <i>Maternity Leave Benefits for Public Service Officers</i>
15	Perubahan Perbekalan Kenaikan Pangkat Skim Perkhidmatan Pensyarah Universiti, Pensyarah Perubatan, Pensyarah Pergigian Dan Pensyarah UiTM <i>Changes of Promotion Provision for the Scheme of Service of University Lecturer, Medical Lecturer, Dentistry Lecturer and UiTM Lecturer</i>
16	Pencapaian Dasar Satu Peratus Peluang Pekerjaan Dalam Perkhidmatan Awam Kepada Orang Kurang Upaya <i>Accomplishment of the One Percent Employment Opportunities in the Public Service to Persons with Disabilities</i>

Surat Pekeling PERKHIDMATAN 2010

BIL. SURAT PEKELILING PERKHIDMATAN
NO. SERVICE CIRCULARS

- 1 Pelantikan Secara Kontrak Bagi Pesara Sebagai Ketua Pengarah / Ketua Hakim Syarie, Hakim Mahkamah Rayuan Syariah Dan Ketua Hakim Syarie Negeri-Negeri
Contract Appointment of Retirees As Director General / Chief Judge, Judge of the Syariah Appeal Court and the Chief Syariah Judge of the States
- 2 Pelaksanaan Modul Pengurusan Saraan, Faedah Dan Ganjaran - Submodul Pengurusan Cuti
The Implementation of Remuneration Management, Benefits and Rewards Module - Leave Management Submodule
- 3 Penyeragaman Waktu Bekerja Berperingkat Bagi Semua Agensi Kerajaan Persekutuan Di Negeri-Negeri Yang Hari Rehat Mingguannya lalah Hari Jumaat
Standardisation of the Flexi Working Hours For All Federal Government Agencies In States Observing Their Weekly Rest Day On Friday
- 4 Pelaksanaan Modul Penamatan Perkhidmatan - Urusan Persaraan Kerana Mencapai Umur 55/56/58 Tahun, Urusan Persaraan Pilihan Dan Fungsi Kematian Dalam Perkhidmatan
The Implementation of Service Termination Module - Matters on Retirement Due to the Attainment of Age 55/56/58, Retirement Options and Death Whilst in Service
- 5 Pelaksanaan Penambahbaikan Jadual Gaji Matriks Bagi Skim Perkhidmatan Pensyarah Perubatan dan Pensyarah Pergigian
Implementation of the Improvement to the Matrix Salary Schedule for the Medical and Dental Lecturers Scheme of Service
- 6 Pemberian Bayaran Insentif Penempatan Sabah, Sarawak Atau Labuan, Bayaran Insentif Perumahan Sabah, Sarawak Atau Labuan Dan Pemanjangan Kemudahan Perubatan Kepada Pegawai Bukan Warganegara Yang Dilantik Secara Kontrak (Contract Of Service)
The Grant of Placement Incentive Payment and Housing Incentive Payment for Sabah, Sarawak or Labuan; and Medical Benefits for Non-Citizen Contract Officers
- 7 Pindaan Kepada Lampiran A – Senarai Skim – Skim Perkhidmatan Yang Memperuntuk Syarat Lantikan Di Peringkat Ijazah Sarjana Dan/Atau Ijazah Doktor Falsafah (Ph.D)
Amendment to Appendix A - List of Schemes – Service Scheme that Allocates Conditions for Appointment at the Level of Masters and/or Doctor of Philosophy (PhD)
- 8 Panduan Pelaksanaan Pementoran Dalam Pengurusan Sumber Manusia Sektor Awam
Guidance on the Implementation of Mentoring in the Public Sector Human Resource Management
- 9 Pelaksanaan Submodul Pengurusan Perhubungan Majikan Pekerja – Majlis Bersama Jabatan (MBJ) Aplikasi HRMIS
Implementation of Employer and Employee Relationship Management Submodule - Joint Departmental Councils (MBJ) through HRMIS

IMPORTANT EVENTS

Peristiwa
PENTING

15.01.2010

Amanat Tahun Baru 2009 KPPA
DGPS New Year Address 2009



28.01.2010

Pelancaran Pelan Hala Tuju Program Transformasi Kerajaan
Launching of the Government Transformation Programme



11&12.02.2010

Seminar Perancangan Strategik JPA
PSD Strategic Planning Seminar



09.03.2010

Majlis Pertama Perkhidmatan Awam Ke-XI
The 11th Civil Service Premier Gathering

IMPORTANT EVENTS

Peristiwa PENTING

17.03.2010

Lawatan Pasukan Audit Perbadanan Produktiviti Malaysia (MPC) Bagi Pensijilan Amalan 5S di JPA

Visit by the Audit Team of the Malaysian Productivity Board for the Certification of 5S at the PSD



07.04.2010

Temuduga Program Penajaan Luar Negara

Interview for the Overseas Sponsorship Programme



8&9.04.2010

Mesyuarat Ke-20 Jawatankuasa Perhubungan antara JPA dengan Pentadbiran Negeri Sarawak

Meeting of the 20th Coordination Committee between the PSD and the Sarawak State Service

12 – 16.04.2010

**Makmal Penamatan Perkhidmatan
Exit Policy Lab**

IMPORTANT EVENTS

Peristiwa
PENTING

15.04.2010

Majlis Penyampaian Surat Tawaran dan Taklimat Biasiswa Nasional Tahun 2010

The presentation of the Letter of Offer and Briefing for the National Scholarship in 2010



05.05.2010

Anugerah Perkhidmatan Cemerlang Tahun 2009
The 2009 PSD Excellent Service Award Ceremony



12.05.2010

Perjumpaan KPPA bersama Duta-Duta Malaysia ke Luar Negara

Meeting of the DGPS with Malaysian Ambassadors



14.05.2010

Majlis Perhimpunan Penjawat Awam Tahun 2010
2010 Public Servants Gathering

IMPORTANT EVENTS

Peristiwa PENTING

31.05.2010 – 02.06.2010

**Seminar Perancangan Strategik Pertengahan
dan Sokongan**

Strategic Planning Seminar for Middle and Support Group



24.06.2010

Pelancaran Jawatan Kuasa Kluster PTD
Launching of ADS Cluster Committees



30.06.2010

Majlis Penyerahan Tugas KPPA
DGPS Handing Over Ceremony



16.07.2010

Mesyuarat Majlis Bersama Kebangsaan 1/2010
National Joint Council Meetings 1/2010

IMPORTANT EVENTS

Peristiwa
PENTING

13.08.2010

Forum Perdana Ramadhan Pertama

1st Forum in Conjunction with the Holy Month of Ramadhan



20.08.2010

Forum Perdana Ramadhan Kedua

2nd Forum in Conjunction with the Holy Month of Ramadhan



25.08.2010

Majlis Penghayatan Bulan Kemerdekaan Tahun 2010

An Event to Commemorate the Month of Independence in 2010



01.09.2010

Majlis Berbuka Puasa dan Solat Tarawikh JPA

Breaking of Fast and 'Tarawikh' Prayer in the PSD



IMPORTANT EVENTS

Peristiwa PENTING

23.09.2010

Majlis Jamuan Hari Raya Aidilfitri JPA
The PSD Eid Fitri Celebration



5–6.10.2010

Seminar Psikologi Ke-16
The 16th Psychology Seminar



5–8.10.2010

Penilaian Star Rating oleh MAMPU
Evaluation for Star Rating by MAMPU

08.10.2010

Majlis Perasmian Razak School of Government (RSOG)
Launching of the Razak School of Government (RSOG)

IMPORTANT EVENTS

Peristiwa
PENTING

11-13.10.2010

Audit Pengawasan SIRIM MS ISO 9001:2008
Monitoring Audit by SIRIM MS ISO 9001:2008



13.10.2010

Pengurniaan Biasiswa Yang di-Pertuan Agong
Award of The King Scholarship



19.10.2010

Persidangan Majlis Bersama Jabatan
Joint Departmental Councils Conference



28 - 30.10.2010

Persidangan ASEAN Mengenai Isu-isu Perkhidmatan Awam
Ke-15 di Luang Prabang, Lao PDR
The 15th ASEAN Conference On Civil Service Matters (ACCSM)
Luang Prabang, Lao PDR

IMPORTANT EVENTS

Peristiwa PENTING

01.11.2010

Bengkel Pengukuhan Pelaksanaan KPI Penjawat Pengurusan Tertinggi Perkhidmatan Awam
Workshop on Strengthening the Implementation of KPI for the Top Echelon of the Public Service



02.11.2010

Upacara Menandatangani Antara Kerajaan Malaysia & Pusat Perubatan Akademik

Signing Ceremony Between The Government of Malaysia & Academic Medical Centre



8.11.2010

Seminar Perancangan Strategik Pertengahan dan Sokongan Siri 2
Strategic Planning Seminar for Middle and Support Group Series 2



09.11.2010

Majlis Graduasi Program Cross Fertilisation PCF-GLC Siri 1 Tahun 2009/2010
Cross Fertilisation PCF-GLC Series 1 Year 2009/2010 Graduation Ceremony

IMPORTANT EVENTS

Peristiwa
PENTING

22.11.2010

Majlis Pentauliahan Rakan Pembimbing
Perkhidmatan Awam AKRAB

Accreditation of Peers In the Public Service



23.11.2010

Pelancaran Pasukan Sukarela Askar Wataniah JPA

Launching of the PSD Army Volunteers



25.11.2010

Majlis Bersama Kebangsaan 2/2010
National Joint Council Meetings 2/2010

30.11.2010 – 02.12.2010

Persidangan Perkhidmatan Awam
Public Service Conference

IMPORTANT EVENTS

Peristiwa PENTING

14.12.2010

Hari Inovasi JPA
PSD Innovation Day



16-18.12.2010

Mesyuarat Perhubungan JPA-Sabah
PSD-Sabah State Coordination Committee



20.12.2010

**Majlis Penyampaian Bantuan Kewangan dan
Geran Akademik 1MDB**
*The presentation of Financial Aid and
1MDB Academic Grant*



17.01.2011

Majlis Malam Mesra JPA Tahun 2010
PSD Night 2010

PSD'S MONTHLY ASSEMBLY
Per himpunan
BULANAN JPA



Penyelidikan DAN KAJIAN KES 2010

Tajuk <i>Title</i>	Penerangan <i>Description</i>
Kajian Empirikal Impak Pengajian Ijazah Lanjutan ke atas Pegawai Perkhidmatan Awam Persekutuan <i>Empirical Research on the Impact of Post-Degree Education Among Public Service Officers</i>	Kajian ini bertujuan mendapatkan pandangan tentang sejauh mana Pengajian Ijazah Lanjutan (Sarjana dan Kedoktoran) telah memberikan impak yang berkesan dari segi perkembangan kerjaya dan pembangunan diri pegawai <i>This research was aimed at obtaining views regarding the effectiveness of post-degree education in terms of the officers' career and self development</i>
Kajian Profiling Penempatan Pegawai Tadbir dan Diplomatik <i>Research on the Placement Profiling of the Administrative and Diplomatic Service Officers (ADS)</i>	Kajian ini bertujuan untuk membina profiling penempatan PTD yang meliputi kesesuaian tempat, bidang dan persekitaran kerja <i>This research was aimed at building the placement profiling of ADS officer. The areas of study include the suitability of placement and expertise, as well as working environment</i>
Kajian Penambahbaikan Piagam Pelanggan JPA <i>Research on the Improvement of the PSD's Clients Charter</i>	Kajian ini dijalankan bagi mengkaji cadangan penambahbaikan yang boleh dibuat terhadap Piagam Pelanggan JPA supaya lebih jelas serta boleh dinilai dan diukur <i>This research was aimed at studying possible changes to the PSD's clients' charter to make them clearer and easier to quantify</i>
Kajian Kepimpinan Transformasi Perkhidmatan Awam <i>Research on the Civil Service Transformational Leadership</i>	Kajian ini dijalankan bagi mendapatkan maklum balas Penjawat-penjawat Pengurusan Tertinggi Perkhidmatan Awam mengenai persepsi mereka terhadap jenis kompetensi yang diperlukan dalam kepimpinan perkhidmatan awam pada masa hadapan <i>This research was aimed at getting feedbacks from the top echelon of the public service on leadership competency elements required of future leaders of the public service</i>
Kajian Pelaksanaan Dasar Kenaikan Pangkat Secara Khas Untuk Penyandang (KUP) bagi Pegawai Kumpulan Sokongan yang telah Berkhidmat Melebihi 15 tahun <i>Research on the Implementation of the Promotion Policy through Personal to Holder for Supporting Staff Who Have Been in Service for more than 15 Years</i>	Kajian ini dijalankan bertujuan untuk menilai semula keberkesanan pelaksanaan Dasar Kenaikan Pangkat Secara Khas Untuk Penyandang (KUP) Bagi Pegawai Kumpulan Sokongan Yang Telah Berkhidmat Melebihi 15 Tahun <i>This research was aimed at reviewing the implementation of the Promotion Policy through Personal to Holder for support staff who have been in service for more than 15 years</i>
Kajian Ciri-Ciri Kepimpinan Yang Dikehendaki di JPA <i>Study on the Leadership Characteristic Required at the PSD</i>	Kajian ini dijalankan bagi mengenal pasti tahap kepimpinan pegawai-pegawai di JPA secara keseluruhan serta mendapatkan maklum balas mengenai ciri-ciri kepimpinan yang mereka perlukan <i>This study was aimed at identifying the overall leadership level of PSD officers and to get feedback on the elements of leadership required within the PSD</i>

Penyelidikan DAN KAJIAN KES 2010

Tajuk <i>Title</i>	Penerangan <i>Description</i>
Kajian Rasionalisasi Pejabat Penasihat Pendidikan dan Latihan JPA Di Luar Negara (PPL) <i>Research on the Rationalisation of the PSD Education Advisory and Training Offices Overseas</i>	Kajian dijalankan bagi melihat keberkesanan kerja pegawai-pegawai PPL di luar negara <i>This research was aimed at examining the effectiveness of the PPL officers abroad</i>
Kajian Keberkesanan Penempatan Ketua Komunikasi Korporat <i>Research on the Effectiveness of the Placement of Head of Corporate Communications</i>	Kajian ini dijalankan bagi melihat keberkesanan penempatan Ketua Komunikasi Korporat di kementerian-kementerian melalui kaedah lantikan melalui pelbagai peringkat <i>This research was aimed at examining the effectiveness of the placement of Head of Corporate Communications through multiple entry appointment in Ministries</i>
Kajian Penglibatan Pegawai Awam Dalam Pasukan Sukarelawan Beruniform <i>Research on the Involvement of Public Service Officers in Uniformed Volunteer Bodies</i>	Kajian diadakan bagi mendapatkan gambaran kesediaan Penjawat Awam dan Pegawai-pegawai PTD muda dalam menyertai pasukan sukarelawan beruniform <i>This research was aimed at gaining insight and willingness of civil servants and young ADS officers to volunteering in uniformed bodies</i>
Kajian Bayaran Lebih Masa <i>Research on Overtime Allowance</i>	Kajian ini bertujuan mendapatkan pandangan Penjawat Awam mengenai bayaran eluan bagi pegawai yang bekerja lebih masa <i>This research was aimed at getting the civil servants' views regarding overtime allowance</i>
Kajian Penggunaan Internet/ICT Dalam Pembangunan Kendiri di Pejabat <i>Research on the Use of Internet/ICT in Self Development</i>	Kajian ini bertujuan untuk menilai masalah psikologi berhubung penggunaan internet di kalangan penjawat awam <i>This research was aimed at evaluating the psychological problems related to the use of internet among public servants</i>
Kajian Impak Audit Nilai dalam Pelaksanaan Program-Program Penambahbaikan di Jabatan Kerajaan <i>Impact Study on the Implementation of Audit Value Improvement Programmes in Government Departments</i>	Kajian ini bertujuan mengkaji dan menambahbaik sistem pengurusan pentadbiran perkhidmatan awam <i>This research was aimed a examining and improving the public service administrative management system</i>
Kajian Amalan Pengiktirafan Dalam Perkhidmatan Awam <i>Research on the Practice of Recognition in the Public Service</i>	Kajian ini bertujuan untuk menilai budaya pengiktirafan dalam organisasi perkhidmatan awam <i>This research was aimed at evaluating the culture of appreciation and recognition in the public service</i>
Kajian Pemahaman Gagasan 1Malaysia di Kalangan Warga JPA <i>Research on the Understanding of 1Malaysia Among JPA Citizens</i>	Kajian ini bertujuan untuk melihat pemahaman serta pengetahuan warga JPA berhubung gagasan 1Malaysia <i>This research was aimed at examining the understanding and knowledge of JPA citizens regarding the ideas of 1Malaysia</i>

Penyelidikan DAN KAJIAN KES 2010

Tajuk <i>Title</i>	Penerangan <i>Description</i>
Kajian Faktor-Faktor Yang Mempengaruhi Kreativiti Dalam Organisasi <i>Research on the Factors Affecting Creativity in Organisation</i>	Kajian ini bertujuan untuk mengenalpasti tahap kreativiti pegawai awam <i>This research was aimed at identifying the level of creativity among public servants</i>
Kajian Terhadap Faktor-Faktor Yang Menghalang Dalam Membuat Keputusan Yang Cepat <i>Research on the Factors Obstructing Quick Decision Making</i>	Kajian ini bertujuan untuk mengenalpasti faktor yang menghalang dalam membuat keputusan cepat; mengkaji gaya pembuat keputusan; dan faktor yang mendorong responden membuat keputusan yang cepat <i>This research was aimed at identifying the factors that prevented quick decision making; the styles of decision makers, and factors that encouraged respondents in making quick decisions</i>
Kajian Impak Program Komuniti Bersama Masyarakat: Penglibatan Ibu Bapa Terhadap Pelajaran Anak-Anak di Sekolah Kebangsaan Tanjung Agas, Port Dickson, Negeri Sembilan <i>Impact Study on Community Programme: Parents' Involvement in Children's Education at Tanjung Agas Primary School, Port Dickson, Negeri Sembilan</i>	Kajian ini bertujuan untuk mengkaji penglibatan ibu bapa dalam pelajaran anak-anak; mengkaji kesedaran ibu bapa terhadap minat dan cita-cita yang dimiliki oleh anak; dan mengkaji kerjasama ibu bapa dalam melibatkan diri dengan aktiviti yang diajurkan oleh pihak sekolah <i>This research was aimed at examining parents' involvement in children's education, parents' awareness of children's interests and ambitions, and parents' cooperation in activities organised by the school</i>
Kajian Transformasi Diri Pegawai Awam di Organisasi <i>Research on Self Transformation Among Public Servants in an Organisation</i>	Kajian ini bertujuan untuk mengenalpasti faktor yang menghalang transformasi pegawai awam <i>This research was aimed at identifying factors that prevents transformation among public servants</i>
Kajian Masalah Kesesakan Jalan Raya dan Kekurangan Kemudahan Parkir ke atas Psikologi Kualiti Penyampaian Perkhidmatan Pegawai Awam <i>Research on Traffic Congestion Problems and Lack of Parking Space on the Psychological and Performance Quality of Public Servants</i>	Kajian ini bertujuan untuk mengkaji persepsi pegawai awam terhadap punca masalah kesesakan jalan raya dan kekurangan parkir; mengkaji persepsi terhadap amalan perkongsian kereta; serta mengenalpasti kesan terhadap psikologi dan kualiti penyampaian perkhidmatan <i>This research was aimed at examining the perceptions of public servants on road congestion problems and lack of parking space; the practice of car pooling, and its effects on the psychological and quality of performance</i>
Kajian Impak Pementoran Dalam Perkhidmatan Awam <i>Impact Study on Mentoring in the Public Service</i>	Kajian ini bertujuan untuk mengenal pasti keberkesanan program pementoran <i>This research was aimed at identifying the effectiveness of mentoring programmes</i>

Penyelidikan DAN KAJIAN KES 2010

Tajuk <i>Title</i>	Penerangan <i>Description</i>
Kajian Kejayaan Skim Amanah Ikhtiar Malaysia (AIM) Dalam Mencipta Usahawan Berjaya : 5 Kes Terpilih di Selangor <i>Study on the Success of the Malaysia Ikhtiar Trust Scheme in Creating Successful Entrepreneurs: 5 Selected Cases in Selangor</i>	Kajian ini dijalankan untuk menvaliditas teori dan kefahaman sedia ada mengenai faktor-faktor yang menyumbang kepada kejayaan usahawan <i>This research was aimed at identifying factors that contributed to the success of entrepreneurs</i>
Kajian Impak Program Pembangunan Sahsiah Dalam Perkhidmatan Awam di Wilayah Utara. <i>Impact Study on the Public Sector Character Development Programme in the Northern Region</i>	Kajian ini dijalankan untuk mengenalpasti bentuk dan tahap pelaksanaan, menganalisis skop kandungan program yang dilaksanakan dan mengenalpasti masalah pelaksanaan program pembangunan sahsiah di dalam perkhidmatan awam <i>This research was aimed at identifying the problems of personality development programme in the public service</i>
Kajian Pengkhususan Institusi Latihan Awam (ILA) <i>Study on Specialisation of Public Training Institute (ILA)</i>	Kajian ini dijalankan bertujuan untuk mengoptimumkan penggunaan sumber sektor awam serta memastikan kualiti kursus yang ditawarkan berada di tahap terbaik <i>This study was aimed at optimising the utilisation of the public sector's resources and to ensure the quality of courses offered</i>
Kajian Penetapan Gred Jawatan Pembantu Setiausaha Pejabat/Setiausaha Pejabat <i>Study on Setting of Grades of Assistant Office Secretary/Office Secretary</i>	Kajian ini bertujuan untuk meningkatkan keberkesanan penyampaian perkhidmatan Pembantu Khas melalui penetapan gred dan kadar elauan bagi skim perkhidmatan Pembantu Setiausaha Pejabat/Setiausaha Pejabat <i>This study was aimed at increasing the efficiency in service delivery of Administrative Assistants through setting of grades and allowance rate for Assistant Office Secretary/Office Secretary</i>
Kajian Penetapan Ketua Perkhidmatan Bagi 243 Skim Perkhidmatan Yang Sedang Berkuat Kuasa Dalam Perkhidmatan Awam Persekutuan <i>Study on Setting of Head of Service For 243 Schemes of Service In The Federal Civil Service</i>	Kajian ini adalah untuk menambah baik peluang kemajuan kerjaya dan mobiliti pegawai Perkhidmatan Awam Persekutuan <i>This study was aimed at enhancing the career development and mobility of officers in the Federal Civil Service</i>
Kajian Keberkesanan AKRAB di Jabatan dan Kementerian <i>Impact Study on Peer Guidance (AKRAB) at Agencies and Ministries</i>	Kajian ini dijalankan untuk menilai pencapaian matlamat penubuhan AKRAB di agensi, mengkaji keberkesanan AKRAB dalam organisasi, dan sejauh mana keterlibatan penyelia AKRAB dalam menjayakan AKRAB di organisasi <i>This research was aimed at evaluating the mission of AKRAB's formation in agencies, to examine the effectiveness of AKRAB in an organisation, and the extent of AKRAB supervisors' involvement in AKRAB's activities in organisations</i>

Penyelidikan DAN KAJIAN KES 2010

Tajuk <i>Title</i>	Penerangan <i>Description</i>
Kajian Keberkesanan Sistem Pengurusan Syarikat Bas Ekspres <i>Study on the Effectiveness of the Management System of Express Bus Company</i>	Kajian ini dijalankan untuk mengkaji keberkesanan pengurusan syarikat bas ekspres di Semenanjung Malaysia dan seterusnya memberikan cadangan penambahbaikan terhadap kualiti perkhidmatan yang ditawarkan <i>This research was aimed at examining the effectiveness of express bus management in Peninsular Malaysia</i>
Kajian impak dimensi kebolehan dan personaliti pelatih ke atas motivasi untuk memindahkan latihan <i>Impact Study on the Ability Variables and Trainer Personalities on Motivation to Transfer Training</i>	Kajian ini bertujuan menganalisis faktor utama yang mempengaruhi motivasi pelatih untuk memindahkan latihan secara intensif ke tempat kerja <i>This research was aimed at analysing the major factors affecting motivation among trainers in providing intensive training at the work place</i>
Kajian Kepuasan Pelanggan Terhadap Pelaksanaan Kursus dan Kemudahan Latihan di INTAN <i>Customer Satisfaction Survey on the Implementation of Courses and Training Facilities at INTAN</i>	Kajian ini bertujuan mengkaji persepsi peserta-peserta kursus tentang keberkesanan kursus-kursus yang dilaksanakan oleh INTAN, menilai kepuasan peserta kursus terhadap kemudahan latihan yang disediakan di INTAN dan mengemukakan cadangan penambahbaikan ke atas pelaksanaan kursus dan kemudahan latihan di INTAN <i>This research was aimed at examining participants' perceptions on the effectiveness of the courses organised by INTAN, to evaluate participants' satisfaction on the training facilities provided by INTAN and to suggest improvements on the course execution and training facilities in INTAN</i>
Kajian Eksplorasi Data Daripada Pelaksanaan Penilaian Berdasarkan Petunjuk Prestasi Utama (KPI) di Kalangan Penjawat Pengurusan Tertinggi Perkhidmatan Awam Tahun 2009 <i>Exploration of Data collected from the Implementation of the Key Performance Indicators (KPIs) among the Top Echelons of the Civil Service in 2009</i>	Kajian ini memberi fokus kepada analisis <i>validity</i> dan <i>reliability</i> borang soal selidik Kompetensi Kepimpinan yang digunakan dalam Pelaksanaan Penilaian Berdasarkan KPI di kalangan Penjawat Pengurusan Tertinggi Perkhidmatan Awam <i>The focus of this study was on the validity and the reliability of the Leadership Competency questionnaire used in the implementation of KPI among the Top Echelon of the Public Service</i>

Statistik

DAN TREND

Bil. No.	Klasifikasi Perkhidmatan <i>Service Classification</i>	Kod <i>Code</i>	Kumpulan Perkhidmatan <i>Service Group</i>		Skim Perkhidmatan Bersepadu <i>Integrated Scheme of Service</i>	Jumlah Skim Perkhidmatan <i>Total No. of Schemes of Service</i>
			Pengurusan & Profesional <i>Management & Professional</i>	Sokongan <i>Support</i>		
1.	Pengangkutan <i>Transport</i>	A	4	7	-	11
2.	Bakat dan Seni <i>Talent and Arts</i>	B	-	-	7	7
3.	Sains <i>Science</i>	C	9	13	-	22
4.	Pendidikan <i>Education</i>	DH/DS/DU/ DUG/DM/ DG/DGA	6	2	1	9
5.	Ekonomi <i>Economics</i>	E	3	7	-	10
6.	Sistem Maklumat <i>Information System</i>	F FT	1	2	-	3
7.	Pertanian <i>Agriculture</i>	G	7	17	-	24
8.	Kejuruteraan <i>Engineering</i>	J	9	16	1	26
9.	Keselamatan dan Pertahanan Awam <i>Security and Civil Defence</i>	KB/KP/KR/ KX	4	12	2	18
10.	Perundangan dan Kehakiman <i>Legal and Judiciary</i>	L LS	2	5	-	7
11.	Tadbir dan Diplomatik <i>Administrative and Diplomatic</i>	M	1	-	-	1
12.	Pentadbiran dan Sokongan <i>Administration and Support</i>	N NT	6	35	-	41

STATISTICS AND TRENDS

Statistik DAN TREND

Bil. No.	Klasifikasi Perkhidmatan <i>Service Classification</i>	Kod <i>Code</i>	Kumpulan Perkhidmatan <i>Service Group</i>		Skim Perkhidmatan Bersepadu <i>Integrated Scheme of Service</i>	Jumlah Skim Perkhidmatan <i>Total No. of Schemes of Service</i>
			Pengurusan & Profesional <i>Management & Professional</i>	Sokongan Support		
13.	Pencegahan <i>Prevention</i>	P	-	-	1	1
14.	Penyelidikan dan Pembangunan <i>Research and Development</i>	Q	2	2	-	4
15.	Mahir/Separuh Mahir/Tidak Mahir <i>Skilled/Semi-Skilled/ Unskilled</i>	R	-	10	-	10
16.	Perkhidmatan Sosial <i>Social Service</i>	S	13	25	-	38
17.	Perubatan dan Kesihatan <i>Medical and Health</i>	U/UD	7	10	4	21
18.	Kewangan <i>Finance</i>	W	7	11	-	18
19.	Penguatkuasa Maritim <i>Maritime Enforcement</i>	X	-	1	1	2
20.	Polis <i>Police</i>	YY YT YP	1	3	-	4
21	Angkatan Tentera Malaysia <i>Malaysian Army</i>	Z	-	1	1	2
Jumlah Total			82	179	18	279

Skim Perkhidmatan Mengikut Klasifikasi dan Kumpulan Perkhidmatan
Schemes of Service by Classification and Service Group

Statistik

DAN TREND

Jenis Sebab <i>Type of Reason</i>	Lelaki <i>Male</i>		Perempuan <i>Female</i>	
	Pengurusan & Profesional <i>Management & Professional</i>	Sokongan <i>Support</i>	Pengurusan & Profesional & <i>Management & Professional</i>	Sokongan <i>Support</i>
Berniaga <i>Business</i>	37	570	13	106
Sebab kesihatan <i>Health reasons</i>	71	676	86	520
Sebab penswastaan <i>Privatisation</i>	0	0	0	1
Sebab Peribadi <i>Personal reasons</i>	135	767	139	779
Hilang minat terhadap pekerjaan <i>Loss of interest towards employment</i>	14	85	15	76
Jaga ahli keluarga yang sakit <i>Caring for sick family members</i>	10	60	33	118
Susah menyesuaikan diri dengan persekitaran kerja <i>Difficulty in adapting oneself to the work environment</i>	1	1	0	2
Jaga anak <i>Taking care of children</i>	0	3	6	19
Biaya pendidikan anak <i>Financing children's education</i>	13	26	7	28
Tawaran kerja sektor awam <i>Work offer from the private sector</i>	2	2	0	0
Meneruskan perusahaan keluarga <i>Getting involved in the family business</i>	0	13	1	2
Melanjutkan pelajaran <i>Further education</i>	0	3	0	0
Mengikuti kursus usahawan oleh Kerajaan <i>Following entrepreneur courses organised by the Government</i>	0	2	4	3
Mengikut suami/isteri berpindah keluar negeri <i>Following spouse migrating overseas</i>	0	0	0	0
Pilihanraya <i>Election</i>	0	0	8	12
Sebab-sebab Lain <i>Other reasons</i>	0	1	0	0
Jumlah <i>Total</i>	283	2,209	312	1,666

*Maklumat dari pangkalan data POWER sehingga 21 Feb 2011

*Information from POWER Database as of 21st Feb 2011

Statistik Pesara Yang Bersara Pilihan Sendiri Mengikut Kumpulan Perkhidmatan, Jantina dan Jenis Sebab Bersara bagi Tahun 2010

Statistics on Pensioners Opting for Retirement based on Service Group, Gender and Reasons for Retirement in 2010

Statistik

DAN TREND

Bil. No.	Agenzi <i>Agencies</i>	Perjawatan <i>Establishment</i>	Pengisian <i>Placement</i>
1	Perkhidmatan Awam Persekutuan <i>Federal Public Service</i>	1,293,500	1,152,713
2	Perkhidmatan Awam Negeri <i>State Public Service</i>	124,515	84,812
3	Badan Berkanun Persekutuan <i>Federal Statutory Bodies</i>	153,363	117,250
4	Badan Berkanun Negeri <i>State Statutory Bodies</i>	21,181	14,786
5	Pihak Berkuasa Tempatan <i>Local Authorities</i>	58,023	50,826
Jumlah <i>Total</i>		1,650,582	1,420,387

Maklumat Perjawatan Dan Pengisian Mengikut Jenis Perkhidmatan Tahun 2010*Information on Establishment and Placement by Service for 2010*

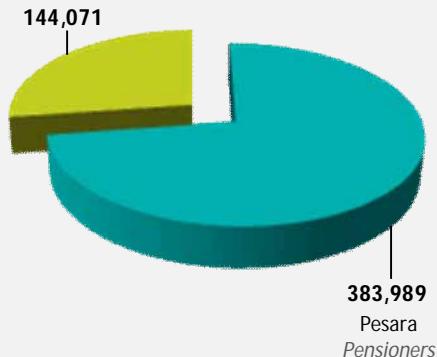
Bil. No.	Kumpulan <i>Group</i>	Jumlah <i>Total</i>
1	Pengurusan Tertinggi <i>Premier Post</i>	3,870
2	Pengurusan & Profesional <i>Management & Professional</i>	436,679
3	Sokongan I <i>Support I</i>	911,162
4	Sokongan II <i>Support II</i>	277,801
5	Lain-lain <i>Others</i>	21,070
Jumlah <i>Total</i>		1,650,582

Maklumat Perjawatan Mengikut Kumpulan Perkhidmatan Tahun 2010*Information on Establishment by Service Group for 2010*

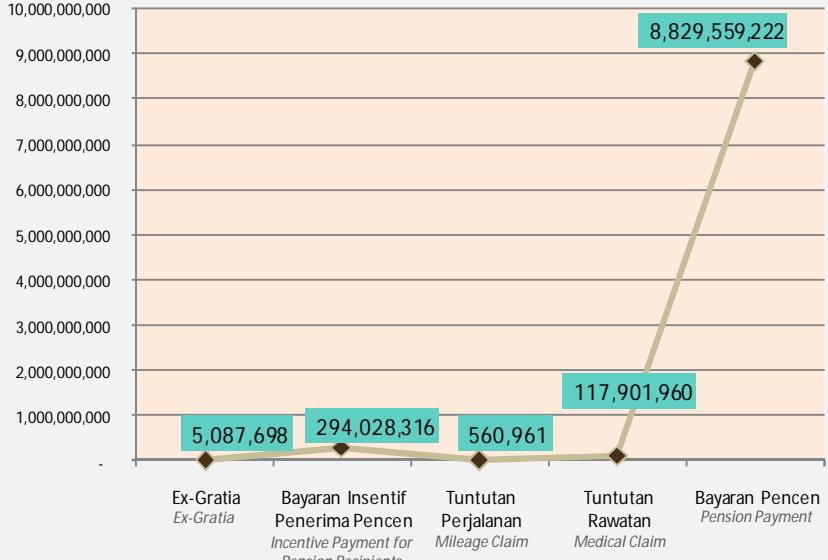
STATISTICS AND TRENDS

Statistik DAN TREND

Penerima Pencen
Pension Recipients

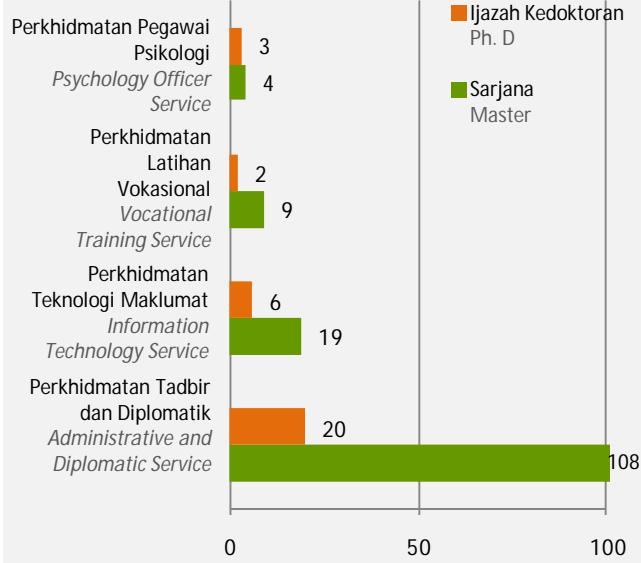


Bilangan Pesara dan Penerima Pencen Tahun 2010
Number of Pensioners and Pension Recipients in 2010



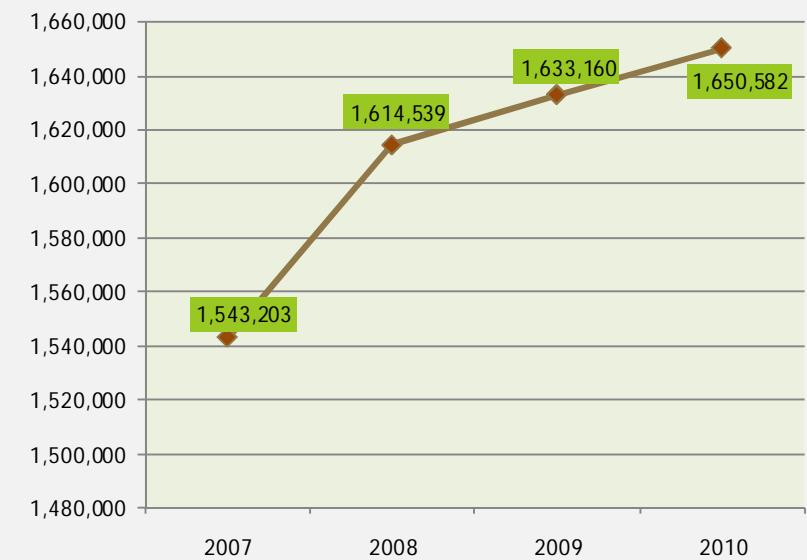
**Jumlah Bayaran Oleh Kerajaan Kepada Pesara dan Penerima
Pencen Tahun 2010**
Total Payment by the Government to Pensioners and Pension
Recipients in 2010

Skim Perkhidmatan Gunasama
Common-User Scheme of Service



**Bilangan Tempat Ditawarkan Untuk Hadiah Latihan
Persekutuan**

Number of Places Offered for Federal Training
Scholarships

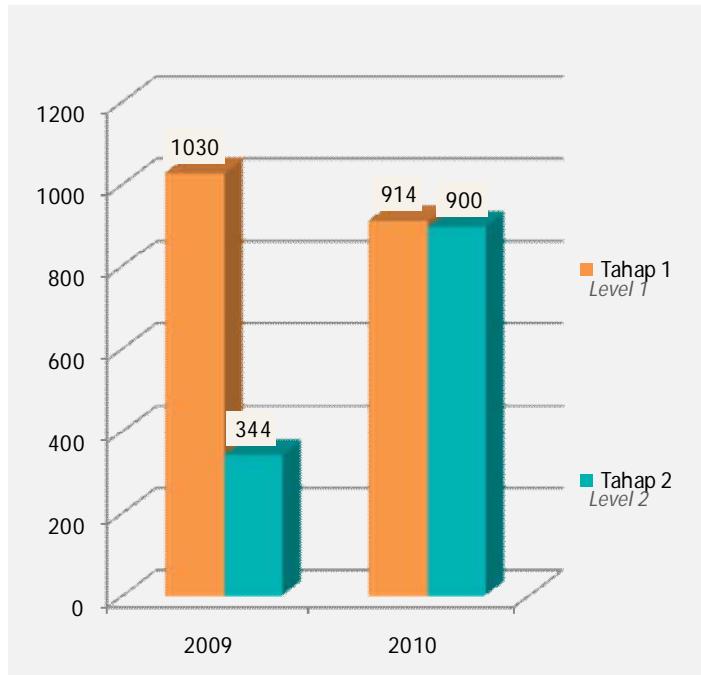


**Trend perjawatan di Sektor Awam dari Tahun 2007
Hingga 31 Disember 2010**

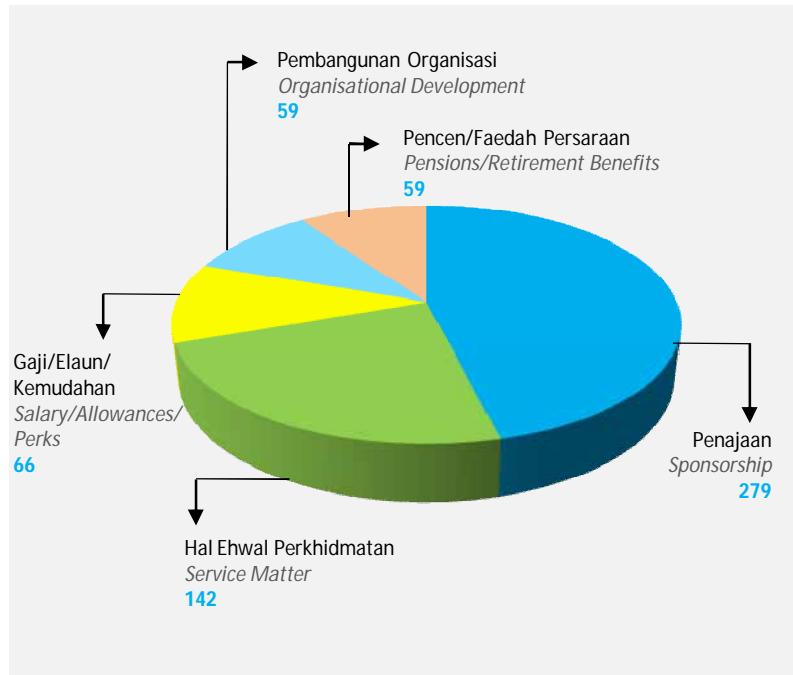
Establishment Trend in the Public Sector from 2007
Until 31st December 2010

STATISTICS AND TRENDS

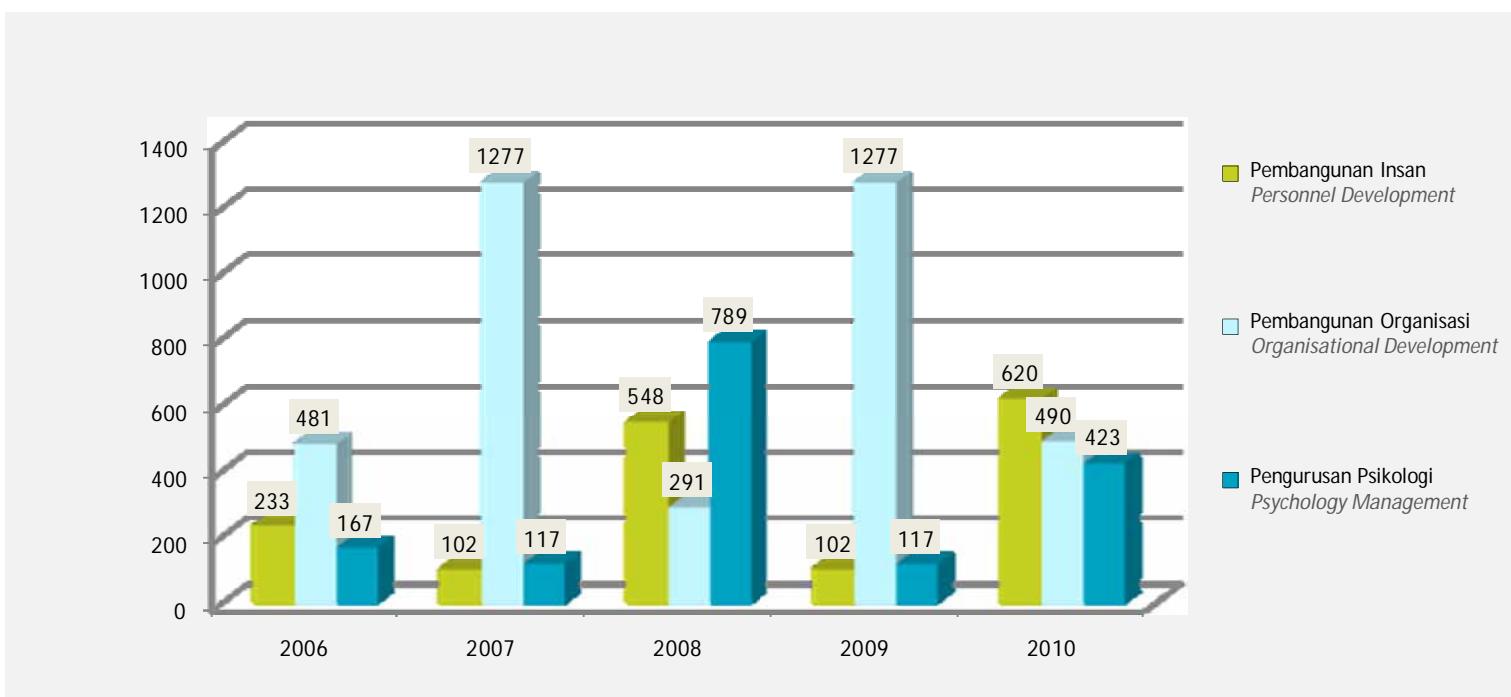
Statistik DAN TREND



Bilangan Peserta Terlibat dalam Program Peningkatan Kemahiran Kaunseling Tahun 2009 dan 2010
Participants Involved in Counselling Skill Enhancement Programmes for the Year 2009 to 2010



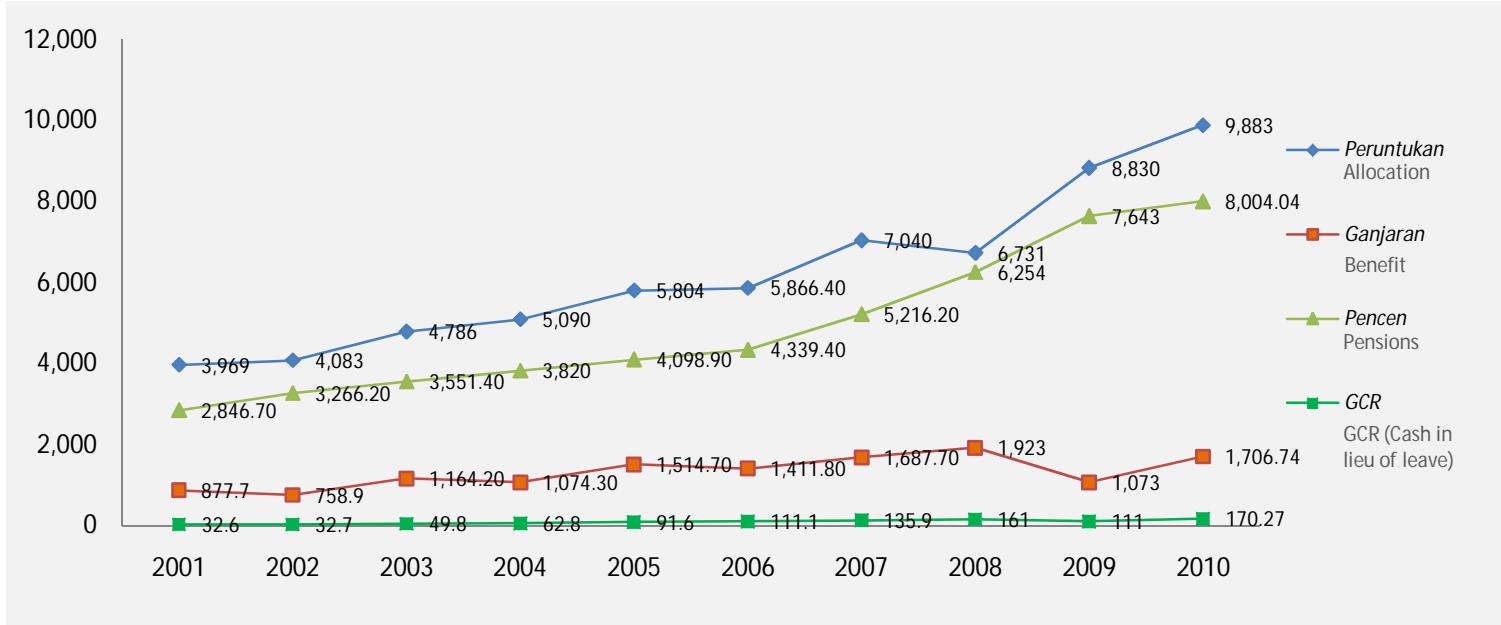
Isu Liputan Akhbar Tertinggi bagi Tahun 2010
Highest Media Coverage in 2010



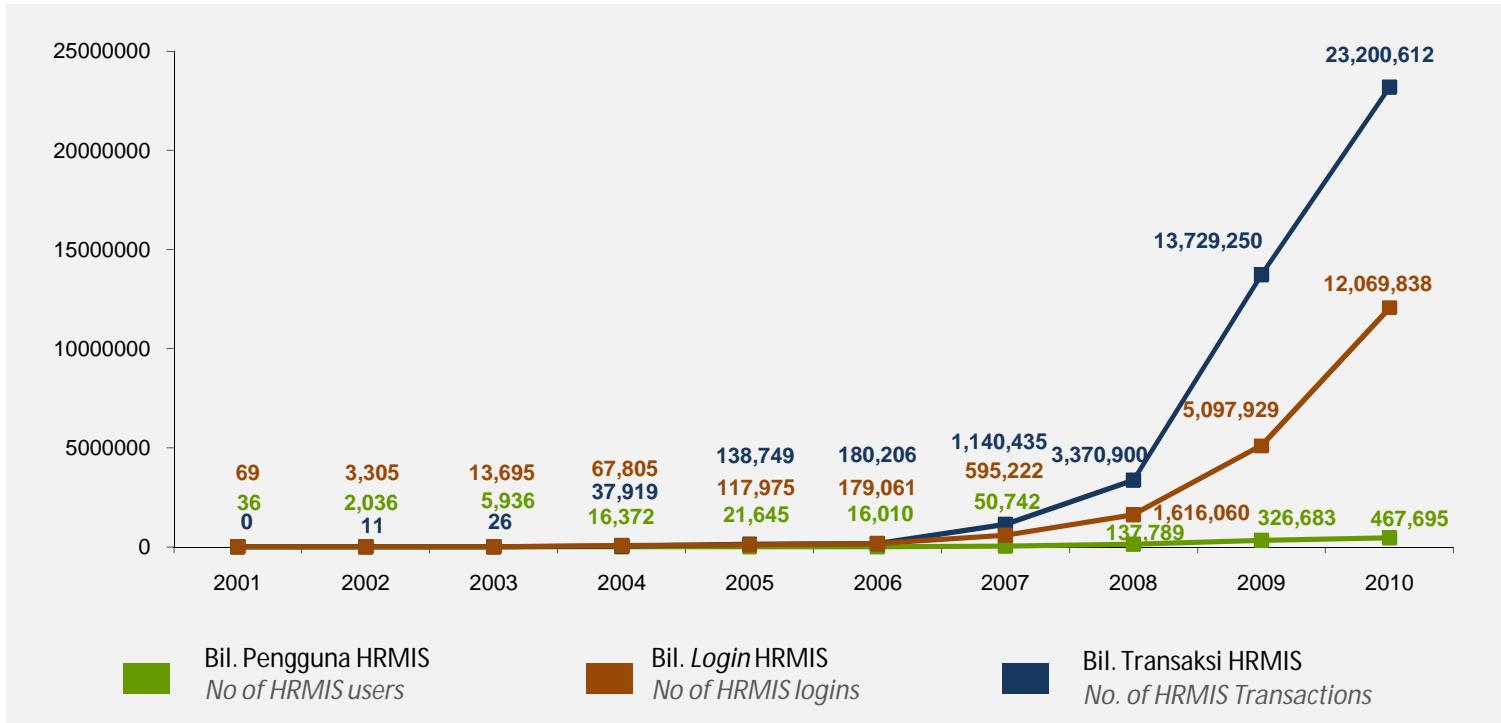
Program dan Bilangan Peserta Terlibat Dalam Program Pembangunan Berprestasi Tinggi bagi Tahun 2006 Hingga 2010
Programme and Number of Participants Involved in the High-Performance Development Programme in the Year 2006 To 2010

STATISTICS AND TRENDS

Statistik DAN TREND



Perbelanjaan dan Peruntukan Ganjaran, Pencen dan Wang Tunai Gantian Cuti Rehat untuk Tempoh 2001 hingga 2010 (RM Juta)
Allocation and Expenditure for Gratuity, Pensions and Cash in Lieu of Leave from 2001 to 2010 (RM Million)

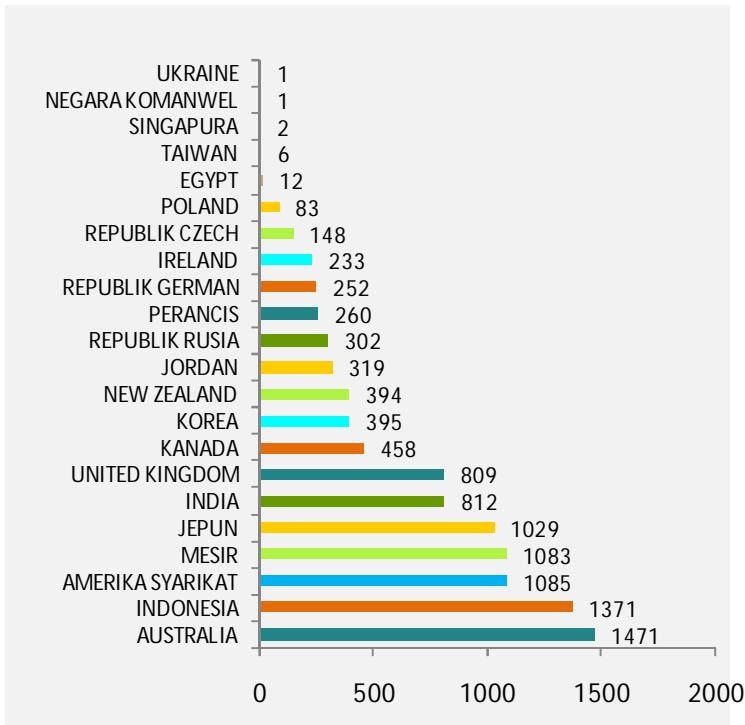


Trend Bilangan Pengguna, Transaksi & Login HRMIS Bagi Kementerian & Pentadbiran Kerajaan Negeri Sehingga 31 Disember 2010

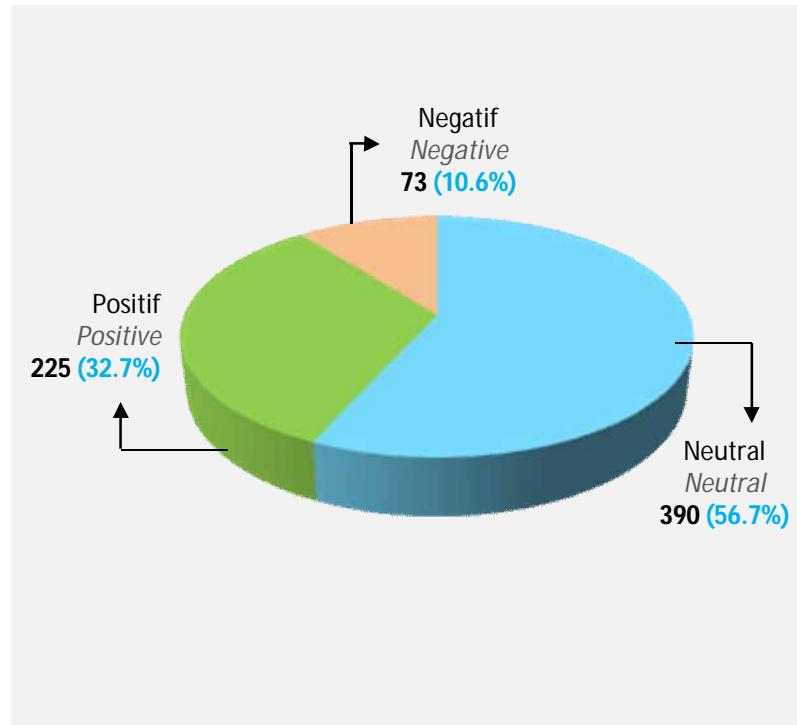
Trend in Number of HRMIS Users, Transactions and Logins by Ministries and State Governments Until 31st December 2010

STATISTICS AND TRENDS

Statistik DAN TREND



Bilangan Pelajar Mengikuti Kursus Luar Negara bagi
Tahun 2010
No. of Students Undertaking Courses Overseas For 2010



Media Massa: Kategori Liputan Tahun 2010
Categories of News Coverage in the Mass Media

Kumpulan Perkhidmatan Service Group	Lelaki Male	%	Perempuan Female	%	Jumlah Total
Pengurusan Tertinggi <i>Top Management</i>	1,848	73%	670	27%	2,518
Pengurusan & Profesional <i>Management & Professional</i>	109,377	39%	171,012	61%	280,389
Sokongan <i>Support</i>	385,387	49%	397,959	51	783,346
Jumlah Total	496,612	46%	569,641	54%	1,066,253

Pengisian Mengikut Jantina dan Kumpulan Perkhidmatan Sehingga 31 Disember 2010
Placement by Gender and Service Group Up to 31st December 2010

PROFIL Korporat

CORPORATE PROFILE



180 Pengurusan Atasan JPA 2010
PSD's Top Management 2010

183 Carta Organisasi
Organisation Chart

184 Hala Tuju Strategik
Strategic Direction

186 Piagam Pelanggan
Clients' Charter

188 Perkongsian Nilai
Shared Values

189 Punca Kuasa Pengurusan Sumber
Manusia
Authority Over Human Resource
Management

PROFIL KORPORAT

Jabatan Perkhidmatan Awam (JPA) adalah komited kepada pengurusan dan pembangunan sumber manusia yang dinamik, berkesan, cekap dan adil bagi mewujudkan sektor awam yang cemerlang. JPA menguruskan lebih 1.2 juta penjawat awam, hampir 530 ribu penerima pencen serta lebih 50 ribu pelajar tajaan berdasarkan punca kuasa yang diperuntukkan oleh Perlembagaan Persekutuan, Akta dan Peraturan-peraturan yang sedang berkuat kuasa.

The Public Service Department (PSD) is committed to a dynamic, effective, efficient and just management and development of human resources for the creation of an excellent public-sector work force. The PSD manages more than 1.2 million public servants, about 530,000 pension recipients and more than 50,000 sponsored students based on its power as stipulated in the Federal Constitution, Acts and regulations.

CORPORATE PROFILE



PSD's TOP MANAGEMENT 2010

Pengurusan ATASAN JPA 2010



Human Resource Planning Programme
Program Perancangan
Sumber Manusia

Office of the Director-General of Public Service
Pejabat
Ketua Pengarah Perkhidmatan Awam

Dato' Sri Abu Bakar Haji Abdullah
Ketua Pengarah Perkhidmatan Awam Malaysia
Director-General of Public Service Malaysia

Dr. Rose Lena Lazemi
Pengarah Bahagian Perancangan, Penyelidikan dan Korporat
Director of Planning, Research and Corporate Division

Nik Azhan Hakim Nik Mahmood
Pegawai Undang-Undang
Legal Advisor

Holesoh Saibon
Ketua Audit Dalam
Head of Internal Audit

Pengurusan ATASAN JPA 2010



Human Resource Development Programme

Program Pembangunan

Sumber Manusia

Datuk Farida Mohd. Ali

Timbalan Ketua Pengarah Perkhidmatan Awam (Pembangunan)

Deputy Director-General of Public Service (Development)

Dato' Dr. Mohd. Azhar Hj. Yahaya

Pengarah Bahagian Perkhidmatan

Director of Service Division

Dato' Mohd Tajudin Don

Pengarah Bahagian Pembangunan Modal Insan

Director of Human Capital Development Division

YM Raja Noor Zaedah Raja Ahmad

Pengarah Bahagian Saraan

Director of Remuneration Division

Dato' Basarudin Sadali

Pengarah Bahagian Pembangunan Organisasi

Director of Organisational Development Division

Pengurusan ATASAN JPA 2010



Human Resource Operations Programme
Program Operasi
Sumber Manusia

Dato' Dr. Ismail Alias

Timbalan Ketua Pengarah Perkhidmatan Awam (Operasi)
Deputy Director-General of Public Service (Operations)

Dato' Yeow Chin Kiong

Pengarah Bahagian Pasca Perkhidmatan
Director of Post-Service Division

Dr. Aminuddin Hassim

Pengarah INTAN
Director of INTAN

Dr. Aris Kasan

Pengarah
Bahagian Pengurusan Psikologi
Director of Psychology Management Division

Kamaruddin Tahir

Pengarah Bahagian Pengurusan Maklumat
Director of Information Management Division

Amir Abd Hamid

Pengarah Bahagian Khidmat Pengurusan
Director of Management Services Division

ORGANISATION CHART
CARTA
ORGANISASI



Ketua Pengarah Perkhidmatan Awam Malaysia
Director-General of Public Service Malaysia

Ha | a | Tuj u STRATEGIK

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.

Menjadi sebuah organisasi bertaraf dunia dalam perancangan, pembangunan dan pengurusan sumber manusia yang cemerlang...

MISI

Meningkatkan keberkesanan modal insan 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 dan penghargaan
- Merancang keperluan tenaga manusia perkhidmatan awam yang berkualiti
- Menentukan struktur dan saiz yang optimum
- Menguruskan hubungan majikan dan pekerja ke arah mewujudkan suasana yang harmonis

OBJEKTIF

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



To be a world-class organisation, excelling in planning, development and management of human resources...



VISION

To be a world-class organisation, excelling in planning, development and management of human resources based on professionalism, integrity and state-of-the art technology and aligned with Vision 2020 to make Malaysia a developed nation.

MISSION

To enhance the effectiveness of public service human capital towards achieving public service excellence through the following functions:

- As the main advisor to the government in the management of public service personnel
- Formulating public service personnel policies including recruitment, emplacement, promotion, training, salaries, allowances, retirement benefits, compensation, working environment, motivation, incentives and recognition
- Planning for quality public service manpower requirements
- Determining the optimum organisational structure and size
- Managing a harmonious employer-employee relations

OBJECTIVE

To be a high-performance public service personnel agency, raising a workforce capable of providing excellent services through policy formulation and human resource management.

Pia gam

PELANGGAN

Kami berjanji:

- » 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 keberkesanan 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, elauan dan pelbagai kemudahan yang disediakan
- » 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 pencegahan 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
- » Memastikan maklum balas kepada pertanyaan dan aduan pelanggan adalah cepat, tepat dan mesra serta menepati tempoh-tempoh berikut:
 - akuan penerimaan dalam masa satu hari; dan
 - menyelesaikan aduan dalam masa 14 hari

CLIENTS' CHARTER

Pia gam

PELANGGAN



We Promise:

- » To provide excellent service in planning, formulation and implementation of human resource management policies with attention to the following qualities:

- * Prompt in all actions;
- * Accurate in decision-making;
- * Friendly in serving customers;
- * Timeliness in providing services;
- * Fair and just in all considerations;
- * Readily available and reliable services and information; 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 for enhancing the efficiency and effectiveness of the public service through the development of systems and best practices
- » To increase the productivity and efficiency of the public service human capital through pre- and in-service training in accordance with public service training policies
- » To attract, develop and retain workforce with potential towards excellent performance through salaries management, allowances and various perks
- » To ensure harmonious employer-employee relationships through wider dissemination of information to increase understanding between them on issues of mutual interest
- » To administer public service pensions regulations and to ensure retirement benefits are given to eligible recipients
- » To develop human resource in public service through psychology, counselling and effective and efficient training of public servants in accordance with the set principles, ethics, standards and regulations
- » To ensure that response to customers' inquiries and complaints are prompt, accurate, friendly and meet the following response timeline:
 - acknowledgement of receipt within 1 day; and
 - resolution of complaints within 14 days

Per kongsian

NILAI

Etika ialah satu perkataan yang berasal dari bahasa Greek iaitu 'ethos' yang memberi maksud "character" atau perwatakan dan keperibadian. Etika juga boleh didefinisikan sebagai "code of human conduct" atau peraturan yang membatasi gelagat manusia. Etika memainkan peranan yang penting dalam menentukan produktiviti sesebuah organisasi. Semakin tinggi tahap pemahaman dan penghayatan yang dikongsi bersama oleh warga, maka semakin tinggilah produktiviti organisasi tersebut.

Sebagai sebuah agensi pengurusan sumber manusia unggul, JPA telah melancarkan Kod Etika pada tahun 1998. Ianya dijadikan asas oleh setiap warganya dalam melaksanakan tugas dan tanggungjawab masing-masing dengan nilai-nilai dipegang bersama. Pelaksanaan Kod Etika JPA adalah selaras dengan Arahan Y.A.B. Perdana Menteri Malaysia No. 1 Tahun 1998 Mengenai Pemantapan Integriti Perkhidmatan Awam. Nilai-nilai yang terkandung dalam Kod Etika JPA adalah:

Profesionalisme

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

Bertindak Sebagai Satu Pasukan

Melahirkan kerja berpasukan yang berkesan ke arah pencapaian visi, misi, dan objektif 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. Nilai-nilai ini disemai di kalangan warga JPA melalui seminar, taklimat dan pemerhatian dalam kit JPA khusus untuk warga baru.

The word 'Ethics' originates from the Greek word 'E ethos' which means character and conduct. Ethics can be defined as a code of conduct or rules that circumscribes human behaviour. Ethics plays an important role in determining the productivity of an organisation. The higher the understanding and assimilation of the shared values by its members, the higher is the productivity of the organisation.

As a premier human resource agency, the PSD launched its Code of Ethics in 1998. The Code is to be the guiding principle for all PSD employees in the discharge of their work and responsibilities. It represents the shared values of the organisation. The implementation of the PSD Code of Ethics is consonant with the Hon. Prime Minister's Directive 1 of 1998 on the Strengthening of Integrity in the Public Service. The values contained in the PSD Code of Ethics are as follows:

Professionalism

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

Act as a Team

Work as a team towards achieving the organisational vision, mission, and objectives that put priority on service effectiveness and departmental image.

Excellence and Distinction

Putting excellence and distinction as a priority through best work performance, putting customers first, acquiring various skills to enhance performance and being dedicated and highly disciplined.

Courteous and Credible

Practise praiseworthy conduct including 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 means including experience for self-development and motivating others to learn as well. These values are cultivated among the staff through seminars, talks, and publication in the form of the PSD Kit especially for new officers.

Punca Kuasa

PENGURUSAN SUMBER MANUSIA

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 61)
- Akta Fungsi-Fungsi Menteri 1969 (Akta 2)
- Perintah-Perintah Am (Bab B, C, E, F dan G)
- Peraturan-Peraturan Pegawai Awam (Kelakuan dan Tatatertib) 1993
- Peraturan-Peraturan Pegawai Awam (Pelantikan, Kenaikan Pangkat dan Penamatan Perkhidmatan) 2005 [P.U (A) 176/2005]
- Peraturan Lembaga Tatatertib Perkhidmatan Awam [P.U (A) 396]
- Akta Perwakilan Kuasa 1956 (Akta 358)
- Akta Pencen 1980 (Akta 227)
- Peraturan-Peraturan Pencen 1980
- Akta Penyelarasaran Pencen 1980 (Akta 238)
- Akta Pencen Pihak-Pihak Berkuasa Berkanun dan Tempatan 1980 (Akta 239)
- Akta Pencen (Pindaan) 1992 (Akta A823)
- Akta Pencen (Pindaan) 2008 (Akta A1335)
- Akta Pencen Pihak-pihak Berkuasa Berkanun dan Tempatan 2008 (Pindaan) Akta A1336
- Penetapan dan Pembatalan Penetapan Pencen Terendah Sekali di bawah Seksyen 22A, Akta Pencen 1980 [P.U.(B)38/2009]
- Penetapan dan Pembatalan Penetapan Pencen Terendah Sekali di bawah Seksyen 25, Akta Pencen Pihak-Pihak Berkuasa Berkanun dan Tempatan 1980 [P.U.(B)39/2009]

In managing the public service human resources, the PSD derives its power from the following legal provisions:

- Chapter 10 of the Federal Constitution – Public Service
- Financial Procedure Act 1957 (Act 61)
- Ministerial Functions Act 1969 (Act 2)
- General Orders (Chapters B, C, E, F and G)
- Public Servants Regulations (Conduct and Discipline) 1993
- Public Servants Regulations (Appointment, Promotion and Termination of Service) 2005 [P.U (A) 176/ 2005]
- The Public Service Disciplinary Board Regulations [P.U (A) 396]
- Delegation of Powers Act 1956 (Act 358)
- Pensions Act 1980 (Act 227)
- Pensions Regulations 1980
- Pensions Adjustment Act 1980 (Act 238)
- Statutory and Local Authorities Pensions Act 1980 (Act 239)
- Pensions Act (Amendment) 1992 (Act A823)
- Pensions Act (Amendment) 2008 (Act A1335)
- Statutory and Local Authorities Pensions Act (Amendment) 2008 (Act A1336)
- Determination and Revocation of Determination of Lowest Pension under Section 22A Pensions Act 1980 [P.U (B)38/2009]
- Determination and Revocation of Determination of Lowest Pension under Section 25 Statutory and Local Authorities Pensions Act 1980 [P.U (B)39/2009]

Punca Kuasa

PENGURUSAN SUMBER MANUSIA

- Akta Pencen (Pindaan) 2009 (Akta A1343)
- Akta Pencen Pihak-Pihak Berkuastra Berkanun dan Tempatan (Pindaan) 2009 (Akta A1344)
- Akta Penyelarasan Pencen (Pindaan) 2009 (Akta A1345)
- Perintah Penyelarasan Pencen (Pencen Terendah Sekali) 2009 [P.U.(A)35/2009]
- *The Mental Disorders Ordinance 1952*
- Akta Kaunselor 1998 (Akta 580)
- Akta Saraan Ahli Parlimen (Pindaan) 1997 (Akta 984)
- Akta Saraan Ahli Parlimen 1980 (Akta 237)
- Akta Saraan Hakim 1971 (Akta 45)
- Akta Saraan Hakim (Pindaan) 2009 (Akta A1346)
- Pensions Act (Amendment) 2009 (Act A1343)
- Statutory and Local Authorities Pensions Act (Amendment) 2009 (Act A1344)
- Pensions Adjustment Act (Amendment) 2009 (Act A1345)
- Pensions Adjustment Order (Lowest Pension) 2009 [P.U (A) 35/2009]
- The Mental Disorders Ordinance 1952
- Counselors Act 1998 (Act 580)
- Members of Parliament Remuneration Act (Amendment) 1997 (Act 984)
- Members of Parliament Remuneration Act 1980 (Act 237)
- The Judges Remuneration Act 1971 (Act 45)
- The Judges Remuneration Act (Amendment) 2009 (Act A1346)



Sidang Pengarang merakamkan penghargaan kepada semua bahagian JPA di atas sumbangan dalam penyediaan Laporan Tahunan JPA 2010.

The Editorial Board records its appreciation to all divisions of the PSD for their contribution in the preparation of the 2010 PSD Annual Report.

Sebarang pertanyaan atau maklumat lanjut boleh diperolehi dengan menghubungi kami di:
For more information or enquiries please contact:

Unit Komunikasi Korporat
Corporate Communications Unit
Jabatan Perkhidmatan Awam Malaysia
Aras 12, Blok C1, Kompleks C,
Pusat Pentadbiran Kerajaan Persekutuan,
62510 Putrajaya

Tel : 03 – 8885 3096
Fax : 03 – 8889 2186
Emel : pro@jpa.gov.my