

# Laporan Tahunan 2011 Annual Report

Jabatan Perkhidmatan Awam  
Public Service Department



## Laporan Tahunan 2011 Annual Report



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Tugas kita hari ini sebagai generasi baru Malaysia yang mewarisi watan daripada generasi terdahulu teramat berat, kita dipanggil semboyan pertiwi bagi meneruskan tugas mulia membina negara bangsa Malaysia. Kita berdiri di atas bahu para patriot negara, bahu-bahu gergasi para bapa pengasas Malaysia. Kita berhadapan dengan amanah dan cabaran bagaimana membina di atas kejayaan sedia ada di samping meneruskan proses perubahan dan pembaharuan nasional.

*Our duty today as the new generation of Malaysians who inherited the country from the past generation is most demanding, we are required to continue the noble task of building a Malaysian nation. We stand on the shoulders of the national patriots, the giant shoulders of the founders of Malaysia. We are faced with the trust and challenge of how to build upon the existing success besides continuing the process of change and national transformation.*

**YAB Dato' Sri Mohd Najib Tun Abdul Razak**

Perdana Menteri Malaysia

Majlis Pelancaran Laporan Tahunan GTP dan ETP 2011

2 April 2012

Prime Minister of Malaysia

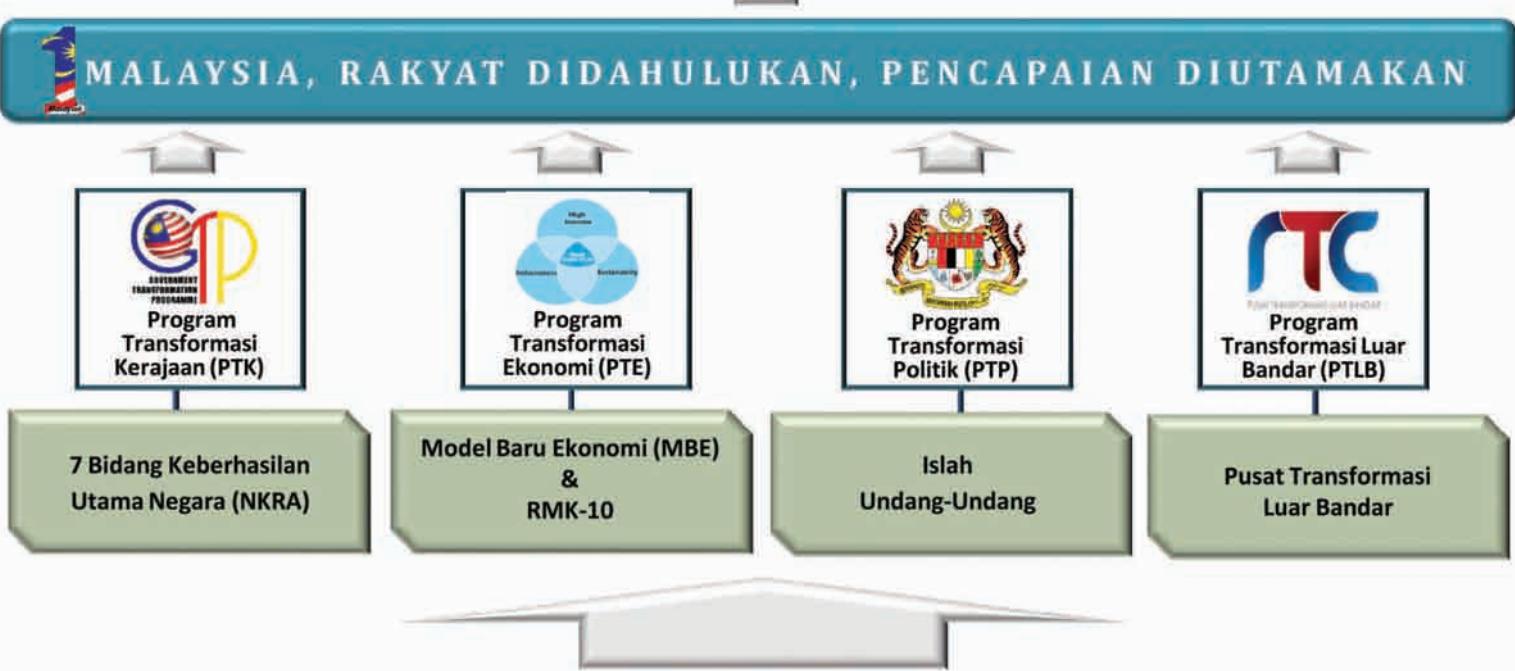
Launching of the GTP and ETP 2011 Annual Report

2<sup>nd</sup> April 2012



# Penajaran Dengan Misi Nasional

## WAWASAN 2020



Transformasi  
Pengurusan Sumber Manusia Perkhidmatan Awam

# Perutusan

## FOREWORD



### Tan Sri Abu Bakar bin Haji Abdullah

Ketua Pengarah Perkhidmatan Awam Malaysia  
*Director-General of Public Service Malaysia*

Tahun 2011 merupakan tahun yang mencabar dalam meneruskan pelaksanaan program-program nasional demi merealisasikan Wawasan 2020. Pelbagai inisiatif dilaksanakan di bawah Gagasan 1Malaysia: Rakyat Didahulukan Pencapaian Diutamakan, Program Transformasi Kerajaan (GTP), Model Baru Ekonomi (MBE) dan Rancangan Malaysia Ke-10 (RMK-10) untuk melonjakkan Malaysia sebagai sebuah negara maju berpendapatan tinggi.

JPA sebagai peneraju perkhidmatan awam terus berusaha menambah baik dasar pengurusan sumber manusia demi membentuk warga kerja yang berkeupayaan memberi perkhidmatan berkualiti kepada rakyat.

JPA telah bertindak selaku peneraju Pelan Tindakan Inisiatif RMK-10, khasnya Inisiatif 84 bagi membina kapasiti dalam organisasi yang memfokuskan kepada keupayaan nasional dan Inisiatif 85 bagi menarik, membina dan mengekalkan modal insan cemerlang dalam perkhidmatan awam. Selaku ahli Makmal *Public Service Delivery*, JPA juga memainkan peranan penting dalam memastikan kejayaan Inisiatif Pembaharuan Strategik Model Baru Ekonomi (MBE).

Keupayaan sistem pengurusan maklumat sumber manusia sektor awam pula dipertingkatkan dengan pelaksanaan HRMIS yang meliputi 1,517,943 perjawatan. Dalam usaha menguruskan modal insan terbaik, JPA berperanan mengenal pasti kompetensi, merancang pengambilan dan menempatkan pegawai yang bersesuaian berdasarkan fungsi serta melaksanakan pusingan kerja. Usaha-usaha ini adalah bagi menarik, membangun dan mengekalkan bakat terbaik demi melahirkan perkhidmatan awam yang cekap, mantap dan berdaya saing. Sepanjang tahun 2011, seramai 1,474 pegawai pelbagai skim perkhidmatan telah dilantik, iaitu 691 pegawai Kumpulan Pengurusan dan Profesional dan 783 pegawai Kumpulan Pelaksana. JPA juga telah menyediakan unjuran Perancangan Sumber Manusia terutamanya dalam sektor kesihatan dan vokasional dengan melihat keperluan sumber manusia dari segi keperluan perjawatan. Dari aspek pengurusan kompetensi, JPA telah menggubal dasar dan melaksanakan Program Bersepada Potensi dan Kompetensi (PROSPEK), Program Transformasi Minda (PTM) dan Subjek Umum Peperiksaan Perkhidmatan Awam.

Pembangunan modal insan amat penting bagi melahirkan penjawat awam yang kompeten dan berilmu. Pelbagai program latihan berterusan, terancang dan relevan dengan keperluan semasa perkhidmatan awam telah ditawarkan. Bagi latihan pra-perkhidmatan, JPA telah menawarkan Biasiswa Nasional kepada 30 orang pelajar cemerlang lepasan Sijil Pelajaran Malaysia (SPM) serta Biasiswa Yang DiPertuan Agong kepada 12 orang pelajar cemerlang. JPA juga telah melaksanakan penajaan biasiswa kepada 1,500 pelajar cemerlang di bawah Program Ijazah Luar Negara dan pembentukan pengajian seramai 10,500 pelajar baru di

bawah Program Ijazah Dalam Negara. Selain itu, RM76 juta pula telah dibelanjakan untuk pelbagai kursus dan latihan dalam perkhidmatan. Sejumlah 34,042 penjawat awam telah mengikuti kursus-kursus jangka pendek dan jangka panjang di dalam dan luar negara pada tahun 2011. JPA juga telah menawarkan sebanyak 189 kursus dalam talian di bawah program e-Pembelajaran Sektor Awam (EPSA) dengan 266,617 orang penjawat awam berdaftar sebagai pengguna. Bagi menggalakkan perkongsian ilmu, JPA juga telah melaksanakan sebanyak 108 seminar, persidangan dan forum melibatkan penyertaan seramai 25,169 orang penjawat awam. Jelas sekali usaha-usaha pembangunan modal insan adalah keutamaan bukan sahaja untuk meningkatkan kompetensi dan pengetahuan, malah membudayakan kemahiran berfikir secara inovatif dan kreatif di kalangan penjawat awam.

Pengurusan modal insan terbaik melalui sistem saraan, pengurusan prestasi, pengiktirafan dan ganjaran berupaya mendorong penjawat awam menghasilkan prestasi cemerlang yang menepati keperluan pelanggan dan stakeholders. Pelbagai insentif saraan baru telah dilaksanakan, contohnya Bayaran Khas Prestasi Tahun 2011, pemanjangan Bayaran Pakaian Panas Bilik Komputer kepada Pembantu Meteorologi serta Pembekalan Baju Vest kepada Penghantar Notis. Dalam memastikan kebijakan pesara dan penerima pencen terpelihara dengan sempurna, JPA bertanggungjawab menguruskan pembayaran faedah-faedah persaraan bagi 401,632 pesara dan 147,692 penerima pencen melibatkan RM11,417,041,300.00 (Peruntukan Tanggungan) dan RM187,611,835.00 (Peruntukan Mengurus). JPA juga telah menambah baik dasar-dasar pasca perkhidmatan sedia ada termasuk pemberian kemudahan perubatan kepada pesara KWSP berkuatkuasa 1 Mac 2011 serta pemanjangan pemberian Bantuan Mengurus Jenazah sebanyak RM3,000 kepada waris pesara kerajaan. Perkhidmatan psikologi dan kaunseling pula merupakan pelengkap kepada pengurusan sumber manusia sektor awam. 264 sesi perkhidmatan kaunseling telah diberi kepada 283 klien serta 46 siri rundingan pementoran melibatkan 2,225 peserta dari pelbagai agensi kerajaan.

Penerapan budaya kerja berprestasi tinggi berdasarkan tadbir urus yang baik, nilai kerja positif dan etika kerja yang baik adalah penting bagi memastikan kualiti perkhidmatan yang diberikan melangkaui ekspektasi pelanggan dan stakeholder. Seramai 247 pegawai JPA telah menerima Anugerah Khidmat Cemerlang berdasarkan pencapaian cemerlang

dalam tahun 2010. Aspek persijilan dan pengiktirafan dalam Perkhidmatan Awam juga telah dikaji bagi meluaskan ruang pembangunan kerjaya serta melahirkan penjawat awam berpengetahuan dan berkemahiran tinggi dalam sesuatu bidang. Oleh itu, bengkel dan Konvensyen Kumpulan Inovatif dan Kreatif (KIK) juga dilaksanakan bagi membudayakan kerja berpasukan serta menggembung kepakaran, pengalaman dan kreativiti penjawat awam dalam menyelesaikan masalah di tempat kerja.

Menyorot kembali segala usaha yang dilaksanakan sepanjang tahun 2011, jelas bahawa segala inisiatif yang disasarkan adalah sejajar dengan program nasional untuk meningkatkan keupayaan modal insan perkhidmatan awam dalam menangani perubahan persekitaran. Terima kasih diucapkan kepada seluruh penjawat awam yang telah begitu komited menyumbangkan usaha dalam menyokong perlaksanaan polisi, program dan aktiviti yang dirancang. Usaha ini perlu diteruskan dan dipertingkatkan lagi agar perkhidmatan yang memuaskan dapat diberikan kepada masyarakat.

In 2011, the Public Service Department (PSD) continues to implement national programmes to realise Vision 2020. Various initiatives were taken under the 1Malaysia: People First, Performance Now concept, the Government Transformation Programme (GTP), the New Economic Model (NEM) and the 10<sup>th</sup> Malaysia Plan (10<sup>th</sup> MP) to transform Malaysia into a developed high income country. The PSD leads the public service to continuously enhance human resource management policy to develop public servants who are capable of rendering quality services to the people. The PSD took charge of two of the 10<sup>th</sup> MP initiatives, namely Initiative 84, that is to develop organisational capacity focusing on national capability and Initiative 85, that is to attract, develop and retain top talents in the public service. As a member of the Public Service Delivery Lab, the PSD plays a crucial role to ensure the success of the Strategic Reform Initiatives in the New Economic Model.

The capacity of public service human resource information system is also enhanced with the implementation of the Human Resource Management Information System (HRMIS) involving 1,517,943 posts in the public service. In the effort to manage the best human capital, the PSD continuously identifies and plans the recruitment as well as conduct strategic placements for the right candidates based on job functions and job rotation. These efforts are meant to attract, develop and retain the best talents in order to produce effective, strong and competitive public servants. Throughout 2011, a total of 1,474 officers from various schemes of services were appointed, specifically 691 officers from the Professional and Management group and 783 officers from the Implementor Group. The PSD had also conducted Human Resource Planning forecasting especially for the health and vocational sectors. In the area of competency management, the PSD has formulated and implemented the Potential and (Competency Integrated Programme (PROSPEK), the Mind Transformation Programme (PTM)) and the General Subject for the Public Service Examination.

Various training programmes which are relevant to the current needs of the public service were planned and offered for the purpose of producing competent and knowledgeable public servants. For the pre-service training, the PSD has awarded the National Scholarship to 30 candidates who had excelled in their Sijil Pelajaran Malaysia (SPM) examination and the Yang Dipertuan Agong Scholarship to 12 students. Scholarships were also given to 1,500 excellent students under the Overseas Degree Programme and 10,500 students under the

Local Degree Programme. In addition to that, RM76 million was spent for various courses and in-service trainings. A total of 34,042 public servants took part in short term and long term courses locally and abroad in 2011. The PSD had also offered 189 online courses through the Public Service e-Learning (EPSA) system, whereby 266,617 public servants are currently registered as users. In order to encourage knowledge sharing, the PSD also organised 108 seminars, conventions and forums involving the participation of 25,169 public servants. Efforts on human capital development are a priority of the PSD to not only enhance competency and knowledge, but also to inculcate innovative and creative thinking skills among public servants.

Good human resource management through a competitive remuneration system, performance management, recognition and reward can propel public servants to perform above and beyond the clients' and stakeholders' expectations. As such, various new incentives were implemented in 2011 including the Special Performance Payment of the year 2011, the extension of allowance for Warm Clothing in Computer Room for Meteorological Assistants and the supply of vest for Notice Despatchers. To safeguard the welfare of pensioners and pension recipients, the PSD also managed the pension benefit payments for 401,632 pensioners and 147,692 pension recipients amounting to RM11,417,041,300.00 (Charged Allocation) and RM187,611,835.00 (Operating Allocation). The PSD has also upgraded existing post-service policies including the provision of medical facilities to Employee Provident Fund's retirees starting from 1<sup>st</sup> March 2011 and the extension of bereavement expenses of up to RM3,000 for each deceased pensioner. In addition, psychology and counselling services serve to complement the management of human resources in the public service. In 2011, 264 counselling sessions were conducted for 283 clients and 46 series of mentoring programmes were organised involving 2,225 participants from various government agencies.

The constantly changing needs of clients and stakeholders require the public service to continue inculcating a high-performance work culture based on good governance, positive work value and good work ethics. In 2010, 247 PSD officers were awarded the Excellence Award due to their outstanding performance. Aspects on certification and recognition in the Public Service were also reviewed to widen career development opportunities to produce knowledgeable and highly skilled public servants. Workshops and Convention on

Innovative and Creative Group (KIK) had also been implemented to inculcate team work and to utilise public servants' expertise, experience and creativity in solving problems at the workplace.

Reflecting on all efforts planned and implemented throughout 2011, it is clear that all of the initiatives are coherent with the national programmes and targeted to increase the capability of the public service to adapt to the fast changing environment. Thank you to all the public servants who were so committed in contributing to the success of the implementation of policies, programmes and activities. These efforts need to be continued and enhanced in order to deliver better services to the community at large.

# Profil Korporat

## CORPORATE PROFILE

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 1.4 juta penjawat awam, hampir 550,000 penerima pencen serta lebih 50,000 pelajar tajaan berdasarkan punca kuasa yang diperuntukkan oleh Perlembagaan Persekutuan, Akta dan Peraturan-peraturan yang sedang berkuat kuasa.

Visi, Misi dan Objektif / **12**  
*Vision, Mission and Objective*

Piagam Pelanggan / **15**  
*Clients' Charter*

Pengurusan Atasan JPA / **17**  
*PSD's Top Management*



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 1.4 million public servants, about 550,000 pension recipients and more than 50,000 sponsored students based on its powers as stipulated in the Federal Constitution, Acts and regulations.

Carta Organisasi / **21**  
*Organisation Chart*

Punca Kuasa / **22**  
*Authority*

# Profil Korporat

## CORPORATE PROFILE

### Misi

Meningkatkan keberkesan modal insan demi kecemerlangan penyampaian perkhidmatan awam melalui usaha-usaha berikut:

- Menjadi penasihat utama Kerajaan dalam pengurusan sumber manusia Perkhidmatan Awam
- Membina keupayaan melalui penstrukturran, pengukuhan dan pemantapan organisasi serta pembangunan modal insan
- Mewujudkan penjawat awam yang berkompetensi tinggi, berkualiti dan berinovasi
- Memastikan suasana harmonis dalam hubungan majikan dan pekerja
- Mengukuhkan proses dan sistem kerja berdasarkan penggunaan teknologi maklumat

### Visi

Menjadi sebuah organisasi bertaraf dunia dalam pengurusan sumber manusia Perkhidmatan Awam.

### Vision

*To be a world-class organisation  
in the management of the human  
resources of the public service.*



### Mission

*To enhance Public Service human capital effectiveness in upholding Public Service excellence through the functions as below:*

- To be the main advisor to the Government in the management of Public Service personnel
- To build capacity through restructuring, strengthening and streamlining public organisations and the development of human capital
  - To develop highly competent, quality and innovative public servants
- To ensure a harmonious environment in the relationship between employers and employees
  - To strengthen work processes and systems by leveraging on ICT

## Objektif

- Merasionalisasi saiz Perkhidmatan Awam melalui perancangan sumber manusia yang sistematik dan berstruktur melalui unjuran keperluan sumber manusia;
- Memastikan skim perkhidmatan dan struktur organisasi yang relevan, anjal serta memenuhi keperluan semasa;
- Melahir dan membangun modal insan terbaik serta kompeten melalui dasar latihan dan program penajaan yang dinamik;
- Menguruskan penjawat awam melalui penggubalan dan pelaksanaan dasar perkhidmatan yang strategik dan berkesan;
- Menggubal dasar dan garis panduan berkaitan perkhidmatan psikologi mengikut keperluan semasa;
- Mengutamakan kebijakan pesara dan penerima pencen melalui penambahbaikan dasar-dasar pasca perkhidmatan;
- Memperkenal pakej saraan terbaik dan menyeluruh serta menjalin hubungan harmoni majikan-pekerja; dan
- Memantapkan penggunaan teknologi dalam pengurusan sumber manusia ke arah meningkatkan kualiti penyampaian perkhidmatan.



# Profil Korporat

## CORPORATE PROFILE

### Objectives

- To rationalise the size of the Public Service through a systematic and structured human resource planning
- To ensure schemes of service and organisational structures which are relevant, flexible and in line with current needs
  - To develop the best human capital through dynamic training policy and sponsorship programme
  - To manage public servants through strategic and effective formulation and implementation of service policies
- To formulate policies and guidelines relating to psychological services in line with current needs
  - To improve post-service policies
- To introduce a comprehensive remuneration package and establish a harmonious relationship between employer-employee
- To strengthen the usage of technologies in human resource management towards a quality service delivery

### Nilai-nilai Teras

- Bertindak Sebagai Satu Pasukan
- Kecemerlangan dan Keunggulan
- Profesionalisme
- Berhemah dan Berwibawa
- Berilmu Melalui Pembelajaran Berterusan

### Core Values

- Act as One Team
- Glorious and Excellent
  - Professional
- Courteous and Credible
- Knowledgeable through Continuous Learning

## Piagam 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.

# Profil Korporat

## CORPORATE PROFILE

### Clients' Charter

We pledge to:

- Provide professional services and advice on the formulation and implementation of policies and regulations pertaining to human resource management which includes:
  - prompt in all actions;
  - accurate in decision making;
  - friendly customer service;
  - timeliness in providing services;
  - fair and just in deliberation;
  - ensure that services and information are made easily available and reliable; and
  - compliance with laws, policies and regulations.
- Ensure that public agencies are equipped with suitable structures, establishment and schemes of service in accordance with their current responsibilities so as to function at an optimum level
- Ensure the best human capital management to enhance the efficiency and effectiveness of public personnel through the development of systems and best practices
- Increase the productivity and efficiency of public service human capital through pre-service and in-service training
- Attract, develop and retain potential workforce towards excellent performance through salary management, allowance and various benefits
- Ensure a harmonious employer-employee relations through a widespread dissemination of information so as to improve understanding on issues of common interest
- Enforce Public Service's pension regulations and ensure that pension benefits are payable to qualified recipients
- Develop public personnel through psychological and counselling approach and provide effective and efficient training in accordance with the principles, ethics and standard practices of the Public Service
- Ensure responses to clients' enquiries and complaints are fast, accurate, courteous and adhere to stipulated period as follows:
  - Notification of acceptance of complaint within one days; and
  - Resolution of complaints within 14 days.

# Pengurusan Atasan JPA

## PSD's TOP MANAGEMENT



02



01



03

01

### Tan Sri Abu Bakar Haji Abdullah

Ketua Pengarah Perkhidmatan Awam Malaysia  
Director-General of Public Service Malaysia

02

### Datuk Farida Mohd. Ali

Timbalan Ketua Pengarah Perkhidmatan Awam (Pembangunan)  
Deputy Director-General of Public Service (Development)

03

### Dato' Dr. Ismail Alias

Timbalan Ketua Pengarah Perkhidmatan Awam (Operasi)  
Deputy Director-General of Public Service (Operations)

# Pengurusan Atasan JPA

PSD's TOP MANAGEMENT

Program Pembangunan Sumber Manusia  
Human Resource Development Programme



01

### Dato' Mohd Tajudin Don

Pengarah Bahagian Pembangunan Modal Insan  
Director of Human Capital Development Division

02

### Dato' Basarudin Sadali

Pengarah Bahagian Pembangunan Organisasi  
Director of Organisational Development Division

03

### YM Raja Noor Zaedah Raja Ahmad

Pengarah Bahagian Saraan  
Director of Remuneration Division

04

### Dato' Mohtar Mohd Abd. Rahman

Pengarah Bahagian Perkhidmatan  
Director of Service Division

# Pengurusan Atasan JPA

PSD's TOP MANAGEMENT

**Program Operasi Sumber Manusia**  
Human Resource Operations Programme



01

**Dato' Yeow Chin Kiong**

Pengarah Bahagian Pasca Perkhidmatan  
Director of Post-Service Division

02

**Dr. Aris Kasan**

Pengarah Bahagian Pengurusan Psikologi  
Director of Psychology Management Division

03

**Dr. Aminuddin Hassim**

Pengarah INTAN  
Director of INTAN

04

**Kamaruddin Tahir**

Pengarah Bahagian Pengurusan Maklumat  
Director of Information Management Division

05

**Sadiah Abu Samah**

Pengarah Bahagian Khidmat Pengurusan  
Director of Management Services Division

# Pengurusan Atasan JPA

## PSD's TOP MANAGEMENT

Program Perancangan Sumber Manusia  
Human Resource Planning Programme



01  
**Dr. Rose Lena Lazemi**  
Pengarah Bahagian Perancangan, Penyelidikan  
dan Korporat  
*Director of Planning, Research and Corporate  
Division*

Pejabat Ketua Pengarah Perkhidmatan Awam  
Office of the Director-General of Public Service



01  
**Nik Azhan Hakim Nik Mahmood**  
Penasihat Undang-Undang  
*Legal Advisor*  
02  
**Holesoh Saibon**  
Ketua Audit Dalam  
*Head of Internal Audit*



# Carta Organisasi

## Organisation Chart



**Ketua Pengarah Perkhidmatan Awam Malaysia**  
Director-General of Public Service Malaysia

Director-General of  
Public Service Malaysia

► **Penasihat Undang-undang**  
Legal Advisor

► **Ketua Audit Dalam**  
Head of Internal Audit

**Program Perancangan Sumber Manusia Perkhidmatan Awam**  
Public Service Human Resource Planning Programme

**Program Pembangunan Sumber Manusia Perkhidmatan Awam**  
Public Service Human Resource Development Programme

**Program Operasi Sumber Manusia Perkhidmatan Awam**  
Public Service Human Resource Operations Programme

**Bahagian Perancangan, Penyelidikan dan Korporat**  
Planning, Research and Corporate Division

- **Bahagian Perkhidmatan**  
Service Division
- **Bahagian Pembangunan Organisasi**  
Organisational Development Division
- **Bahagian Pembangunan Modal Insan**  
Human Capital Development Division
- **Bahagian Saraan**  
Remuneration Division

- **Institut Tadbiran Awam Negara (INTAN)**  
National Institute of Public Administration
- **Bahagian Pasca Perkhidmatan**  
Post-Service Division
- **Bahagian Pengurusan Psikologi**  
Psychology Management Division
- **Bahagian Khidmat Pengurusan**  
Management Services Division
- **Bahagian Pengurusan Maklumat**  
Information Management Division

## Punca Kuasa

Dalam mengurus sumber manusia perkhidmatan awam, JPA menjalankan kuasanya berdasarkan 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 Kenaikan Pangkat Perkhidmatan Pelajaran, 1974 [P.U (A) 89/74]
- Peraturan-Peraturan Kenaikan Pangkat Perkhidmatan Awam, 1986 [P.U (A) 151/86]
- Peraturan-Peraturan Pegawai Awam (Kelakuan dan Tatatertib) 1993
- Peraturan-Peraturan Pegawai Awam (Kelakuan dan Tatatertib) (Pindaan) 1995
- Peraturan-Peraturan Pegawai Awam (Kelakuan dan Tatatertib) (Pindaan) 1996
- Peraturan-Peraturan Pegawai Awam (Kelakuan dan Tatatertib) (Pindaan) 2002
- Peraturan-Peraturan Pegawai Awam (Pelantikan, Kenaikan Pangkat dan Penamatan Perkhidmatan) 2005 [P.U (A) 176/2005]
- Peraturan-Peraturan Pegawai Awam (Kelakuan dan Tatatertib) (Pindaan) 2006
- Peraturan-Peraturan Pegawai Awam (Kelakuan dan Tatatertib) (Pindaan) 2007
- Peraturan Lembaga Tatatertib Perkhidmatan Awam [P.U (A) 396]
- Peraturan Lembaga Kenaikan Pangkat Perkhidmatan Awam [P.U (A) 151]
- 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]
  - Akta Pencen (Pindaan) 2009 (Akta A1343)
  - Akta Pencen Pihak-Pihak Berkuasa Berkanun dan Tempatan (Pindaan) 2009 (Akta A1344)
  - Akta Penyelarasaran Pencen (Pindaan) 2009 (Akta A1345)
  - Perintah Penyelarasaran 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)

## Authority

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)
- Education Officers Promotion Regulations 1974 [P.U (A) 89/74]
- Public Officers Promotion Regulations 1986 [P.U (A) 151/86]
- Public Officers Regulations (Conduct and Discipline) 1993
- Public Officers Regulations (Conduct and Discipline) (Amendment) 1995
- Public Officers Regulations (Conduct and Discipline) (Amendment) 1996
- Public Officers Regulations (Conduct and Discipline) (Amendment) 2002
- Public Officers Regulations (Appointment, Promotion and Termination of Service) 2005
- Public Officers Regulations (Conduct and Discipline) (Amendment) 2006
- Public Officers Regulations (Conduct and Discipline) (Amendment) 2007
- The Public Service Disciplinary Board Regulations [P.U (A) 396]
- Public Service Promotion Board Regulations [P.U (A) 151]
- 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]
  - 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)

# Prestasi Keseluruhan

## OVERALL PERFORMANCE

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.

Analisis Prestasi  
Balanced Scorecard / **25**  
*Balanced Scorecard Performance Analysis*

Analisis Prestasi  
Sasaran Kerja Tahunan 2011 / **27**  
*2011 Annual Work Target Achievement Analysis*

Sorotan Pencapaian  
Utama 2011 / **28**  
*2011 Achievement Highlights*



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

Pelanggan / **37**  
*Clientele*

Prestasi Kewangan / **38**  
*Financial Performance*

Perjawatan dan Personel / **39**  
*Posts and Personnel*

Kebitaraan JPA 2011 / **40**  
*PSD's Accolades 2011*

# Analisis Prestasi Balanced Scorecard

## BALANCED SCORECARD PERFORMANCE ANALYSIS

Mulai Januari 2005, JPA telah menggunakan sistem *Balanced Scorecard* (BSC) sebagai 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:

Since 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 follows:



**Perspektif Pengukuran Prestasi BSC**  
**BSC Performance Measurement Perspectives**

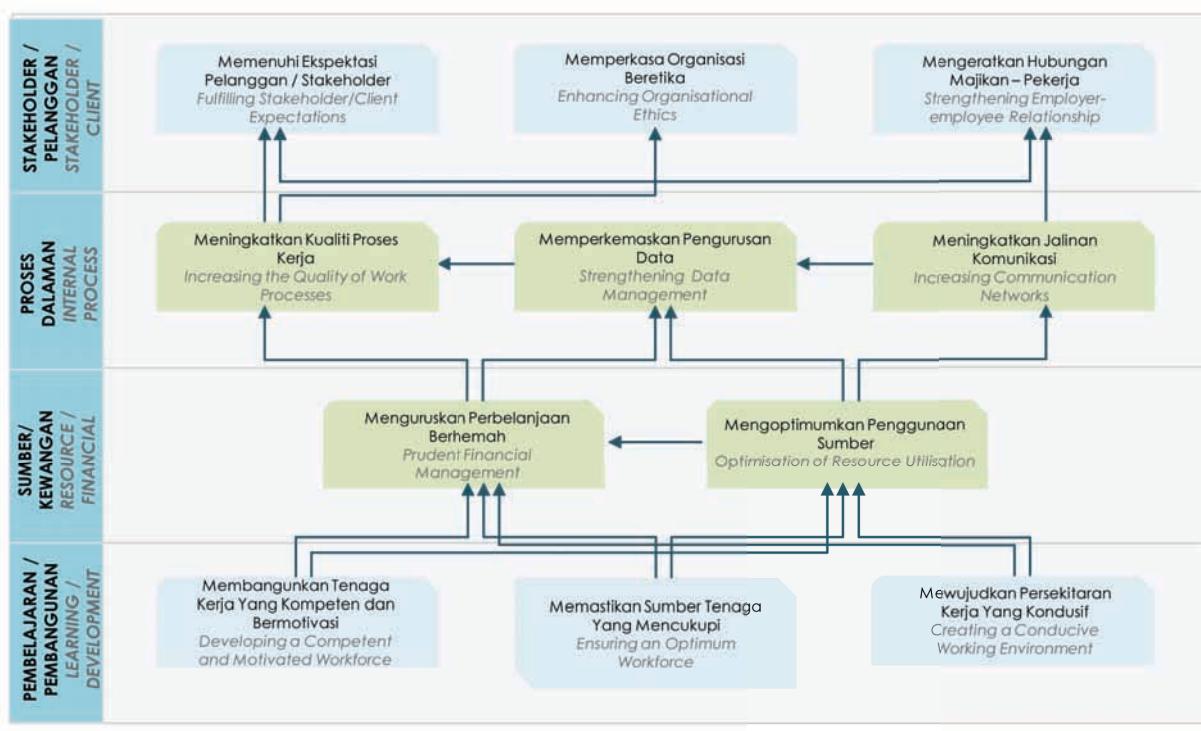
# Analisis Prestasi Balanced Scorecard

## BALANCED SCORECARD PERFORMANCE ANALYSIS

Prestasi JPA secara keseluruhannya bagi tahun 2011 adalah pada tahap melepas sasaran, iaitu pada nilai indeks 8.02 dengan peningkatan 1.6 peratus (0.13 mata) berbanding tahun 2010 (7.89 mata). Prestasi BSC JPA merupakan integrasi pencapaian KPI-KPI yang terdapat dalam empat perspektif seperti berikut:

Perspektif Perspective	Keseluruhan Overall
Stakeholder/Pelanggan Stakeholder/Client	8.09
Proses Dalaman Internal Processes	7.42
Pengurusan Sumber dan Kewangan Resources and Financial Management	8.25
Pembelajaran dan Pembangunan Learning and Development	8.34
<b>Keseluruhan Overall</b>	<b>8.02</b>

**Prestasi BSC 2011**  
**2011 BSC Performance**



**Peta Strategi BSC JPA**  
**PSD's BSC Strategy Map**

The overall performance of the PSD for 2011 exceeded the target, at the index score of 8.02, or an increase of 1.6 percent (0.13 points) compared to the score in 2010 (7.89 points). The score was an integration of KPI achievements in the four perspectives as follows:

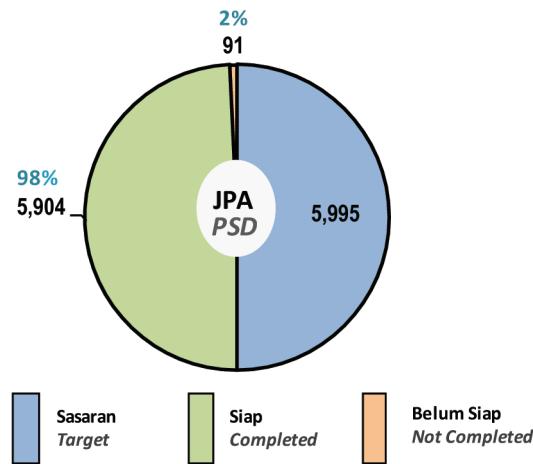
# Analisis Prestasi Sasaran Kerja Tahunan 2011

## 2011 ANNUAL WORK TARGETS ACHIEVEMENT ANALYSIS

Prestasi pencapaian keseluruhan JPA mengikut Program bagi tahun 2011 adalah pada skor 98 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 101 peratus ditunjukkan melalui pelaksanaan projek-projek yang dirancang, iaitu penyelidikan dan perancangan, penyelarasan korporat dan komunikasi korporat. Manakala bagi PBSM, tahap pencapaian yang direkodkan adalah 99 peratus meliputi projek pembangunan organisasi dan persikiman, perkhidmatan dan pembangunan kerjaya, pembangunan modal insan, saraan dan perhubungan majikan-pekerja. Sementara POSM pula merekodkan pencapaian 97 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 112 peratus projek pengauditan, iaitu audit pengurusan kewangan, prestasi khas, susulan dan kajian.

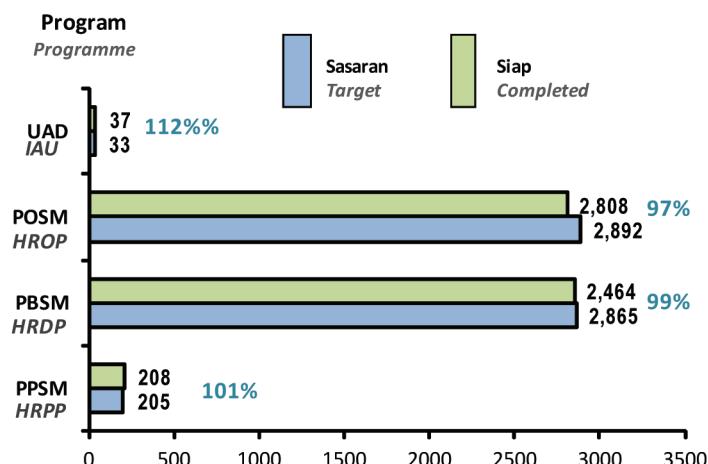


Pencapaian Keseluruhan bagi Tahun 2011  
Overall Achievement for 2011

The PSD scored 98 percent in its overall programme performance for 2011 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, 101 percent achievement was gained through the implementation of all its planned projects on research and planning, corporate coordination and corporate communications. The HRDP scored 99 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 97 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 112 percent of audit projects involving financial management, performance, follow-up and research.



Pencapaian Mengikut Program bagi Tahun 2011  
Achievement by Programmes for 2011

# Sorotan Pencapaian Utama 2011

## 2011 Achievement HIGHLIGHTS

### Menetap Hala Tuju Strategik

#### SETTING THE STRATEGIC DIRECTION

##### Memantapkan Kapasiti Organisasi

ENHANCING ORGANISATIONAL CAPACITY

##### Mengurus Modal Insan Terbaik

MANAGING THE BEST HUMAN CAPITAL

##### Membangun Kompetensi Tenaga Kerja

DEVELOPING A COMPETENT WORKFORCE

##### Mengurus Prestasi, Pengiktirafan dan Ganjaran

MANAGING PERFORMANCE, RECOGNITION AND REWARDS

##### Membentuk Budaya Kerja Berprestasi Tinggi

SHAPING A HIGH-PERFORMANCE WORK CULTURE

- 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)

*Acted as the lead agency in drafting two Initiatives Action Plan of the 10th Malaysia Plan 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)*

- Menyediakan input berkaitan peranan perkhidmatan awam untuk Perjanjian Rundingan Kerjasama Antara Malaysia dengan European Union (PCA Mal-EU)  
*Provided input on the role of the public service for the Partnership Cooperation Agreement between Malaysia and European Union (PCA Mal-EU)*

- Menyediakan unjuran keperluan tenaga manusia bagi sektor kesihatan dan tenaga pengajar vokasional  
*Prepared Human Resource projections for the health and vocational trainers sectors*

- Menjalankan kajian bersama Bank Dunia berkenaan Public Expenditure Review (PER) untuk menilai keberkesanannya pengurusan sistem kewangan Kerajaan sedia ada  
*Conducted a research with the World Bank for Public Expenditure Review (PER) to evaluate the effectiveness of existing management of the Government financial system*

- Melaksanakan dua projek kerjasama dengan United Nations Development Programme (UNDP) dalam meningkatkan keupayaan organisasi  
*Collaborated with the United Nations Development Programme (UNDP) on two projects in enhancing organisational capabilities*
- Menyelesaikan 100 peratus aduan pelanggan yang direkodkan dan aduan diselesaikan dalam masa 14 hari  
*Solved 100 percent recorded complaints within 14 days*
- Memantau 2,757 siaran artikel berkaitan JPA dan perkhidmatan awam di akhbar-akhbar tempatan  
*Monitored 2,757 articles on the PSD and the public service published in local newspapers*

**Menetap Hala Tuju Strategik**

SETTING THE STRATEGIC DIRECTION

## **Memantapkan Kapasiti Organisasi**

### ENHANCING ORGANISATIONAL CAPACITY

**Mengurus Modal Insan Terbaik**

MANAGING THE BEST HUMAN CAPITAL

**Membangun Kompetensi Tenaga Kerja**

DEVELOPING A COMPETENT WORKFORCE

**Mengurus Prestasi, Pengiktirafan dan Ganjaran**

MANAGING PERFORMANCE, RECOGNITION AND REWARDS

**Membentuk Budaya Kerja Berprestasi Tinggi**

SHAPING A HIGH-PERFORMANCE WORK CULTURE

- Mengukuhkan perjawatan Dewan Bandaraya Kuala Lumpur (DBKL) yang melibatkan pewujudan 728 jawatan baru secara tukar ganti dengan 755 jawatan sedia ada

*Consolidated the structure of Kuala Lumpur City Hall (KLCH) by creating 728 new posts through trade-offs with 755 existing posts*

- Menambah baik 66 jawatan sementara yang diperuntukkan kepada Pasukan Perunding ICT, MAMPU, Jabatan Perdana Menteri ke jawatan bertaraf tetap

*Improved 66 temporary positions/posts allocated for the ICT Consultancy Team, MAMPU, Prime Minister's Department to permanent posts*

- Penstrukturkan semula agensi di beberapa negeri di Semenanjung Malaysia

*Restructured agencies in some states of Peninsular Malaysia*

- Memperkuatkukan serta memantapkan fungsi dan tugas Agensi Penguatkuasaan Maritim Malaysia (APMM) dengan menempatkan jawatan secara tukar ganti dari Jabatan Kastam Diraja Malaysia (KDRM) dan Polis Diraja Malaysia (PDRM)

*Strengthened the functions and tasks of the Malaysia Maritime Enforcement Agency (MMEA) with trade off posts from the Royal Malaysian Customs Department (KDRM) and the Royal Malaysian Police (PDRM)*

- Memperkuatkukan keupayaan agensi sektor ekonomi dengan penyusunan semula Majlis Amanah Rakyat (MARA), MATRADE dan Jabatan Taman Laut Malaysia (JTL)

*Strengthened the capacity of agencies in the economic sector by restructuring Majlis Amanah Rakyat (MARA), MATRADE and the Department of Marine Park Malaysia (JTL)*

# Sorotan Pencapaian Utama 2011

## 2011 Achievement HIGHLIGHTS

### Menetap Hala Tuju Strategik

SETTING THE STRATEGIC DIRECTION

## Memantapkan Kapasiti Organisasi ENHANCING ORGANISATIONAL CAPACITY

### Mengurus Modal Insan Terbaik

MANAGING THE BEST HUMAN CAPITAL

### Membangun Kompetensi Tenaga Kerja

DEVELOPING A COMPETENT WORKFORCE

### Mengurus Prestasi, Pengiktirafan dan Ganjaran

MANAGING PERFORMANCE, RECOGNITION AND REWARDS

### Membentuk Budaya Kerja Berprestasi Tinggi

SHAPING A HIGH-PERFORMANCE WORK CULTURE

- Menguruskan pembangunan dan penyelenggaraan aplikasi HRMIS secara dalaman  
*Managed the in-house development and maintenance of HRMIS application*
- Memperluaskan penggunaan Surat Pengesahan Diri dan Pengakuan Pegawai Online (eGL) kepada anggota-anggota Institut Integriti Malaysia (IIM) dan Universiti Islam Antarabangsa Malaysia (UIAM)  
*Extended the usage of the Verification Letter and Electronic Guarantee Letter (eGL) to all members of Integrity Institute Malaysia (IIM) and University Islam Antarabangsa Malaysia (UIAM)*
- Pembinaan struktur perjawatan sektor awam meliputi 1,517,943 perjawatan dengan 1,079,078 sandangan dalam HRMIS  
*Development of the public sector appointments structure which includes 1,517,943 posts and 1,079,078 personnel within HRMIS*
- Memperkenalkan program pemantauan status pelaksanaan HRMIS atau HRMIS ImStat bertujuan untuk memudahkan pemantauan pelaksanaan HRMIS di semua Kementerian dan Pejabat Setiausaha Kerajaan Negeri (PSUK)  
*Introduced the HRMIS monitoring programme or HRMIS ImStat to facilitate and monitor HRMIS implementation in all Ministries and State Secretary Offices (PSUK)*
- Menambah perkhidmatan baru mySMS 15888 dan menguruskan 9,242 rekod SMS  
*Added new mySMS 15888 service and managed 9,242 SMS records*

**Menetap Hala Tuju Strategik**

SETTING THE STRATEGIC DIRECTION

**Memantapkan Kapasiti Organisasi**

ENHANCING ORGANISATIONAL CAPACITY

**Mengurus Modal Insan Terbaik**

MANAGING THE BEST HUMAN CAPITAL

**Membangun Kompetensi Tenaga Kerja**

DEVELOPING A COMPETENT WORKFORCE

**Mengurus Prestasi, Pengiktirafan dan Ganjaran**

MANAGING PERFORMANCE, RECOGNITION AND REWARDS

**Membentuk Budaya Kerja Berprestasi Tinggi**

SHAPING A HIGH-PERFORMANCE WORK CULTURE

- Melaksanakan permohonan pertukaran secara dalam talian  
*Implementation of online transfer application*

- Peluasan Program Penempatan Silang ke Badan Berkanun dan Syarikat Multinasional  
*Expansion of Cross Fertilization Programme to Statutory Bodies and Multinational Companies*

- Melaksanakan Program Pembangunan Kepakaran Bidang Khusus (PPKBK) untuk PTD  
*Implementation of Subject Matter Expert (SME) Development Programme for ADS (SMEDP)*

- Melancarkan Pelan Strategik Gunasama Persekutuan 2011-2020  
*Launched Federal Common-User Strategic Plan 2011-2020*

- Melaksanakan pengurusan bakat melalui Pelan Landasan Kerjaya dan Pelan Penggantian  
*Talent Management through Career Development Plan and Succession Planning*

# Sorotan Pencapaian Utama 2011

## 2011 Achievement HIGHLIGHTS

### Menetap Hala Tuju Strategik

SETTING THE STRATEGIC DIRECTION

### Memantapkan Kapasiti Organisasi

ENHANCING ORGANISATIONAL CAPACITY

### Mengurus Modal Insan Terbaik

MANAGING THE BEST HUMAN CAPITAL

## Membangun Kompetensi Tenaga Kerja

### DEVELOPING A COMPETENT WORKFORCE

### Mengurus Prestasi, Pengiktirafan dan Ganjaran

MANAGING PERFORMANCE, RECOGNITION AND REWARDS

### Membentuk Budaya Kerja Berprestasi Tinggi

SHAPING A HIGH-PERFORMANCE WORK CULTURE

- Menawarkan pemberian biasiswa kepada 12,652 pelajar cemerlang di bawah penajaan Biasiswa Nasional, Biasiswa Yang di-Pertuan Agong, Program Penajaan Ijazah Luar Negara (PILN), Program Penajaan Ijazah Dalam Negara (PIDN) dan Geran Akademik 1MDB

*Offered scholarships to 12,652 excellent students under the National Scholarship programme, King's Scholarship, Overseas Degree Programme, Local Degree Programme and 1MDB Academic Grant*

- Melancarkan Program Talent Acceleration in the Public Service (TAPS) bagi bakat-bakat terbaik yang terdiri daripada graduan tajaan JPA Organised Talent Acceleration Programme in the Public Service (TAPS) for best talents among PSD sponsored graduates

- Melaksanakan Program Scholarship Talent Acceleration and Retention (STAR) dengan kerjasama TalentCorp untuk menyalurkan pelajar tajaan kerajaan ke agensi-agensi kerajaan, syarikat yang kerajaan mempunyai kepentingan di dalamnya, syarikat swasta yang beroperasi di Malaysia atau syarikat bukan kerajaan yang terpilih sebagai memenuhi syarat berkhidmat selaku pelajar tajaan  
*Organised Scholarship Talent Acceleration and Retention (STAR) Programme in collaboration with TalentCorp to channel government-sponsored students to government companies, government-link companies (GLC), private companies operating in Malaysia or non-governmental companies*

**Menetap Hala Tuju Strategik**

SETTING THE STRATEGIC DIRECTION

**Memantapkan Kapasiti Organisasi**

ENHANCING ORGANISATIONAL CAPACITY

**Mengurus Modal Insan Terbaik**

MANAGING THE BEST HUMAN CAPITAL

## **Membangun Kompetensi Tenaga Kerja**

**DEVELOPING A COMPETENT WORKFORCE**

**Mengurus Prestasi, Pengiktirafan dan Ganjaran**

MANAGING PERFORMANCE, RECOGNITION AND REWARDS

**Membentuk Budaya Kerja Berprestasi Tinggi**

SHAPING A HIGH-PERFORMANCE WORK CULTURE

- Menawarkan penajaan kepada pegawai untuk mengikuti kursus jangka pendek dan jangka panjang dalam pelbagai bidang di dalam dan luar negara

*Offered Scholarship to Public Servants to attend short and long term training programmes in various fields locally and abroad*

- Membangunkan sistem MySMS bagi keputusan Peperiksaan Perkhidmatan Awam

*Developed MySMS for Civil Service Examination results*

- Mengadakan kajian PTD Assessment Centre (PAC) 1Malaysia

*Conducted a study on PTD Assessment Centre (PAC) 1Malaysia*

- Melaksanakan sebanyak 906 kursus melibatkan penyertaan seramai 31,155 orang penjawat awam

*Conducted 906 courses involving the participation of 31,155 civil servants*

- Menawarkan sebanyak 97 kursus di bawah program e-Pembelajaran Sektor Awam (EPSA) dengan 200,800 orang penjawat awam berdaftar sebagai pengguna

*Offered 97 courses under the Public Sector E-Learning programme with 200,800 civil servants as registered users*

- Melaksanakan sebanyak 108 seminar, persidangan dan forum melibatkan penyertaan seramai 25,169 orang penjawat awam

*Conducted 108 seminars, conferences and forums with the participation of 25,169 civil servants*

# Sorotan Pencapaian Utama 2011

## 2011 Achievement HIGHLIGHTS

### Menetap Hala Tuju Strategik

SETTING THE STRATEGIC DIRECTION

### Memantapkan Kapasiti Organisasi

ENHANCING ORGANISATIONAL CAPACITY

### Mengurus Modal Insan Terbaik

MANAGING THE BEST HUMAN CAPITAL

### Membangun Kompetensi Tenaga Kerja

DEVELOPING A COMPETENT WORKFORCE

## Mengurus Prestasi, Pengiktirafan dan Ganjaran

MANAGING PERFORMANCE, RECOGNITION AND REWARDS

### Membentuk Budaya Kerja Berprestasi Tinggi

SHAPING A HIGH-PERFORMANCE WORK CULTURE

- Melaksanakan pembayaran Imbuhan Tahunan dan Bayaran Khas Prestasi bagi tahun 2011 kepada pegawai Perkhidmatan Awam Persekutuan  
*Annual Payment and Special Performance Payment for the year 2011 to officers of the Federal Public Service*

- Melaksanakan Bayaran Insentif Pakar, Bayaran Insentif Kesihatan Awam Pegawai Pergigian dan Bayaran Insentif Pegawai Kesihatan Daerah  
*Implementation of Specialist Incentive Payment, Public Health Dental Officer Incentive Payment and District Health Officer Incentive Payment*

- Pembekalan Baju Vest bagi Penghantar Notis  
*The supply of vests for Notice Despatchers*

- Melaksanakan sebanyak 264 sesi perkhidmatan kaunseling terhadap 283 klien  
*Conducted a total of 264 counselling sessions involving 283 clients*

- Melaksanakan sebanyak 46 siri perundingan pementoran melibatkan 2,225 peserta di agensi sektor awam  
*Organised 46 series of mentoring programme which involved 2,225 participants from various Government agencies*

- Menjalankan ujian psikologi kepada seramai 20,243 klien  
*Organised psychological tests for 20,243 client*
- Menjalankan sebanyak 67 siri Program Peningkatan Kemahiran Kaunseling di pelbagai Kementerian, Jabatan Persekutuan, Kerajaan Negeri dan Badan-Badan Berkanun  
*Conducted 67 series of Counselling Skills Enhancement Programmes in various Ministries, Central Agencies, State Governments and Statutory Bodies*
- Mengadakan Seminar Psikologi Perkhidmatan Awam Ke-17 pada 5 & 6 Julai 2011 di Pusat Konvensyen Antarabangsa Putrajaya (PICC)  
*Organised Public Service Psychological Conference on 5<sup>th</sup> & 6<sup>th</sup> July 2011 at Putrajaya International Convention Centre (PICC)*
- Menganjurkan Majlis Pentauliahan AKRAB pada 15 Disember 2011 yang melibatkan pentauliahan 1,202 ahli AKRAB  
*Presentation of AKRAB credentials on 15<sup>th</sup> December 2011 which involved a total of 1,202 qualified officers*

**Menetap Hala Tuju Strategik**

SETTING THE STRATEGIC DIRECTION

**Memantapkan Kapasiti Organisasi**

ENHANCING ORGANISATIONAL CAPACITY

**Mengurus Modal Insan Terbaik**

MANAGING THE BEST HUMAN CAPITAL

**Membangun Kompetensi Tenaga Kerja**

DEVELOPING A COMPETENT WORKFORCE

**Mengurus Prestasi, Pengiktirafan dan Ganjaran**

MANAGING PERFORMANCE, RECOGNITION AND REWARDS

**Membentuk Budaya Kerja Berprestasi Tinggi**

SHAPING A HIGH-PERFORMANCE WORK CULTURE

- Melaksanakan program *outreach*, iaitu Kembara Psikologi pada 24 – 26 Januari 2011  
*Conducted an outreach programme, Kembara Psikologi on 24<sup>th</sup> – 26<sup>th</sup> January 2011*

- Melaksanakan 242 siri ceramah melibatkan seramai 10,790 orang penjawat awam di seluruh Malaysia  
*Conducted a total of 242 series of lectures attended by 10,790 civil servants throughout Malaysia*

- Mengendalikan sebanyak 17 bengkel dan satu sesi taklimat yang melibatkan seramai 746 orang peserta berkenaan pelaksanaan Sistem Pengurusan Audit Nilai Dalam Perkhidmatan Awam  
*Conducted 17 workshops and 1 briefing session attended by 746 participants regarding the implementation of Values Auditing Management System In Public Service*

- Menguruskan pembayaran faedah-faedah persaraan bagi 401,632 pesara dan 147,692 penerima pencen melibatkan sebanyak RM11,417,041,300.00 (Peruntukan Tanggungan) dan RM187,611,835.00 (Peruntukan Mengurus)  
*Managed payment of pension benefits to 401,632 pensioners and 147,692 pension recipients which involved RM11,417,041,300.00 (Charged Allocation) and RM187,611,835.00 (Operating Allocation)*

- Pemanjangan pemberian kemudahan perubatan kepada pesara KWSP berkuatkuasa 1 Mac 2011  
*Extended the medical benefit to EPF retirees starting 1<sup>st</sup> March 2011*
- Memanjangkan pemberian Bantuan Mengurus Jenazah sebanyak RM3,000 kepada waris pesara Kerajaan  
*Extended the Bereavement Expenses payment of RM3,000 to pension recipients*
- Menguruskan Bantuan Khas Kewangan Tahun 2011 sebanyak RM1,000 kepada pesara Kerajaan  
*Managed the Special Financial Assistance Grant for 2011 of RM1,000 to government pensioners*
- Menaik taraf Sistem POWER kepada Sistem POWER Gen 2 untuk meningkatkan kecekapan dalam pengurusan pembayaran pencen  
*Enhanced the POWER System to POWER Gen 2 System to improve the management of pension payment*
- Melancarkan Modul Pengurusan Pencen dan Persaraan dalam E-Pembelajaran Sektor Awam (EPSA)  
*Launched Pensions and Retirement Management Module E-Learning in the Public Sector (EPSA)*
- Mengendalikan 30 kursus dan 70 taklimat melalui Program Outreach  
*Conducted 30 courses and 70 talks through Outreach Programme*

# Sorotan Pencapaian Utama 2011

## 2011 Achievement HIGHLIGHTS

### Menetap Hala Tuju Strategik

SETTING THE STRATEGIC DIRECTION

### Memantapkan Kapasiti Organisasi

ENHANCING ORGANISATIONAL CAPACITY

### Mengurus Modal Insan Terbaik

MANAGING THE BEST HUMAN CAPITAL

### Membangun Kompetensi Tenaga Kerja

DEVELOPING A COMPETENT WORKFORCE

### Mengurus Prestasi, Pengiktirafan dan Ganjaran

MANAGING PERFORMANCE, RECOGNITION AND REWARDS

## Membentuk Budaya Kerja Berprestasi Tinggi

### SHAPING A HIGH-PERFORMANCE WORK CULTURE

- Membincangkan tiga isu saraan, satu isu pasca perkhidmatan dan satu isu skim perkhidmatan melalui Mesyuarat Bersama Kebangsaan (MBK)  
*Discussed three remuneration issues, one post-service issue and one service schemes issue through the National Joint Council Meeting (NJC)*

- Melaksanakan Mesyuarat JKK-MPGSA sebanyak enam kali untuk Kerajaan menimbang penyemakan gaji, syarat-syarat perkhidmatan serta pewujudan elaun-elaun dan kemudahan bagi pekerja-pekerja sektor awam

*Organised six JKK-MPGSA meetings in order for the government to review salary, service terms and perquisites and allowances for public servants*

- Melaksanakan lima kali Mesyuarat Secara Pendidikan dengan Kesatuan/Persatuan Sektor Awam  
*Organised five Educational Meetings and Informational Briefing with Public Sector Unions*

- Memperluaskan akses Pangkalan Repositori Ilmu Sumber Manusia Sektor Awam (PRISMA-HRMIS) dengan mewar-warkan kepada Pengurus Sumber Manusia setiap kali diadakan Persidangan Pengurus Sumber Manusia (HRMC)

*Promotion of the Knowledge Repository Data Base on Human Resource within the Public Service (PRISMA-HRMIS) at every Human Resource Manager Conference (HRMC) in order to increase the number of access*

- Majlis Anugerah Perkhidmatan Cemerlang Tahun 2010 di Pusat Konvensyen Antarabangsa Putrajaya (PICC)  
*Excellence Service Award 2010 at Putrajaya International Convention Centre (PICC)*
- Program Penempatan Silang (PPS) bagi pertukaran penempatan pegawai antara Bahagian di JPA  
*Cross Fertilization Programme (PCF) within PSD*
- Membangunkan sistem e-Latihan bagi menggantikan sistem e-SPLK  
*Developed the e-Latihan system to replace the e-SPLK system*
- Memurnikan penyediaan Pelan Inovasi JPA 2011-2015 dan melaksanakan Program Inovasi JPA Tahun 2011 untuk merangsang persekitaran dan membentuk ekosistem yang menggalakkan inovasi di kalangan warga JPA  
*Strengthened the PSD Innovation Strategic Plan 2011-2015 and organised PSD Innovation Programme to boost and encourage innovation among PSD officers*

# Pelanggan

## CLIENTELE

### Agenzi Kerajaan

#### Government Agencies

Perkhidmatan Awam Persekutuan  
Federal Public Service

144

Perkhidmatan Awam Negeri  
State Public Service

247

Badan Berkanun Persekutuan  
Federal Statutory Bodies

86

Badan Berkanun Negeri  
State Statutory Bodies

112

Pihak Berkuasa Tempatan  
Local Authorities

145

**JUMLAH****734****TOTAL**

### Agenzi Kerajaan

#### Government Agencies

Perkhidmatan Awam Persekutuan  
Federal Public Service

1,301,822

Perkhidmatan Awam Negeri  
State Public Service

153,354

Badan Berkanun Persekutuan  
Federal Statutory Bodies

114,281

Badan Berkanun Negeri  
State Statutory Bodies

19,034

Pihak Berkuasa Tempatan  
Local Authorities

60,486

**JUMLAH****1,648,977****TOTAL**

### Pelajar Tajaan

#### Sponsored Students

Program Penajaan Luar Negara  
Overseas Sponsorship Programme

14,269

Program Penajaan Dalam Negara  
Local Sponsorship Programme

32,809

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

2,227

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

9,804

**JUMLAH****TOTAL****59,109**

### Pesara dan Penerima Pencen

#### Pensioners and Pension Recipients

Pesara  
Pensioners

401,632

Penerima Pencen  
Pension Recipients

147,692

**JUMLAH****TOTAL****549,324**

# Prestasi Kewangan

## Financial PERFORMANCE

### Peruntukan dan Perbelanjaan Mengurus

Peruntukan asal yang diluluskan di bawah Perbelanjaan Mengurus bagi Tahun 2011 adalah sebanyak RM1,853,938,000. Keseluruhan prestasi Perbelanjaan Mengurus JPA sehingga Akaun Kena Bayar (AKB) 13 Januari 2012 adalah berjumlah RM2,636,013,474 (130.24%) termasuk bayaran Bantuan Khas Kewangan (BKK) kepada Pegawai Jabatan Perkhidmatan Awam dan pesara Kerajaan. Prestasi Perbelanjaan Mengurus tanpa mengambil kira bayaran Bantuan Khas Kewangan (BKK) adalah sebanyak RM2,002,289,971 (98.93%).

### *Operating Allocation and Expenditure*

A sum of RM1,853,938,000 was allocated to the PSD under the Operating Expenditure (OE) of 2011. Based on the above figures, the total amount of the PSD's Operating Expenditure for the year 2011 (under the Payable Account dated 13<sup>th</sup> January, 2012) was RM2,636,013,474 which was 130.24% from the overall allocation. This total amount is inclusive of expenditure for the purpose of Special Financial Assistance (BKK) for PSD officers and Government retirees. The total expenditure excluding BKK was RM2,002,289,971 or 98.93% of the total allocation.

### Peruntukan dan Perbelanjaan Pembangunan

Pada keseluruhannya, JPA telah diperuntukkan sebanyak RM28,385,000 untuk projek-projek pembangunan, iaitu RM26,885,000 untuk INTAN dan RM1,500,000 untuk pembangunan Sistem Komputer Induk JPA. Prestasi Perbelanjaan Pembangunan JPA sehingga 31 Disember 2011 (AKB 13 Januari 2012) adalah berjumlah RM28,281,820 atau 99.64% daripada keseluruhan peruntukan.

### *Development Allocation and Expenditure*

The approved allocation received by the PSD for development projects was RM28,385,000, out of which RM26,885,000 was allocated for INTAN and RM1,500,000 was for the development of the PSD's Main Computer System. The total expenditure for 2011 was RM28,281,820 or 99.64% of the total allocation provided.

# Perjawatan dan Personel

## POSTS AND PERSONNEL

Sehingga 31 Disember 2011, bilangan pengisian bagi semua kumpulan perkhidmatan di JPA adalah sebanyak 3,082 (93%) berbanding bilangan perjawatan, iaitu sebanyak 3,300 yang terdiri daripada 28 (1%) jawatan dari Kumpulan Pengurusan Tertinggi, 945 (29%) jawatan dari Kumpulan Pengurusan dan Profesional, dan 2,327 (70%) jawatan dari Kumpulan Sokongan.

As of 31<sup>st</sup> December 2011, 3,082 (93%) posts had been filled as compared to 3,300 posts in the PSD of which 28 (1%) were from the Top Management Group, 945 (29%) from the Management and Professional Group and the remaining 2,327 (70%) from the Supporting Staff Group.



# Kebitaraan JPA 2011

## PSD'S ACCOLADES 2011



Pensijilan MS ISO 9001:2008 daripada SIRIM QAS International Sdn. Bhd.  
Certification MS ISO 9001:2008 from SIRIM QAS International Sdn. Bhd.



Pensijilan Sistem Persekitaran Berkualiti (QES) daripada Perbadanan Produktiviti Malaysia (MPC)  
Quality Environment System Certification (QES) from Malaysian Productivity Corporation (MPC)

# Menetap Hala Tuju Strategik

## SETTING THE STRATEGIC DIRECTION

Hala tuju strategik perlu dirangka dengan jelas supaya sejajar dan menyokong dasar-dasar utama Kerajaan. Hala tuju ini mengandungi strategi dan inisiatif serta program kerja yang diharap dapat memberi impak kepada semua stakeholders dan menyumbang kepada pencapaian agenda perkhidmatan awam dan negara.

*The strategic direction has to be clear and aligned to support the government's policies. It contains strategies, initiatives and work programmes that has an impact on stakeholders and contribute to the achievement of the public service and national agenda.*

Sumber Manusia dan Perancangan Strategik / **42**  
*Human Resource and Strategic Planning*



“...kita berbangga kerana, perkhidmatan awam Malaysia telah diakui sebagai antara yang terbaik di dunia pada hari ini. Ia dibina atas landasan yang kukuh, dan seterusnya dimajukan oleh pemimpin-pemimpin negara kita bersama para anggotanya. Seperti yang kita tahu, semenjak negara mencapai kemerdekaan, pelbagai perubahan dan pembaharuan telah dilakukan untuk menjadikan perkhidmatan awam lebih relevan dan berkeupayaan dalam menjunjung peranan bagi meningkatkan kecemerlangan negara dan kesejahteraan rakyat.”

**YAB Dato' Sri Mohd. Najib bin Tun Abdul Razak**  
 Perdana Menteri Malaysia  
 Majlis Amanat Perdana Perkhidmatan Awam Ke-XI  
 22 Mac 2011

Pengukuh Strategik  
 Sumber Manusia  
 Perkhidmatan Awam / **44**  
*Strategic Strengthening of the Public Service Human Resource*

“...we are proud that, the Malaysian public service has been recognised as amongst the best in the world today. It was built on a solid foundation, and then developed by the leaders of our country. As we know, since the country gained independence, many changes and improvements have been made to make the public service more relevant and capable of upholding its role to enhance national excellence and prosperity.”

**YAB Dato' Sri Mohd. Najib Bin Tun Abdul Razak**  
 Prime Minister of Malaysia  
 The 12th Civil Service Premier Gathering  
 22<sup>nd</sup> March 2011

Perancangan  
 Sumber Manusia / **44**  
*Human Resource Planning*

Sumber Manusia  
 dan Pengurusan Operasi / **46**  
*Human Resource and Operational Management*

Penetapan hala tuju ini turut merangkumi pengukuhan dasar-dasar perkhidmatan sedia ada dan pembangunan dasar-dasar baru pengurusan sumber manusia Perkhidmatan Awam, pemantapan perancangan sumber manusia dan tumpuan dalam inovasi pengurusan sumber manusia.

## SUMBER MANUSIA DAN PERANCANGAN STRATEGIK

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

Pelan Strategik JPA 2011-2015 telah dibangun dan diterbitkan dengan mengambil kira keperluan semasa negara termasuklah agenda transformasi yang digagaskan oleh YAB Perdana Menteri. Enam Teras Strategik yang dijadikan landasan utama JPA adalah:

- i. Teras 1: Menetapkan Hala Tuju Strategik
- ii. Teras 2: Memantapkan Kapasiti Organisasi
- iii. Teras 3: Mengurus Modal Insan Terbaik
- iv. Teras 4: Membangun Kompetensi Tenaga Kerja
- v. Teras 5: Mengurus Prestasi, Pengiktirafan dan Ganjaran
- vi. 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 diterbit dan diedarkan kepada kementerian selepas dipersetujui sebagai kerangka pengurusan sumber manusia yang komprehensif di dalam Mesyuarat Ketua Setiausaha (KSU) dengan Ketua Setiausaha Negara (KSN) pada 7 April 2010.

Kerangka ini bertujuan untuk mewujudkan perkhidmatan awam berminda kelas pertama dan membangunkan kapasiti organisasi bertaraf dunia agar dapat meningkatkan daya saing negara bagi mencapai kemakmuran sejajar dengan Wawasan 2020.

The setting of direction covers strengthening of existing service policies, developing new policies with regards to public service human resource management, strengthening of human resource planning and focusing on human resource management innovation.

## HUMAN RESOURCE AND STRATEGIC PLANNING

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

The PSD Strategic Plan 2011-2015 takes into account the transformation agenda set out by the Prime Minister. The six strategic thrusts which provide the basis for PSD are:

- i. Thrust 1: Setting the Strategic Direction
- ii. Thrust 2: Enhancing Organisational Capacity
- iii. Thrust 3: Managing the Best Human Capital
- iv. Thrust 4: Developing a Competent Workforce
- v. Thrust 5: Managing Performance, Recognition and Rewards
- vi. Thrust 6: Shaping a High-Performance Work Culture

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

The Human Resource Management Strategic Direction Framework for the Public Service was approved in the Meeting of Secretaries-General (KSU) with the Chief Secretary to the Government (KSN) on 7<sup>th</sup> April 2010. The document was then distributed to all ministries.

The framework becomes the basis for creating a public service with first class mindset and building organisational capacity to become a world-class organisation in order to enhance the competitiveness of the country to achieve prosperity in line with Vision 2020.

Pada tahun 2011, JPA sebagai agensi pusat yang bertanggungjawab terhadap pengurusan sumber manusia perkhidmatan awam terus memberikan khidmat rundingan kepada agensi berikut:

- SUK Negeri Sembilan;
- SUK Selangor;
- Kementerian Kesihatan Malaysia;
- Kementerian Perdagangan Antarabangsa dan Industri;
- Taklimat umum untuk 25 Kementerian dan 12 SUK Negeri.

- **Rancangan Malaysia Kesepuluh (RMK-10)**

JPA telah diberi peranan sebagai agensi peneraju bagi Pelan Tindakan Inisiatif 84 (Membangun Kapasiti dalam Organisasi yang Memfokus kepada Keutamaan Negara) dan Inisiatif 85 (Menarik, Membina dan Mengekal Modal Insan Cemerlang dalam Perkhidmatan Awam).

*In 2011, the PSD as the central agency responsible for public service human resource management continued to provide consultancy services to agencies, as follows:*

- Negeri Sembilan State Secretariat;
- Selangor State Secretariat;
- Ministry of Health;
- Ministry of International Trade and Industry; and
- 25 Ministries and 12 State Secretaries.

- **The 10<sup>th</sup> Malaysia Plan (10<sup>th</sup> MP)**

*The PSD was entrusted as the lead agency for two 10<sup>th</sup> 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).*



**Penerbitan Hala Tuju Strategik Pengurusan Sumber Manusia Perkhidmatan Awam selaras dengan agenda transformasi negara**  
*Publications on the Human Resource Management Strategic Direction for the Public Service in line with national transformation agenda*

## PENGUKUHAN STRATEGIK SUMBER MANUSIA

- **Pemusat Dasar**

Peranan strategik JPA sebagai pengurus sumber manusia perkhidmatan awam telah diperkuuhkan dengan pemusat dasar di Bahagian Perancangan, Penyelidikan dan Korporat. Inisiatif pemusat dasar ini dapat memberi fokus terhadap dasar-dasar sumber manusia supaya ia dapat dilihat dalam konteks yang menyeluruh dan terangkum.

- **Projek *Institutional Strengthening and Capacity Development of the Public Sector (ISCD), United Nation Development Programme (UNDP)***

UNDP mempunyai hubungan kerjasama dengan Kerajaan Malaysia melalui kitaran program lima tahun dari segi bantuan teknikal dan pembangunan kapasiti dalam pelbagai sektor pembangunan di Malaysia. Dalam hal ini, JPA mempunyai dua projek kerjasama dengan UNDP dalam usaha meningkatkan keupayaan organisasi.

## 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 kesihatan dan tenaga pengajar teknikal dan vokasional. Penerangan serta perkongsian maklumat secara penggunaan *hands on* juga telah diberikan kepada wakil-wakil semua Kementerian/Jabatan dalam dua siri seminar kerja dan dua siri bengkel penggunaan submodul HRMIS, iaitu *Strategic Formulation Review-Long Term Manpower Planning (SFR-LTMP)*.

## STRATEGIC STRENGTHENING OF THE HUMAN RESOURCE

- **Policy Centralisation**

The PSD's strategic role was enhanced with the centralisation of the policy formulation function at the Planning, Research and Corporate Division. This is to ensure that human resource policy formulation in the public service can be carried out in an integrated and comprehensive manner.

- ***Institutional Strengthening and Capacity Development of Public Sector Projects (ISCD), United Nations Development Programme (UNDP)***

The UNDP has established a working relationship with the Government of Malaysia through a five-year programme cycle for technical assistance and capacity building in various development sector in Malaysia. In this case, the PSD is involved with two projects in collaboration with the UNDP in the efforts to enhance organisational capabilities.

## HUMAN RESOURCE PLANNING

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

The PSD as the public service human resource manager works with various agencies to prepare human resource planning projections for two major sectors in the public service, namely the health and vocational trainers. The Information and knowledge sharing in hands-on sessions were also provided to representatives of all Ministries / Departments in two working seminars and workshops on the use of the HRMIS Formulation of Strategic Review - Long Term Manpower Planning (SFR-LTMP) sub-module.

- **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 submodul di bawah SFR, iaitu:

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

Semua submodul ini terutama ESE akan membantu menyelaras strategi sumber manusia yang dilaksanakan oleh bahagian di JPA. Ia juga dapat membantu kepada pematuhan prosedur MS ISO 9000 mengenai pengurusan penyediaan dasar. Pendedahan dan latihan *hands-on* telah diperhebatkan kepada pegawai berkenaan di setiap bahagian agar dapat dilaksanakan di JPA dengan harapan untuk di *roll-out* 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.

Melalui bengkel dan penyelarasan antara bahagian, penambahbaikan kepada submodul telah dilakukan dengan mengambil kira prosedur kerja MS ISO 9000.

- **The Human Resource Formulation and Strategy Assessment Module**

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

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

*All the sub-modules particularly the ESE will help to coordinate human resource strategies that are carried out independently by each division in the PSD. It also helps in compliance with the MS ISO 9000 procedures on policy preparation management. Exposure and hands-on training have been intensified to officers concerned in each division in order to ensure its successful implementation. This early effort is an initial approach to be presented to the pioneering agencies before it is implemented to the rest of the public service. The objective is to leverage on ICT applications in human resource management to make it more efficient and effective.*

*Through workshops and coordination between divisions, improvements to the sub-modules were made including the MS ISO 9000 work procedures.*

## SUMBER MANUSIA DAN PENGURUSAN OPERASI

## HUMAN RESOURCE AND OPERATIONAL MANAGEMENT

### Penyelidikan Dan Penerbitan

JPA telah terlibat dalam menjalankan kajian-kajian serta penerbitan buku dari semasa ke semasa bagi memperkayakan sumber ilmu dan kemudahan rujukan warga perkhidmatan awam.

### Research and Publishing

The PSD from time to time has been directly involved in conducting researches and publishing books in order to enrich knowledge and provide reference for all public servants.

Bil.	Kajian dan Penyelidikan/Penjanaan Idea dan Ilmu
No.	Researches and Studies/Generation of New Ideas and Knowledge
1.	Kajian Skim Perkhidmatan Pembantu Am Pejabat (PAP) <i>Research on Office Assistant Service Scheme (PAP)</i>
2.	Kajian Pengiktirafan Pensijilan Bidang Pengkhususan dalam Perkhidmatan Awam <i>Research on Recognition of Certification for Specialisation in the Public Service</i>
3.	Kajian Program Perantis Perkhidmatan Awam <i>Research on Apprentice Programme in the Public Service</i>
4.	Kajian Semula Pekeliling Perkhidmatan dan Surat Pekeliling Perkhidmatan (PP dan SPP) Tahun 1970 hingga 2010 <i>Review of Service Circulars and Service Circular Letters (SC and SCL) published from 1970 to 2010</i>
5.	Kajian Bank Dunia , <i>Public Expenditure Review</i> <i>Research on Public Expenditure Review, World Bank</i>
6.	Kajian Rasionalisasi Pejabat Pejabat Penasihat Pendidikan dan Latihan (PPL) di Luar Negara <i>Rationalisation Study on Overseas Training Advisory Offices</i>
7.	Kajian Rasionalisasi Institut Latihan Awam (ILA) <i>Rationalisation Study of Public Training Institutes (ILA)</i>
8.	Kajian Inisiatif Blue Ocean Strategy (BOS) Merentasi Sempadan Agensi <i>Study on Blue Ocean Strategy (BOS) Cross Cutting Initiative</i>
9.	Jurnal Pengurusan Awam Jilid 8 Bilangan 1 <i>Public Management Journal Volume 8 No. 1</i>

# Memantapkan Kapasiti Organisasi

## ENHANCING ORGANISATIONAL CAPACITY

Memperkuuhkan struktur 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 bagi menangani cabaran dan pergolakan persekitaran yang berubah dengan pantas. JPA telah melaksanakan kajian perskiman dan perjawatan dengan memberi penekanan kepada usaha-usaha untuk memantap dan memperkemas struktur perkhidmatan awam serta pengukuhan struktur organisasi supaya sektor awam terus kekal kemas dan relevan.

*Enhancing organisational structure 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 ever-changing environmental challenges. 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, to ensure that the public service continues to be well-structured and relevant.*

**Pengukuhan Organisasi / 48**  
*Organisational Consolidation*

**Melonjak Penggunaan ICT / 54**  
*Leveraging on ICT Usage*

**Pemerkasaan Proses Kerja / 60**  
*Strengthening Work Processes*



"Perkhidmatan Awam yang kejat akan direalisasi melalui enam strategi, iaitu kawalan saiz perkhidmatan awam, semakan skim perkhidmatan, kajian pertindihan fungsi antara agensi, penajaran fungsi utama perkhidmatan, perkhidmatan yang boleh diserah urus dan perekayasaan."

**Tan Sri Abu Bakar Bin Haji Abdullah**  
Ketua Pengarah Perkhidmatan Awam Malaysia  
Seminar Perancangan Strategik JPA Siri 2/2011  
1 Disember 2011

*"A lean public service will be realised through six strategies namely, control on the size of the public service, revision of schemes of service, research on duplication of functions between agencies, the alignment of core services, services that can be out sourced and re-engineered."*

**Tan Sri Abu Bakar Bin Haji Abdullah**  
Director General of Public Service Malaysia  
Strategic Planning Seminar JPA Series 2/2011  
1st December 2011

## PENGUKUHAN ORGANISASI

Dengan mengambil kira keperluan pembangunan modal insan serta fokus terhadap kesejahteraan hidup rakyat, perkhidmatan-perkhidmatan kerajaan terus diperkuuhkan melalui kajian-kajian perjawatan agensi sektor awam. Antara fokus utama dalam kajian perjawatan adalah:

- Pengukuhan Keupayaan Agensi Sektor Sosial

- Perkhidmatan Pendidikan Tinggi

- Pewujudan jawatan Timbalan Naib Canselor (Pembangunan) di Universiti Teknologi Malaysia (UTM) bagi memantapkan lagi kualiti pengurusan infrastruktur dan perkhidmatan ICT selaras dengan pengiktirafan UTM sebagai universiti penyelidikan yang ke lima di Malaysia.
    - Penjenamaan semula Jabatan Penuntut Malaysia (MSD) dan Pejabat Promosi Pendidikan Tinggi (MEPC) di luar negara kepada Education Malaysia (EM) bagi meningkatkan tumpuan kepada peranan yang lebih strategik dan merentasi aspek-aspek pengantarabangsaan selaras dengan hasrat Kementerian Pengajian Tinggi (KPT) untuk menjadikan Malaysia pusat kecemerlangan pengajian tinggi serantau dan antarabangsa.

- Perkhidmatan Kesihatan

- Pemurnian data perjawatan bagi tujuan perancangan sumber dan tenaga manusia secara optimum dalam pengurusan perkhidmatan kesihatan dan perubatan.
    - Pewujudan jawatan Pegawai Farmasi, Kumpulan Paramedik dan Auksiliari secara tukar ganti bagi menyediakan jawatan-jawatan kritikal yang mencukupi tanpa melibatkan kos kepada kerajaan.

## ORGANISATIONAL CONSOLIDATION

Taking into account the need to enhance human capital development and focus on the well-being of the public, government services have continuously been enhanced through establishment studies of public sector agencies. The main focus of the establishment studies were:

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

- **Higher Education Services**

- The establishment of the Deputy Vice Chancellor (Development) post for Universiti Teknologi Malaysia (UTM) in order to enhance the quality of infrastructure management and ICT services in line with the recognition of UTM as the fifth research university in Malaysia.
    - The rebranding of both the Malaysian Students Department (MSD) and the Malaysian Education Promotion Office (MEPC) into Education Malaysia (EM). This was to ensure focus on a more strategic role, encompassing aspects of internationalisation, in line with the Ministry of Higher Education's (MOHE) aim of making Malaysia a regional and international centre of excellence for higher education.

- **Healthcare Services**

- Refinement of establishment data for the purpose of optimisation of resources and manpower planning in the management of health and medical services.
    - Creation of posts for Pharmacists, the Paramedic and Auxiliary group through trade off to provide sufficient critical posts with no additional cost.

- **Perkhidmatan Pendidikan**

- Penubuhan Pejabat Pengurusan Pelaksanaan (DMO) bagi menyelaras pelaksanaan dan memastikan pencapaian agenda kerajaan dalam Bidang Keberhasilan Utama Negara dan Bidang Keberhasilan Ekonomi Negara yang menjadi penanda aras ke atas pencapaian Penunjuk Prestasi Utama Menteri Pelajaran, Ketua Setiausaha Kementerian Pelajaran Malaysia dan Ketua Pengarah Pelajaran Malaysia.
- Kenaikan gred semua jawatan Pengetua, Guru Penolong Kanan (GPK) Pentadbiran, GPK Hal Ehwal Murid dan GPK Kokurikulum di Sekolah Menengah dan jawatan GPK di Sekolah Rendah (Kluster) selaras dengan saranan YAB Perdana Menteri untuk menambah baik peluang kenaikan pangkat skim perkhidmatan pendidikan di seluruh negara.

- **Perkhidmatan Perlindungan Data Peribadi**

- Pelaksanaan Akta Perlindungan Data Peribadi (Akta 709) adalah bertujuan untuk mengawal selia pemprosesan data peribadi individu yang terlibat dalam transaksi komersial, bagi perlindungan kepada data peribadi individu serta melindungi kepentingan individu berkenaan.
- Dengan penubuhan Jabatan Perlindungan Data Peribadi di bawah Kementerian Penerangan, Komunikasi dan Kebudayaan, negara mempunyai satu jabatan pelaksana yang khusus bagi melaksanakan dan menguatkuasakan undang-undang perlindungan data peribadi.

- ***Education Services***

- *The establishment of the Delivery Management Office (DMO) to coordinate the implementation and achievement of the government's agenda in the National Key Result Areas (NKRA) and the National Key Economic Areas (NKEA), which both serve as Key Performance Indicators for the Minister of Education, Secretary General of the Ministry of Education and the Director General of Education.*
- *The upgrading of the posts of Principal, Vice Principal of Administration, Vice Principal of Student Affairs and Vice Principal of Co-Curriculum in secondary schools as well as Vice Principal in cluster primary schools in accordance with the Prime Minister's recommendation to improve promotion opportunities for teachers throughout the country.*

- ***Personal Data Protection Services***

- *The implementation of the Personal Data Protection Act is to monitor the processing of individual personal data in commercial transactions, thus providing protection to the individual's personal data and safeguarding his/her interest.*
- *With the establishment of the Personal Data Protection Department under the Ministry of Information, Communications and Culture, the country now has a specific department to implement and enforce the laws pertaining to personal data protection.*

- Pengukuhan Keupayaan Agensi Sektor Pentadbiran

- Agensi Persekutuan

- Pengukuhan struktur organisasi Dewan Bandaraya Kuala Lumpur (DBKL), Kementerian Wilayah Persekutuan dan Kesejahteraan Bandar (KWPKB) Fasa II adalah kesinambungan daripada penstrukturkan semula organisasi DBKL yang telah dijalankan pada tahun 2010. Pengukuhan jawatan ini melibatkan pewujudan 728 jawatan baru secara tukar ganti dengan 755 jawatan sedia ada selaras dengan wawasan DBKL untuk menjadikan Kuala Lumpur sebagai Bandar Raya bertaraf dunia.
- Penubuhan Institut Latihan Statistik Malaysia (ILSM), Jabatan Perangkaan Malaysia melalui penstrukturkan semula organisasi dan fungsi Bahagian Latihan Perangkaan. ILSM telah diluluskan oleh Kerajaan di bawah Rancangan Malaysia ke-9 (RMK-9) bertujuan meningkatkan pengendalian kursus-kursus dalam bidang statistik.
- Kenaikan taraf jawatan telah dilaksanakan bagi jawatan Setiausaha Bahagian Pengurusan Hartanah, Jabatan Perdana Menteri dari PTD Gred M54 kepada PTD Gred Utama C. Penambahbaikan ini adalah selaras dengan pertambahan beban tugas bagi jawatan berkenaan yang mana akan bertanggungjawab ke atas pengurusan 25,513 unit kquarters di Putrajaya, Kuala Lumpur, Petaling Jaya, Negeri Sembilan dan Johor di samping 1,867 unit kquarters lagi yang bakal siap di Putrajaya menjelang penghujung tahun 2011.
- Bagi menampung keperluan kepakaran bidang ICT dalam perkhidmatan awam, sebanyak 66 jawatan sementara yang diperuntukkan kepada Pasukan Perunding ICT, MAMPU, Jabatan Perdana Menteri telah ditukarkan ke jawatan bertaraf tetap.

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

- **Federal Agencies**

- Phase II of strengthening the organisational structure of Kuala Lumpur City Hall (DBKL), Ministry of Federal Territories and Urban Wellbeing (KWPKB) is a continuation of the restructuring carried out in 2010. It involved the creation of 728 new posts by trading off 755 existing posts, in line with DBKL's vision of making Kuala Lumpur a world class city.
- Restructuring the organisation and functions of the Statistics Training Division, Department of Statistics Malaysia (JP) leading to the establishment of the Statistics Training Institute of Malaysia (ILSM). This was approved under the 9<sup>th</sup> Malaysia Plan (9<sup>th</sup>-MP) for the purpose of enhancing the management of statistics courses.
- Upgrading of the post of the Under Secretary of the Property Management Division, Prime Minister's Department, from PTD Grade M54 to PTD Premier Grade C. The improvement is in line with the additional workload and responsibility for this post which include managing 25,513 quarters in Putrajaya, Kuala Lumpur, Petaling Jaya, Negeri Sembilan and Johor, apart from additional 1,867 quarters in Putrajaya projected to be completed by the end of 2011.
- In order to fulfill the need for ICT specialists in the public service, 66 temporary posts that were allocated to the ICT Consultancy Team, MAMPU, Prime Minister's Department have been converted to permanent posts. This exercise will be implemented in phases to fulfill the need of the ICT Specialists Group in eight fields of specialisation under the Information Technology Officer (PTM) service scheme. For the first phase, nine ICT Officer's posts from PTM Grade F48 to F54 have been established and filled by officers who have

Perkara ini akan dilaksanakan secara berfasa bagi menampung Kumpulan Pakar ICT mengikut lapan bidang pengkhususan skim perkhidmatan Pegawai Teknologi Maklumat (PTM). Bagi fasa pertama, sembilan jawatan PTM Gred F48 sehingga F54 diwujudkan dan disandang oleh pegawai-pegawai yang telah diiktiraf sebagai pakar oleh Jawatankuasa Pengiktirafan Kepakaran ICT (JPKICT) mulai 1 Disember 2011.

been certified as experts by the ICT Expertise Certification Committee (JPKICT) effective from 1<sup>st</sup> December 2011.

- **Pentadbiran Kerajaan Negeri**

- Penstrukturran semula agensi di beberapa negeri di Semenanjung Malaysia seperti Perbendaharaan Negeri Selangor, Jabatan Mufti Negeri Perlis, Pejabat Setiausaha Kerajaan Negeri Perlis dan Jabatan Kebun Bunga Negeri Johor adalah bagi memastikan organisasi lebih kejat, lebih efisien dan lebih fokus kepada fungsi teras masing-masing demi meningkatkan kualiti sistem penyampaian perkhidmatan kepada pelanggan.

- ***State Agencies***

- *The restructuring of agencies in several states in Peninsular Malaysia namely the Selangor State Treasury, Perlis State Mufti Department, the Perlis State Secretariat Office and the Johor Botanical Gardens was to produce leaner and more efficient organisations, which are better organised, and more focused on their core businesses in order to enhance the quality of their services to customers.*

- **Pengukuhan Keupayaan Agensi Sektor Keselamatan**

- **Pemantapan Fungsi Kementerian**

- Pemantapan fungsi dan tugas Agensi Penguatkuasaan Maritim Malaysia (APMM) sebagai agensi tunggal maritim negara dengan menempatkan jawatan secara tukar ganti dari Jabatan Kastam Diraja Malaysia (KDRM) dan Polis Diraja Malaysia (PDRM);
- Penubuhan Konsulat Jeneral Malaysia Melbourne, Victoria Australia bagi memberi perkhidmatan yang lebih efektif kepada rakyat Malaysia di sana terutama dalam hal-hal melibatkan perdagangan dan koordinasi pelajar Malaysia;
- Pewujudan Pejabat Pendaftar Agensi Pelaporan Kredit di Kementerian Kewangan untuk mentadbir dan melaksanakan peruntukan

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

- ***Enhancement of Ministry Functions***

- *Enhancing the function and tasks of the Malaysia Maritime Enforcement Agency (MMEA) as the country's sole maritime agency by trading off posts from the Royal Malaysian Customs Department (KDRM) and the Royal Malaysian Police (PDRM);*
- *Establishment of the Malaysia Consulate General in Victoria, Melbourne, Australia to provide more effective services to Malaysian citizens especially on trade matters and Malaysian Students affairs;*
- *Establishment of the Registrar of Credit Reporting Agencies, Ministry of Finance to administer and implement provisions of the Credit Reporting Agencies Act 2010*

di bawah Akta Agensi Pelaporan Kredit 2010 meliputi fungsi pendaftaran, pentadbiran, pengurusan dan pengawalseliaan semua agensi pelaporan kredit;

- Penubuhan Kedutaan Besar Malaysia di Ashgabat, Turkmenistan untuk mengukuhkan hubungan diplomatik antara Malaysia dan Turkmenistan di samping merebut peluang perdagangan terutamanya dalam industri gas dan petroleum.

- **Pengukuhan Keupayaan Agensi Sektor Ekonomi**

- **Pengukuhan Ekonomi Bumiputera**

- Majlis Amanah Rakyat (MARA) merupakan agensi peneraju dalam bidang keusahawanan, pendidikan dan pelaburan untuk penguasaan ekuiti bumiputera. Penyusunan semula struktur organisasi MARA adalah bagi menyokong matlamat yang digariskan dalam Pelan Transformasi MARA 2011-2015 untuk memastikan jurang ekonomi bumiputera dikurangkan serta program-program transformasi kerajaan dapat dilaksanakan dengan lancar dan berkesan. Penyusunan semula ini melibatkan empat program utama MARA, iaitu pelaburan dan komersil, keusahawanan, pendidikan dan khidmat pengurusan bagi memastikan MARA akan terus relevan;
    - Sektor pendidikan MARA adalah sektor pelengkap utama berganding bahu dengan sektor keusahawanan bagi menyempurnakan matlamat MARA untuk mewujudkan Masyarakat Perindustrian dan Perdagangan Bumiputera (MPPB). Dalam usaha memantapkan pengurusan sumber manusia dan perjawatan sektor pendidikan MARA, satu lawatan kerja ke Maktab Rendah Sains Mara (MRSM) Felda, Trolak dan MRSM Parit, Perak telah diadakan pada 19 November 2011.

which covers the function of registration, administration, management and regulation of all credit reporting agencies;

- Establishment of a Malaysian Embassy in Ashgabat, Turkmenistan to strengthen the diplomatic relations between Kuala Lumpur and Turkmenistan as well as pursuing business opportunities especially in the oil and gas industry.

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

- **Strengthening the Economy of Bumiputera**

- MARA is the key agency in the field of entrepreneurship, education and investment to enhance bumiputera equity. The restructuring of MARA is to support the goals outlined in the MARA Transformation Plan 2011-2015 of reducing economic disparities and ensuring smooth implementation of the transformation programmes. MARA's restructuring involved four main programmes namely commercial and investment, entrepreneurship, as well as education and management services, to ensure MARA's continuous relevance;
    - MARA's education sector is the main sector working with the entrepreneurship sector in fulfilling MARA's target of creating Bumiputera Industrial and Commercial Community. As part of the efforts to enhance human resource management and staffing in MARA's educational sector, a working visit to the MARA Junior Science Colleges (MRSM) in Felda, Trolak and Parit, Perak was conducted on 19<sup>th</sup> November 2011.

- **Peningkatan Pelaburan Luar Negara**

- Penyusunan semula organisasi MATRADE bagi meningkatkan kecekapan organisasi serta mengelakkan pertindihan fungsi bahagian-bahagian sedia ada melalui penggabungan Program Rangkaian Antarabangsa dan Galakan Perdagangan dan Program Pembangunan Produk dan Perkhidmatan. Struktur baru ini menjadikan MATRADE sebuah organisasi yang lebih fokus dan mesra pelanggan selari dengan matlamat MATRADE untuk menempatkan Malaysia sebagai negara perdagangan global yang kompetitif.

- **Pengukuhan Perjawatan Jabatan Taman Laut Malaysia**

- Jabatan Taman Laut Malaysia (JTLM) memegang tanggungjawab dalam memulihara dan mengurus sumber marin taman laut di negara ini. JTLM bertanggungjawab mengawalselia aktiviti rekreasi dan aktiviti-aktiviti lain untuk mengelakkan dari berlakunya kerosakan yang berterusan terhadap persekitaran marin yang tidak boleh dipulihkan. Satu lawatan kerja ke Pusat Taman Laut Pulau Tioman, Jabatan Taman Laut Malaysia (JTLM), Pahang telah diadakan pada 19 dan 20 September 2011 untuk memberi penerangan mengenai pelaksanaan dasar perjawatan dan peraturan-peraturan yang sedang berkuatkuasa serta meninjau keperluan sumber manusia di JTLM.

- **Promoting Foreign Investment**

- Restructuring of MATRADE to increase organisational efficiency and to avoid duplication of functions of its various divisions by merging the International Network and Trade Promotion Programme and the Services and Products Development Programme. The new structure enables MATRADE to become more focused and customer-friendly in line with its aim of positioning Malaysia to be a competitive global trade nation.

- **Establishment Strengthening Department of Marine Park Malaysia**

- The Department of Marine Park Malaysia (JTLM) is responsible for the conservation and management of marine resources in all marine parks in the country. JTLM is responsible for regulating recreational activities and other activities which prevent continuous damage to the marine environment which cannot be rehabilitated. A working visit was conducted to the Tioman Island Marine Park Center, Department of Marine Park Malaysia (JTLM), Pahang on the 19<sup>th</sup> and 20<sup>th</sup> of September 2011 to explain the implementation of current staffing policy and regulations as well as to learn about JTLM's human resource needs.

## MELONJAK PENGGUNAAN ICT

ICT akan terus menjadi nadi penggerak penting ke arah meningkatkan keberkesan penyampaian perkhidmatan. Pengurusan maklumat bukan lagi menjadi faktor sokongan kepada fungsi organisasi, sebaliknya menjadi teras kepada kejayaan sistem penyampaian perkhidmatan yang berkesan.

Dalam hal ini, pengurusan data dan maklumat pengurusan sumber manusia secara efisien dan efektif merupakan key success factor 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.

- **Pembangunan dan penyelenggaraan Aplikasi HRMIS secara dalaman**

Mulai Januari 2011, JPA berjaya menguruskan sendiri pembangunan dan penyelenggaraan aplikasi HRMIS secara dalaman tanpa bergantung kepada vendor. Kejayaan pengambilalihan ini adalah seperti di bawah:

- Menyusun semula sektor-sektor di bawah Cawangan Aplikasi Sistem dengan mewujudkan Sektor Pengaturcaraan yang memusatkan kesemua 37 orang Penolong Pegawai Teknologi Maklumat (PPTM) sebagai Developers sepenuh masa. Pemusatan ini memudahkan pengurusan pembahagian dan pemantauan tugas penyelenggaraan bagi 52 modul HRMIS dan 14 aplikasi generik JPA.
- Setiap tugas Developer ditentukan dalam kiraan man-days yang memudahkan pemantauan dan membantu penggunaan sumber dengan optimum.

## LEVERAGING ON ICT USAGE

*ICT will remain the main enabler in enhancing service delivery effectiveness. Information management is no longer a supporting factor for organisational excellence but will be the main platform for achieving effective service delivery.*

*Efficient and effective data management and human resource information management are key success factors for the operation 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 systems and computer applications in gathering data regarding public sector human resources.*

- **In House Development and Maintenance of HRMIS Application**

*Beginning January 2011, the PSD has successfully managed its own development and maintenance of HRMIS applications without depending on the vendor. The success of this acquisition are as follows:*

- Reforming the sectors in the System Application Department by creating a Programming Sector which centralised 37 Assistant Information Technology Officer (PPTM) as full-time Developers. This will facilitate the distribution and monitoring of maintenance tasks for 52 HRMIS modules and 14 PSD generic applications.
- Developers are given tasks in terms of man-days, in order to facilitate monitoring and optimum use of resources.

Pembangunan dan penyenggaraan aplikasi secara dalaman berjaya menjimatkan perbelanjaan Kerajaan sebanyak RM3.4 juta setahun. Pembangunan dan penyelenggaraan HRMIS secara dalaman diteruskan lagi bagi tahun 2012.

- **Pelaksanaan HRMIS Sebagai Petunjuk Prestasi Utama (KPI)**

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 kemaskini.

Kriteria pelaksanaan Sasaran Kerja Tahunan yang diperkenal pada tahun 2010 telah dipertingkatkan menjadi Pelaksanaan Laporan Penilaian Prestasi Tahunan bagi KPI HRMIS 2011.

- **HRMIS Implementation Status (HRMIS ImStat)**

Program pemantauan status pelaksanaan HRMIS atau HRMIS ImStat ini diperkenalkan bertujuan untuk memudahkan pemantauan pelaksanaan HRMIS di semua Kementerian dan Pejabat Setiausaha Kerajaan

*In house development and maintenance of applications has resulted in Government's expenditure savings of RM3.4 million per annum. In house development and maintenance of HRMIS shall continue for 2012.*

- **Implementation of HRMIS as a Key Performance Indicator (KPI)**

*The implementation of HRMIS as a Key Performance Indicator started in 2009 when the updating of personal records and service profiles became the Head of Department's KPI. Through implementation of the KPI, the information and data within HRMIS is always complete and updated.*

*Annual Target performance criteria that was introduced in 2010 has been upgraded to the Annual Performance Evaluation Report for HRMIS KPI 2011.*

- **HRMIS Implementation Status (HRMIS ImStat)**

*The monitoring programme for HRMIS implementation status or ImStat HRMIS was introduced to facilitate and monitor the implementation of HRMIS in all Ministries and State Secretary Offices (PSUK). The programme is*



Sistem HRMIS memberi banyak manfaat kepada penjawat awam semenjak ianya dilaksanakan  
HRMIS has benefited public servants since its implementation

Negeri (PSUK). Program ini juga dilaksanakan bagi memastikan HRMIS mencapai sasaran yang telah ditetapkan.

Objektif utama program HRMIS ImStat adalah:

- Untuk menilai pelaksanaan Petunjuk Prestasi Utama (KPI) HRMIS di Kementerian dan PSUK yang terlibat;
- Untuk memudahkan pertukaran dan perkongsian maklumat di antara JPA dan pihak pelaksana HRMIS di Kementerian dan PSUK terlibat;
- Untuk mengenal pasti dengan segera isu dan masalah yang dibangkitkan di peringkat Kementerian/PSUK dan agensi-agensi di bawahnya; dan
- Untuk memantau pelaksanaan HRMIS di Kementerian dan PSUK sebagaimana yang telah dirancang.

Program ini telah melibatkan 19 agensi pada tahun 2009, 25 agensi pada tahun 2010 dan sebanyak 40 agensi pada tahun 2011.

#### ● **Urusan HRMIS**

Pelaksanaan HRMIS secara amnya telah menampakkan perkembangan yang sangat positif dan bertambah secara mendadak pada tahun 2011. Jumlah bilangan pengguna, transaksi dan log masuk HRMIS bagi 2011 adalah seperti berikut:

*also implemented to ensure HRMIS achieve its goal.*

*The objectives of HRMIS ImStat are as follows:*

- *To assess the implementation of HRMIS Key Performance Indicator (KPI) in Ministries and PSUK;*
- *To facilitate exchange and sharing of knowledge between the PSD and the Ministry and PSUK involved;*
- *To immediately identify issues and problems raised in the Ministry / PSUK and agencies; and*
- *To monitor the implementation of HRMIS in the Ministry and PSUK.*

*This programme was implemented in 19 agencies in 2009, 25 agencies in 2010 and 40 agencies in 2011.*

#### ● **HRMIS Affairs**

*The HRMIS implementation and usage demonstrated positive development and significant progress in 2011. The number of users, transactions and HRMIS logins in 2011 are as follows:*

<b>PERKARA SUBJECT</b>	<b>BILANGAN NUMBER</b>
Bil. Transaksi HRMIS No. of HRMIS Transactions	33,323,426
Bil. Pengguna HRMIS No. of HRMIS Users	602,748
Bil. Log Masuk HRMIS No. of HRMIS Logins	22,324,240

**Bilangan Pengguna / Transaksi / Log Masuk HRMIS Bagi Tahun 2011**  
**Number of HRMIS Users / Transactions / Login in 2011**

- **Peluasan Perkhidmatan mySMS JPA**

JPA telah mula membangunkan perkhidmatan mySMS JPA (talian 15888) pada tahun 2009. Sehingga 31 Disember 2011, jumlah perkhidmatan mySMS JPA ialah sebanyak 15 perkhidmatan dengan 9,242 hits.

Perkhidmatan melalui telefon mudah alih dan SMS juga diperluaskan melalui perkhidmatan *Unstructured Supplementary Service Data (USSD)*. Perkhidmatan USSD adalah berdasarkan kepada menu yang memudahkan pilihan terus dari telefon mudah alih pengguna. Pengguna tidak perlu lagi menghafal keyword dan format penghantaran. Dua perkhidmatan USSD yang akan dilaksanakan di JPA pada tahun 2012 ialah Semakan Keputusan Permohonan Biasiswa Ijazah Dalam Negara dan Semakan Bayaran Pencen Bulanan.

- **Pemantapan Tadbir Urus Keselamatan**

JPA sedang dalam proses bagi mendapatkan pensijilan Pengurusan Sistem Keselamatan Maklumat atau ISMS berdasarkan kepada standard MS ISO/IEC 27001:2007. Sehingga penghujung 2011, JPA telah selesai melaksanakan Fasa 1 dan Fasa 2, iaitu fasa perancangan dan pelaksanaan ISMS. Hasil daripada pelaksanaan dua fasa ini, JPA telah berjaya menyediakan Laporan Penilaian Risiko Aset ICT menggunakan *Malaysian Public Sector Information Security Risk Assessment Methodology (MyRAM)*, dokumen *Risk Treatment Plan (RTP)* HRMIS dan juga dokumen *Statement of Applicability (SoA)* HRMIS.

JPA telah berjaya melaksanakan Penilaian Tahap Keselamatan ICT (*Security Posture Assessment (SPA)*) dengan menggunakan kepakaran dalaman. Pelaksanaan SPA ini adalah bagi memenuhi syarat penilaian pensijilan MS ISO/IEC 27001:2007.

- **Pemantapan Infrastruktur Pusat Data JPA**

Sepanjang tahun 2011, infrastruktur Pusat Data JPA di Putrajaya dan Cyberjaya telah dipertingkatkan bagi menampung keperluan aplikasi HRMIS dan sistem generik JPA. Antara peningkatan yang telah dilaksanakan adalah:

- **Expansion of mySMS PSD**

The PSD began to develop the mySMS PSD services (line 15 888) in 2009. As of 31<sup>st</sup> December 2011, the mySMS PSD consists of 15 services and had recorded 9,242 hits.

Services through mobile phones and SMS are also extended via Unstructured Supplementary Service Data (USSD) services. USSD services are conveniently accessible directly from a user's mobile phone. With these services, users do not have to memorise the keywords and delivery formats. Two USSD services to be implemented in 2012 are results for Local Degree Scholarship application and monthly pension payment.

- **Strengthening Security Management**

The PSD is in the process of obtaining certification for Information Security Management System or ISMS based on MS ISO/IEC 27001:2007. As at the end of 2011, the PSD has completed Phase 1 and Phase 2, which are the phases of planning and implementation of ISMS. The PSD has successfully completed the Risk Assessment Report of Assets using the Malaysian Public Sector ICT Information Security Risk Assessment Methodology (MyRAM), Risk Treatment Plan (RTP) HRMIS document and the Statement of Applicability (SoA) HRMIS document.

In 2011, the PSD has successfully implemented ICT Security Assessment (Security Posture Assessment (SPA)) using in-house expertise. The implementation of SPA is required for the certification assessment of MS ISO/IEC 27001:2007.

- **Strengthening the PSD Data Centre Infrastructure**

Throughout the year 2011, the PSD's data centres in Putrajaya and Cyberjaya have been upgraded to accommodate HRMIS applications and PSD generic systems. Among the improvements implemented are:

- Pertambahan web server dan *load balancer* HRMIS;
  - Pelaksanaan storan berpusat; dan
  - Pemantapan pemantauan terhadap prestasi server.
- **Pemantapan Pengurusan Helpdesk HRMIS**
- Sebanyak enam sesi interaksi bersama Pasukan Helpdesk HRMIS agensi telah berjaya diadakan melibatkan 12 Kementerian/Jabatan dan enam Pejabat Setiausaha Kerajaan Negeri (SUK) dengan berteraskan objektif berikut:
- Memberi fokus kepada pengurusan log aduan HRMIS yang lebih efektif dan kerjasama antara agensi dapat ditingkatkan; dan
  - Perkongsian maklumat Helpdesk HRMIS bersama agensi bagi memastikan pelaksanaan HRMIS berjalan lancar.
- Antara keberhasilan yang dicapai melalui sesi interaksi ini ialah:
- Segala aduan berkaitan aplikasi HRMIS yang telah direkodkan dalam Sistem Helpdesk HRMIS dibincangkan di dalam sesi ini; dan
  - Berkongsi maklumat terkini HRMIS bersama pasukan Helpdesk agensi melalui promosi Portal HRMIS, pewujudan *email group* HRMIS agensi dan akaun Facebook Helpdesk\_HRMIS.
- **Program Latihan**
- Pada tahun 2011, jumlah latihan yang telah diadakan adalah sebanyak 119 sesi merangkumi 48 sesi latihan HRMIS yang dianjurkan oleh JPA kepada semua Kementerian/Setiausaha Kerajaan Negeri (SUK) dan agensi serta 23 sesi latihan kepada warga JPA (dengan melibatkan 19 sesi latihan HRMIS dan 4 sesi sistem generik, iaitu aplikasi myMeeting dan eSISDOK). Selain itu, dua sesi Dialog HRMIS telah diadakan pada bulan Mei dan Oktober 2011 untuk mendapatkan input-input semasa daripada pengguna dan merapatkan komunikasi dua hala secara bersemuka.
- *Addition of HRMIS web server and load balancer;*
  - *Implementation of centralised storage; and*
  - *Strengthening the monitoring of server performance.*
- **Strengthening of HRMIS Helpdesk Management**
- A total of six interaction sessions with agency's HRMIS Helpdesk teams were held involving 12 Ministries / Departments and six State Secretary Offices (PSUK) with the following objectives:
- *To focus on log management of HRMIS complaint and to improve inter-agency collaboration; and*
  - *To share information with HRMIS Helpdesk in agencies to ensure smooth implementation of HRMIS.*
- Outcomes achieved through these interactions are:
- All complaints recorded in the HRMIS Helpdesk System were discussed in the sessions; and
  - Sharing of latest information with HRMIS Helpdesk team through the promotion of HRMIS Portal, creation of HRMIS email group in agencies and Facebook account for Helpdesk\_HRMIS.
- **Training Programme**
- In 2011, 119 training sessions were held including 48 sessions organised by the PSD to all Ministries/State Secretary Offices (PSUK) and agencies, 23 training sessions to PSD officials (19 sessions on HRMIS and 4 sessions on generic system of MyMeeting and eSISDOK application). In addition, two sessions of HRMIS Dialogues were held in May and October 2011 to obtain input from users and to engage face-to-face communications.

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

Pada tahun 2011, pelaksanaannya dilanjutkan kepada anggota-anggota Institut Integriti Malaysia (IIM) dan Universiti Islam Antarabangsa Malaysia (UIAM).

## PEMERKASAAN PROSES KERJA

Selain daripada menggunakan kelebihan ICT dan multimedia bagi meningkatkan produktiviti jabatan, proses kerja yang lebih teratur dan piawai juga diwujudkan bagi memastikan peningkatan dalam kualiti penyampaian perkhidmatan JPA.

- **Aplikasi HRMIS**

JPA telah membangunkan aplikasi HRMIS dan telah melaksanakannya di 734 agensi sektor awam. Sehingga 31 Disember 2011, pembinaan struktur perjawatan sektor awam meliputi 1,517,943 perjawatan dengan 1,079,078 sandangan telah diselesaikan.

Fasa kedua pelaksanaan adalah pengemaskinian data asas rekod peribadi dan profil perkhidmatan bagi membolehkan modul dan submodul lain dilaksanakan. Status pengemaskinian rekod peribadi sehingga 31 Disember 2011 menunjukkan 24 Kementerian dan 11 Pejabat Setiausaha Kerajaan Negeri (PSUK) telah mencapai tahap 90% dan lebih; manakala terdapat dua PSUK telah mencapai tahap 80-89%.

Bagi profil perkhidmatan, 24 Kementerian dan 12 PSUK telah mencapai tahap 90% dan lebih; manakala terdapat satu PSUK yang mencapai tahap 50-79%.

- **Program Pembangunan Kepakaran Pegawai ICT Dalam Pembangunan Sistem**

Kekurangan pegawai mahir untuk menyenggara HRMIS dan persediaan mengambil alih HRMIS daripada vendor menjadi driving factor yang mentransformasikan pelaksanaan Training Roadmap (TRM) biasa kepada satu program tersusun dan komprehensif yang dinamakan sebagai Program Pembangunan Kepakaran (PPK).

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

*In 2011, the implementation of eGL was extended to members of the Malaysian Institute of Integrity (IIM) and the International Islamic University Malaysia (UIAM).*

## STRENGTHENING WORK PROCESSES

*Other than using the potential of ICT and multimedia to enhance productivity of the department, more systematic work processes and standards were also developed to boost the quality of service delivery provided by the PSD.*

- **Application of HRMIS**

*The PSD has developed and implemented HRMIS at 734 public agencies. As of 31<sup>st</sup> December 2011, the establishment structure of the public service which covers 1,517,943 posts with 1,079,078 personnel was successfully developed.*

*The second phase of implementation is the updating of the basic data for personal records and service profile to allow other modules and sub-modules to be implemented. As of 31<sup>st</sup> December 2011, the updating of personal records showed 24 ministries and 11 State Secretary Offices (PSUK) achieving 90% and above, while two other State Secretary Offices (PSUK) achieved 80-89%.*

*For the service profiles completion, 24 ministries and 12 PSUKs have achieved 90% and above, while one PSUK has achieved 50-79%.*

- **Specialist Development Programme for ICT Officer in System Development**

*Shortage of skilled personnel to maintain HRMIS and the preparation to take over HRMIS from the vendor are the driving factors for the transformation of the Training Roadmap (TRM) to a more structured and comprehensive programme called Specialist Development Programme (PPK).*

PPK merupakan satu program yang dirancang dan dilaksanakan secara sistematik, melibatkan 27 Pegawai Teknologi Maklumat (PTM) gred F44/F41 dan 35 Penolong Pegawai Teknologi Maklumat (PPTM) gred F32/F29 yang merupakan Module Owner (MO) dan Developer yang bertanggungjawab dalam pembangunan, penyenggaraan dan pelaksanaan 52 modul HRMIS dan 14 modul aplikasi Generik JPA. Objektif utama PPK ialah bagi membolehkan JPA sentiasa bersedia untuk memberikan khidmat kepada pengguna/stakeholder tanpa bergantung kepada Vendor. Program ini diteruskan pada tahun 2012.

- **Portal dan Multimedia**

JPA telah berjaya memastikan ketersediaan dan kelancaran operasi Portal JPA terhindar dari sebarang gangguan sepanjang tahun 2011. Ia hanya ditutup pada 16 Jun 2011 atas arahan MAMPU berikutan notis ancaman penggodam antarabangsa ke atas semua portal Kerajaan pada tarikh antara 15 hingga 17 Jun 2011. Portal JPA telah menerima penarafan 5 Bintang oleh Multimedia Development Corporation (MDeC) ke atas laman web/portal agensi kerajaan Malaysia untuk tahun 2011.

Sebanyak 24 perkhidmatan utama atas talian sentiasa tersedia untuk dicapai oleh semua kumpulan sasar melalui portal JPA. Sejumlah 3,203,199 pelawat dari 180 negara sepanjang tahun 2011 telah melayari Portal JPA. Akaun Facebook JPA dan Facebook KPPA juga telah diaktifkan dan masing-masing mendapat rakan seramai 22,000 dan 26,000.

The PPK is a programme systematically designed and implemented, involving 27 Information Technology Officers (PTM) of grade F44/F41 and 35 Assistant Information Technology Officers (PPTM) of grade F32/F29 who are the Module Owner (MO) and Developer responsible for development, maintenance and implementation of 52 HRMIS modules and 14 modules of PSD generic applications. The main objective of PPK is to enable the PSD to provide expert services to users/stakeholders without having to depend on vendor. This programme will be continued in 2012.

- **Portal and Multimedia**

The PSD was successful in ensuring the readiness and operational capability of the PSD portal against any disturbance throughout 2011. The portal was temporarily closed down only on 16<sup>th</sup> June 2011 as instructed by MAMPU due to the international warning that hackers are targeting all government portals between 15<sup>th</sup> until 17<sup>th</sup> June 2011. In 2011, the PSD portal also received the 5 Star Award from the Multimedia Development Corporation (MDeC).

There are 24 types of services available online for different types of clients on the PSD portal. A total of 3,203,199 clients from 180 countries visited the PSD portal in 2011. The Facebook account for the PSD and the Director-General of Public Service have also been activated and each registered a total of 22,000 and 26,000 followers respectively.

# Mengurus Modal Insan Terbaik

## MANAGING THE BEST HUMAN CAPITAL

Perkhidmatan awam yang cekap, berdaya saing dan mantap adalah bergantung kepada kualiti sumber manusianya. Pelaksanaan dasar pengurusan sumber manusia perkhidmatan awam yang dapat menarik, membangun dan mengekal bakat terbaik merupakan kunci ke arah pencapaian matlamat tersebut. Antara usaha-usaha yang dilakukan adalah dengan mengenal pasti kompetensi, pengambilan yang terancang, memperkemaskan sistem-sistem, menyediakan rancangan pusingan kerja secara sistematik dan melaksanakan penempatan yang bersesuaian.

An efficient, competitive and resilient public service depends largely on the quality of its human resource. The key to achieve these goals is through the implementation of human resource management policies that could attract, develop and retain the best talents. Among the efforts are to identify the competencies, planned recruitment, streamline the systems, systematic job rotations and suitable placements.

**Pengambilan dan Pelantikan / 62**  
*Recruitment and Appointment*

**Pengurusan Kenaikan Pangkat / 64**  
*Management of Promotions*

**Pengurusan Penilaian Kompetensi / 65**  
*Competency Assessment Management*



"Saya percaya agenda transformasi yang digagaskannya oleh puncak kepimpinan Kerajaan dapat dilaksanakan oleh semua penjawat awam. Pembangunan dan pengurusan modal insan yang strategik dalam perkhidmatan awam melalui pelbagai cara, seperti latihan dan pembelajaran berterusan bagi menambah pengetahuan dan kemahiran dalam sesuatu bidang atau tanggungjawab akan menyediakan penjawat awam untuk memikul peranan dan tanggungjawab tersebut."

**Tan Sri Abu Bakar Bin Haji Abdullah**  
Ketua Pengarah Perkhidmatan Awam Malaysia  
Mesyuarat Perhubungan Antara JPA Dengan Pentadbiran Kerajaan Negeri Sabah  
12 Disember 2011

*"I believe the transformation agenda of the Government can be implemented by all public servants. Strategic development and human capital management in the public service through various means, such as training and continuing education to enhance knowledge and skills in a particular field will prepare public servants to take on that role and responsibility."*

**Pengurusan Tatatertib / 67**  
*Management of Disciplinary Matters*

**Wahana Ilmu Bagi Pengurusan Sumber Manusia / 70**  
*Channel of Knowledge Sharing for Human Resource Managers*

**Tan Sri Abu Bakar Bin Haji Abdullah**  
Director General of Public Service Malaysia  
Liaison Meeting of JPA and Sabah State Government  
12<sup>th</sup> December 2011

## PENGAMBILAN DAN PELANTIKAN

Sepanjang tahun 2011, seramai 1,474 pegawai perkhidmatan gunasama telah dilantik, iaitu 691 pegawai Kumpulan Pengurusan dan Profesional dan 783 pegawai Kumpulan Sokongan. Daripada jumlah itu, 439 daripadanya adalah merupakan PTD Gred M41(Kontrak) Lantikan SPA.

Di samping itu, Kerajaan juga menyediakan kaedah pelantikan secara peminjaman/pertukaran sementara bagi pegawai yang sedang berkhidmat sebagai salah satu kaedah memenuhi permintaan agensi terhadap pegawai yang berkemahiran dan pakar di peringkat awal penubuhan sebuah agensi tersebut atau dalam bidang-bidang keperluan yang spesifik. Seramai 96 pegawai Jawatan Utama Sektor Awam (JUSA) dan Gred Khas, 130 pegawai Kumpulan Pengurusan dan Profesional dan 49 pegawai Kumpulan Sokongan telah terlibat di dalam urusan pinjaman/tukar sementara di pelbagai agensi termasuklah di jabatan-jabatan, badan-badan berkanun, pihak berkuasa negeri, pihak berkuasa tempatan dan juga organisasi antarabangsa. Selain itu, pelantikan ini juga dapat memberi peluang kepada pegawai yang sedang berkhidmat menimba pengalaman, kemahiran dan kepakaran terutamanya sekiranya mereka dilantik ke agensi antarabangsa.

- **Peluasan Program Penempatan Silang ke Badan Berkanun, Syarikat Multinasional, Negeri Melayu Tak Bersekutu dan NGO**

- a. **Badan Berkanun**

- Suruhanjaya Sekuriti Malaysia**

Seramai enam pegawai perkhidmatan gunasama gred 44 hingga 52 telah ditempatkan ke Suruhanjaya Sekuriti mulai 15 April 2011. Tempoh penempatan pegawai adalah selama setahun dan boleh dilanjutkan berdasarkan persetujuan agensi penerima, agensi pembekal dan pegawai terlibat.

## RECRUITMENT AND APPOINTMENT

Throughout 2011, 1,474 common-user officers were appointed, consisting of 691 Management and Professional Group and 783 Supporting Staff Group. Out of that figure, 439 officers were appointed on a contractual basis (PTD M41).

For serving officers, the government provided opportunities for secondment or temporary transfers as a mechanism to fulfill the needs of newly established agencies for experts in certain fields. A total of 96 Superscale Grade/Special Grade officers, 130 Management and Professional Group officer and 49 from Supporting Staff Group have been appointed either through secondment or temporary transfers to various agencies including ministries, departments, statutory bodies, local authorities and international agencies. On top of that, this method provided opportunities for the serving officers to gain new experiences, skills and expertise especially from international exposure.

- **The Expansion of Cross Fertilization Programme (PCF) to Statutory Bodies, Multinational Companies, Non-Federated Malay States and NGO**

- a. **Statutory Bodies**

- Securities Commision Malaysia**

Six common-user service officers grade 44 to 52 were posted to Securities Commissions under the Cross Fertilization Programme starting 15 April 2011. Their tenure in the programme will be for a year, with possibilities of extension for another year upon agreement by the three concerned parties.

## b) Syarikat Multinasional

Dua mesyuarat perbincangan telah diadakan bersama pihak Petronas dan Maybank bagi membincangkan pelaksanaan dan perjalanan program ini. Kedua-dua pihak bersetuju dengan cadangan pelaksanaan yang akan dipanjangkan untuk kelulusan pengurusan tertinggi masing-masing. Pihak Petronas mencadangkan keutamaan diberikan kepada bidang pengurusan sumber manusia, kejuruteraan kimia dan kajibumi.

## b) Multinational Companies

Meetings were held with Petronas and Maybank to discuss implementation of the Cross Fertilization Programme. Both agencies agreed to bring the proposed Cross Fertilization Programme to the attention of their top management. Petronas suggested that this programme should focus on fields of human resource management, chemical engineering and geology.



**Majlis Menandatangani Perjanjian Pelaksanaan Program Penempatan Silang Antara Kerajaan Malaysia dengan Shell Malaysia Limited**

**The Signing Ceremony in Conjunction with the Implementation of Cross Fertilization Programme Between the Government of Malaysia and Shell Malaysia Limited**

- Majlis Menandatangani Perjanjian Pelaksanaan Program Penempatan Silang Antara Kerajaan Malaysia dengan Shell Malaysia Limited

Majlis telah disempurnakan oleh YBhg. Tan Sri Abu Bakar bin Haji Abdullah, Ketua Pengarah Perkhidmatan Awam Malaysia mewakili Kerajaan Malaysia dan YBrs. Encik Leslie Hayward, Pengarah Sumber Manusia mewakili Shell Malaysia Limited. Majlis telah diadakan di Lounge Aras 13, Blok C1, JPA, Putrajaya. Majlis tersebut turut dihadiri oleh Timbalan Ketua Pengarah Perkhidmatan Awam (Operasi) dan Timbalan Ketua Pengarah Perkhidmatan Awam (Pembangunan),

- **The Signing Ceremony in Conjunction with the Implementation of Cross Fertilization Programme Between the Government of Malaysia and Shell Malaysia Limited**

The ceremony was officiated by YBhg. Tan Sri Abu Bakar bin Haji Abdullah, Director-General of Public Service Malaysia representing the Government of Malaysia and Mr. Leslie Hayward, Director of Human Resource representing Shell Malaysia Limited. It was held at the Lounge area of Level 13, Block C1, JPA Putrajaya. The ceremony was also attended by the Deputy Director-General of Public Service Malaysia (Operational), the Deputy Director-General of Public

wakil-wakil dari Kementerian Kewangan (MOF), Kementerian Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan (KPDNKK), Unit Pemodenan Tadbiran dan Perancangan Pengurusan Malaysia (MAMPU), Shell serta keenam-enam orang pegawai awam Persekutuan dan Shell yang menyertai PCF-Shell. Penempatan di Shell dan tiga agensi kerajaan bermula 1 Jun 2011.

Service Malaysia (Development), representatives from Ministry of Finance, Ministry of Domestic Trade, Co-operatives and Consumerism, The Malaysian Administrative Modernisation and Management Planning Unit (MAMPU), Shell Malaysia as well as the six cross assignees as participants of PCF-MNC (Shell). Placement of cross assignees began on 1<sup>st</sup> June 2011.

## PENGURUSAN KENAIKAN PANGKAT

Urusan kenaikan pangkat adalah merupakan aspek penting Pengurusan Sumber Manusia yang bertujuan menghasilkan pegawai yang bermotivasi dan cemerlang. Maklumat urusan adalah seperti berikut:

## MANAGEMENT OF PROMOTIONS

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

Bil. No.	Urusan Exercise	JUSA/ Gred Khas Superscale Grade/ Special Grade	Bilangan Urusan No. Of Exercises		Bilangan Pegawai No. Of Officers			
			Kumpulan Pengurusan dan Profesional (P&P) Management and Professional Group (M&P Group)	Kumpulan Sokongan Support Service Group	JUSA/ Gred Khas Superscale Grade/ Special Grade	Kumpulan Pengurusan dan Profesional (P&P) Management and Professional Group (M&P Group)	Kumpulan Sokongan Support Service Group	
1.	Kenaikan Pangkat <i>Promotion</i>	498	435	-	697	6011	-	
2.	Pemangkuhan <i>Acting</i>	288	333	-	291	7468	-	
<b>JUMLAH TOTAL</b>		<b>786</b>	<b>768</b>	-	<b>988</b>	<b>13479</b>	-	

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

## PENGURUSAN PENILAIAN KOMPETENSI

JPA juga bertanggungjawab dalam penggubalan dasar dan pelaksanaan Program Bersepada Potensi dan Kompetensi (PROSPEK), Program Transformasi Minda (PTM) dan Subjek Umum Peperiksaan Perkhidmatan Awam. Antara fungsi utama JPA dalam pengurusan penilaian kompetensi adalah seperti berikut:-

- i. Mengkaji dasar pembangunan serta penilaian kompetensi dan potensi;
  - ii. Mengurus dan melaksanakan Program Bersepada Potensi dan Kompetensi (PROSPEK) bagi perkhidmatan gunasama;
  - iii. Mengurus dan melaksanakan Peperiksaan Perkhidmatan bagi Perkhidmatan Awam dan Gunasama;
  - iv. Mengawal Standard Kompetensi;
  - v. Memantau pelaksanaan dasar dan program kompetensi perkhidmatan awam; dan
  - vi. Memberi khidmat rundingan dan latihan berkaitan dasar dan program kompetensi.
- **Program Pembangunan Kepakaran Bidang Khusus untuk PTD (PPKBK)**

Dalam pengurusan bakat PTD, PPKBK adalah program jangka panjang dalam mengenal pasti dan membangunkan kepakaran pegawai dalam lapan bidang pengkhususan PTD. Objektif utamanya adalah untuk membentuk sekumpulan pakar bidang khusus di kalangan pegawai PTD untuk ditempatkan di pelbagai agensi pusat dan kementerian yang memerlukan khidmat kepakaran bidang khusus tertentu. Pakar bidang khusus ini akan bertindak sebagai penasihat/ perunding/pakar rujuk mengenai hal-hal spesifik dalam penggubalan dasar dan peraturan Kerajaan serta pelbagai aspek tadbir urus negara. Tambahan pula, program ini juga menawarkan pilihan kemajuan kerjaya alternatif kepada pegawai PTD menerusi Sistem Penilaian Landasan Kerjaya (PLK) yang bercirikan pembangunan kerjaya dwi-landasan sama ada landasan kepimpinan atau landasan kepakaran.

Pada akhir 2010, PPKBK bagi Pengurusan Sumber Manusia (PPKPSM), Fasa 1 (Penilaian Tahap Permulaan) telah dibangunkan; manakala Fasa 2 (Penilaian

## COMPETENCY ASSESSMENT MANAGEMENT

The PSD is also responsible for formulating the policy and implementing the Potential and Competency Integrated Programme (PROSPEK), Mind Transformation Programme (PTM) and General Subject Service Examination. Among PSD's main functions in competency assessment management are as follows:-

- i. Review the development, potential and competency evaluation policies;
  - ii. Manage and implement the Potential and Competency Integrated Programme (PROSPEK) for common-users service officer;
  - iii. Manage and implement the Services Examination for the Public and common-user services;
  - iv. Oversee the competency standards;
  - v. Monitor the implementation of competency policy and programme for public service; and
  - vi. Provide consultancy and training services related to competency policy and programme.
- **Subject Matter Expert (SME) Development Programme for ADS (SMEDP)**

In ADS talent management, SMEDP is a long term programme for identifying and developing officers' expertise in the ADS's eight fields of specialisation. Its main objective is to develop subject matter experts (SMEs) among ADS officers to be positioned in various central agencies and ministries that require the particular expertise. These SMEs will act as advisors/ consultants/ resource persons on specific matters in the formulation of government policies and regulations as well as various aspects of national governance. Furthermore, this programme offers an alternative career advancement to ADS officers through the Career Track Evaluation System (CTE) which features a dual-track career development; leadership track or expertise track.

As of the end of 2010, SMEDP for Human Resource Management (HREDP), Phase 1 (Elementary Level Evaluation) has been developed; while Phase 2 (Intermediate Level Evaluation) is in the implementation stage. Other SMEDPs such as economics, finance,

Tahap Pertengahan) pula sedang dalam peringkat pelaksanaan. PPKBK lain seperti ekonomi, kewangan, keselamatan strategik, diplomasi antarabangsa, pembangunan sosial, pentadbiran tanah serta pembangunan pengurusan kini sedang dibangunkan secara berperingkat dan kesemua program ini akan berjalan secara serentak menjelang akhir 2013. JPA kini sedang giat bekerjasama dengan agensi pusat/kementerian/ PSUK negeri yang terlibat dalam proses mereka bentuk dan membangunkan program-program tersebut.

- **Pembangunan Pelan Strategik Gunasama Persekutuan**

Pelan Induk Pengurusan Sumber Manusia Strategik Perkhidmatan Gunasama Persekutuan (PGP) (2011-2020) merupakan rujukan induk dalam memastikan pengurusan modal insan PGP menepati hasrat kepimpinan tertinggi negara, menyokong objektif organisasi, mengambil kira senario semasa dan juga seiring dengan pelan-pelan strategik lain yang telah digubal untuk menjayakan misi dan visi nasional. Pelan induk ini telah dibangunkan dan dicadang untuk dilancarkan pada tahun 2012.

- **Pengurusan Bakat (Amalan Terbaik, Pelan Penggantian)**

Pelan Penggantian merupakan salah satu amalan terbaik Pengurusan Bakat dalam mengenalpasti bakat terbaik untuk terus dibangunkan sebagai pelapis (successor) bagi semua jawatan strategik dalam perkhidmatan awam. Antara lain, Pelan Penggantian bertujuan mengenalpasti *the right person for the right job at the right time* dan membangunkan mereka berdasarkan jurang kompetensi yang telah dikenal pasti, iaitu jurang antara kompetensi yang diperlukan oleh sesuatu jawatan strategik dengan kompetensi yang dimiliki oleh pegawai. Proses Pelan Penggantian dilaksanakan melalui Sub-modul Pelan Penggantian, HRMIS dan semenjak 14 Disember 2010, sub-modul ini telah boleh mula digunakan untuk Perkhidmatan Persekutuan dan Negeri.

*strategic security, international diplomacy, social development, land administration and management development are currently being developed in stages and will run concurrently by end of 2013. Currently, the PSD is actively engaging with central agencies / ministries/ state secretariats in designing and developing these programmes.*

- **Development of Federal Common User Strategic Plan**

*Human Resource Management Strategic Master Plan for Federal Common-user Service (2011-2020) will be the main reference in the management of human capital in federal common-user service in order to meet expectations, supports the objectives of the organisation, taking into account the current scenario and is in line with other strategic plans that were designed to accomplish the mission and vision of the nation. The master plan has been developed and is expected to be launched in 2012.*

- **Talent Management (Best Practice, Succession Planning)**

*Succession Planning is one of the best practices of Talent Management. It is used to identify the best talents to be further developed as successors to strategic posts in the public service. In other words, Succession Planning is used to identify the right person for the right job at the right time. Development is based on the gap between competency needed by the post and competency shown by the officer. The Succession Planning is implemented through a sub-module in HRMIS. Since 14<sup>th</sup> December 2010, the sub-module can be used for State and Federal Services.*

## 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 2011, pelbagai program telah dilaksanakan untuk mencapai objektif tersebut. Perincian aktiviti-aktiviti berkenaan pengurusan tatatertib adalah seperti berikut:

- **Pindaan Peraturan Sedia Ada**

Mengkaji 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 bagi mewujudkan perkhidmatan awam yang berintegriti dan mampu melaksanakan transformasi dalam menuju negara maju. Bagi meningkatkan hukuman ‘deterrent’ ke atas pegawai yang didapati bersalah, pindaan dibuat terhadap peraturan 41 dan 42 melalui Peraturan-Peraturan Pegawai Awam (Kelakuan dan Tatatertib) (Pindaan) 2011 [PU(A)435/2011] mengenai hukuman “turun gaji” dan “turun pangkat”.

- **Semakan Semula Peraturan Sedia Ada**

Semakan ke atas Pekeliling Perkhidmatan / Surat Pekeliling Perkhidmatan / Surat Edaran (1954 sehingga kini) berkaitan dengan Tatatertib:

- i. Mengeluarkan Surat Edaran JPA berhubung Larangan Penglibatan Pegawai Awam dalam Perhimpunan Haram;
- ii. Pengecualian perenggan 23(i), Pekeliling Perkhidmatan Bil. 3 Tahun 2002 untuk Institusi Pengajian Tinggi Awam (IPTA) berkenaan penetapan kadar had pemilikan saham oleh Kementerian Pengajian Tinggi (KPT); dan
- iii. Mengeluarkan Surat Edaran JPA berhubung Tanggungjawab Pegawai Pengawal Menyediakan Jawapan dan Tindakan Susulan Bagi Setiap Teguran Laporan Ketua Audit Negara.

## MANAGEMENT OF DISCIPLINARY MATTERS

The management of disciplinary matters aims to ensure that code of conducts are understood, appreciated and adhered to by public officers. This can be achieved through effective disciplinary policies and enforcement. In 2011, various programmes were organised to achieve this objective. The activities are as follows:

- **Amendment of Current Regulations**

To build a public service with high integrity and to be able to implement the transformation, a review was carried out on the Amended Regulations of the Disciplinary Board of Public Service (Amendment) P.U.(A) 396/1993 and the Amendment of the Public Officers Regulations(Conduct and Discipline) Public Service (Amendment) P.U.(A) 395/1993. Amendments have also been done to Regulations 41 and 42 of Regulations of Public Servants (Code of Conduct) (Amendment) 2011 [PU(A)435/2011] related to reduction in salary and demotion.

- **Review of Current Regulations**

Revisions to Service Circular/Service Circular Letter/ Distributed Letter (1954 to date) related to Discipline:

- i. Issuance of PSD Distributed Letter on “Prohibition of Public Officers Involvement In Illegal Assembly”;
- ii. Exemption of Paragraph 23 (i), Service Circular 3/2002, for Public Institutions of Higher Learning (IPTA) related to the limitation of share acquisition by the Ministry of Higher Education (MOHE); and
- iii. Issuance of PSD Distributed Letter on the responsibility of the “Heads of Department to Respond and Act on Issues Raised in Auditor General’s Report”.

- **Semakan Semula Kit Latihan**

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

- **Lawatan/Naziran Pengurusan Tatatertib**

JPA juga dari semasa ke semasa melaksanakan naziran pengurusan tata tertib Perkhidmatan Awam di Kementerian-Kementerian, Pejabat Setiausaha Kerajaan (SUK) Negeri, Jabatan Persekutuan, Badan Berkanun dan Pihak Berkuasa Tempatan (PBT) bagi memastikan prosedur tata tertib yang dilaksanakan mematuhi peraturan-peraturan yang telah ditetapkan. Bilangan naziran mengikut kategori adalah seperti berikut:

- ***Updating of the Training Kit***

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

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

The PSD also carried out auditing of civil service disciplinary management in Ministries/State Secretaries Offices/Federal Government Departments/Statutory Bodies/Local Authorities to ensure disciplinary procedures are carried out in accordance with the regulations. Number of visits by category is as below:

Bil. No.	Kategori Category	Naziran/Inspectortates 2011	JUMLAH TOTAL
1.	Kementerian Ministries	1	22
2.	Setiausaha Kerajaan Negeri (SUK) State Secretaries Office	2	7
3.	Jabatan Persekutuan Federal Government Departments	18	24
4.	Badan Berkanun Statutory Bodies	3	9
5.	PBT Local Authorities	0	6
<b>JUMLAH TOTAL</b>		<b>24</b>	<b>68</b>

**Bilangan Naziran Mengikut Agensi Kerajaan**  
**Number of Inspectorate on Government Agencies**

- **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 2011:

- i. Kerusi Bersawang: Himpunan Contoh Kes-Kes Tatatertib Tidak Hadir Bertugas;
- ii. Laporan Tahunan Tatatertib Perkhidmatan Awam;
- iii. Laporan Tahunan Perisyiharan Harta Pegawai Awam; dan
- iv. Laporan Tahunan Aduan.

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

Pemantauan terhadap pematuhan Waktu Bekerja Pegawai Awam secara berkala telah dijalankan sebanyak enam kali sepanjang Januari-Disember 2011 di sekitar Putrajaya bagi meningkatkan kesedaran pegawai awam untuk mematuhi waktu bekerja sekaligus meningkatkan imej perkhidmatan awam.

- ***Publication***

*To assist in human resource managers' handling of disciplinary cases in ministries/agencies, the PSD has produced four publications in 2011, namely:*

- i. *Kerusi Bersawang: A Collection of Cases on Absence From Duty;*
- ii. *Public Service Annual Disciplinary Report;*
- iii. *Public Officers Annual Assets Declaration Report; and*
- iv. *Annual Complaints Report.*

- ***Monitoring on Public Servants' Adherence to Working Hours***

*Monitoring on compliance with Public Servants Working Hours was done on a regular basis for a total of six times during January to December 2011 in Putrajaya. This was to increase awareness among public officials on the need to comply with the official working hours as well as to improve the image of the public service.*

## WAHANA ILMU BAGI PENGURUS SUMBER MANUSIA

Pelbagai inisiatif dilaksanakan bagi 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.

- **Program Turun Padang**

JPA selaku wakil Ketua Perkhidmatan telah melaksanakan program memasyarakatkan dan meningkatkan jalinan hubungan dengan semua Pegawai Gunasama Persekutuan. Program ini telah dibahagikan kepada tiga kategori, iaitu:

- i. **Program Khidmat Mesra JPA bersama Kerajaan Negeri dan Persekutuan**

Program Khidmat Mesra JPA ini merupakan salah satu program untuk mengenali dengan lebih dekat pegawai-pegawai gunasama persekutuan dan negeri serta berkongsi masalah pandangan ke arah penambahbaikan perkhidmatan serta mengurangkan jurang komunikasi antara kedua-dua pihak. Ianya juga dilihat sebagai satu platform untuk memberi maklumat secara terus mengenai pelbagai isu berkaitan perkhidmatan.

Program ini mensasarkan penglibatan semua anggota dan pegawai daripada semua skim yang berkhidmat di bawah Kerajaan Negeri dan Persekutuan. Sebanyak dua program telah dianjurkan, iaitu di Pentadbiran Setiausaha Kerajaan (PSUK) Negeri Perak pada 24 Mac 2011 dan di PSUK Negeri Sembilan pada 26 Mei 2011. Program ini juga turut melibatkan wakil daripada Bahagian Saraan, Bahagian Pembangunan Organisasi dan Bahagian Pencen.

## KNOWLEDGE SHARING FOR HUMAN RESOURCE MANAGERS

Various initiatives were implemented to ensure that human resource managers at the ministries, states and agencies carry out their work according to the HR policies. Among the forums are 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. All of the forums managed to achieve objectives which have been set.

- **Field Visit Programme**

The PSD as the Head of Service arranged field visits to strengthen relationship with all common-user service officers. The programmes are divided into three categories:

- i. **"Khidmat Mesra" Programme with State and Federal Government**

This is one of several programmes for the PSD to get to know better common-user officers from both federal and states, to share views towards improving the service, as well as to reduce communication gap between both parties. The programme is also a platform where issues are shared directly.

This programme targeted officers and supporting staff from various schemes under the State and Federal Government. Two programmes have been organised, with the Management Office of State Secretary (PSUK) of Perak on 24<sup>th</sup> March 2011 and PSUK Negeri Sembilan on 26<sup>th</sup> May 2011. PSD was represented by officers from Service, Remuneration, Organisational Development Division and Post-Service Division.

**ii. Seminar Ketua Perkhidmatan Bersama Pegawai Latihan Vokasional (PLV) Gunasama Persekutuan**

Program ini dilaksanakan bagi memberi peluang kepada pegawai dan pengurusan JPA untuk bertemu Pegawai Latihan Vokasional Gunasama Persekutuan di semua peringkat, justeru mengeratkan hubungan antara PLV dengan Ketua Perkhidmatan. Program Sepagi Ketua Perkhidmatan Bersama Pegawai Skim Perkhidmatan Latihan Vokasional (PLV) yang diadakan pada 14 Mei 2011 di Advanced Training Technology Center (ADTEC) Taiping, Perak merupakan satu program bersifat "pre-launching" kepada Seminar Ketua Perkhidmatan Bersama PLV yang akan dilaksanakan mengikut zon di seluruh negara, iaitu zon Tengah, Timur, Selatan, Sabah dan Sarawak.

**iii. Program Khidmat Mesra JPA bersama PDRM**

"Program Khidmat Mesra JPA bersama PDRM" merupakan program yang dilaksanakan bagi memantau keberkesanan program penempatan pegawai awam di PDRM. Sepanjang tahun 2011, sebanyak lapan lawatan pemantauan telah diadakan di Ibu Pejabat Polis Kontinjen (IPK) dan Ibu Pejabat Polis Daerah (IPD) seperti berikut:

**ii. Seminar of the Head of Service with Federal Common-User Vocational Training Officers (PLV)**

The programme provided opportunities to the officers and PSD management to meet the PLV at all levels, thus strengthening the relationship between PLV and the Head of Service. The event called "Sepagi Ketua Perkhidmatan bersama Pegawai Skim Perkhidmatan Latihan Vokasional (PLV)" was held on 14<sup>th</sup> May 2011 at the Advanced Training Technology Center (ADTEC) Taiping, Perak and acted as the pre-launching to the Seminar of the Head of Service with PLV which will be organised in five zones throughout the country namely Central, Eastern, Southern, Sabah and Sarawak.

**iii. "Khidmat Mesra" Programme with PDRM**

"Programme Khidmat Mesra JPA bersama PDRM" is to monitor the effectiveness of common-user officers' placement in PDRM. Throughout the year, eight visits were organised to IPK and IPD as follows:

Bil. No.	Tarikh Date	Tempat Venue
1.	09.03.2011	Ibu Pejabat Polis Daerah Kuching, Sarawak Kuching District Police Headquarters, Sarawak
2.	21.04.2011	Ibu Pejabat Polis Kontinjen Melaka Melaka Contingent Police Headquarters
3.	21.04.2011	Ibu Pejabat Polis Daerah Melaka Tengah, Melaka Melaka Tengah District Police Headquarters
4.	03.05.2011	Ibu Pejabat Polis Kontinjen Kedah Kedah Contingent Police Headquarters
5.	03.05.2011	Ibu Pejabat Polis Daerah Kota Setar, Kedah Kota Setar District Police Headquarters, Kedah
6.	12.05.2011	Ibu Pejabat Polis Daerah Putrajaya Putrajaya District Police Headquarters

Bil. No.	Tarikh Date	Tempat Venue
7.	18.05.2011	Ibu Pejabat Polis Daerah Ampang <i>Ampang District Police Headquarters</i>
8.	14.11.2011	Ibu Pejabat Polis Kontinjen Negeri Sembilan <i>Negeri Sembilan Tengah District Police Headquarters</i>

**Program Khidmat Mesra JPA Bersama Ibu Pejabat Kontinjen (IPK) dan Ibu Pejabat Polis Daerah (IPD)**  
***"Khidmat Mesra" Programme with IPK and IPD***

- **Taklimat dan Ceramah**

JPA turut terlibat dalam sesi taklimat/ceramah yang berkaitan dengan Dasar Kenaikan Pangkat dan Prestasi, Dasar Tatatertib dan Keputusan serta Dasar Pembangunan dan Penilaian Kompetensi Perkhidmatan Awam. Taklimat/ceramah yang diberikan adalah bertujuan untuk membantu pihak Kementerian/Negeri/Agensi lebih memahami dasar-dasar berkenaan. Taklimat/Ceramah yang diadakan telah melibatkan 61 Kementerian/Jabatan/Agensi.

- **Program Ceramah Kerjaya**

Beberapa siri ceramah kerjaya telah dilaksanakan di institusi-institusi pengajian tinggi awam dan swasta dengan tujuan untuk memberikan pendedahan kepada bakal-bakal graduan mengenai peluang kerjaya dalam perkhidmatan awam dengan memberi tumpuan kepada kerjaya sebagai pegawai PTD. Program yang dinamakan *Outreach Career Talk* ini telah diadakan di Universiti Islam Antarabangsa Malaysia (UIAM), Universiti Pertahanan Nasional Malaysia dan universiti – universiti di Lembah Klang.

- **Permohonan Pertukaran Secara Dalam Talian**

Selaras dengan usaha kerajaan untuk mewujudkan pengurusan sumber manusia dan sistem pemantauan yang lebih efisien dan efektif, semua proses permohonan pertukaran yang sebelum ini dilakukan secara manual telah dibuat secara dalam talian menggunakan HRMIS.

Fungsi permohonan pertukaran merupakan salah satu fungsi yang dibangunkan di bawah Sub-modul

- **Talks and Briefings**

The PSD was also involved in talks/briefing sessions related to the Promotion and Performance Policy; Discipline and Integrity Policy and Competency Assessment and Development Policy of the public service. The objective of these programmes is to assist the Ministry/State/Agency in better understanding the policies. A total of 61 talks/briefings were held throughout the year.

- **Career Talk Programmes**

Several career talk programmes were carried out at public and private higher education institutes. The purpose of the programme was to expose undergraduates to career opportunities in the public service focusing on the career as Administrative and Diplomatic Officer (ADO). The Outreach Career Talks were held in the International Islamic University Malaysia, National Defence University of Malaysia and universities in the region of Klang Valley.

- **Transfer Application Online**

In line with the government's efforts to establish efficient and effective human resource management and monitoring systems, application for transfer is now available online using HRMIS.

Application for transfer was one of the functions developed under the sub-module of Action Plan Development of Human Resources Procurement. This sub-module is one of six sub-modules under the Human

Pembangunan Pelan Tindakan Perolehan Sumber Manusia. Sub-modul ini merupakan salah satu daripada enam sub-modul di bawah Modul Perolehan Sumber Manusia. Fungsi ini menyediakan satu mekanisme mengurus dan memudahkan urusan permohonan pertukaran secara lebih telus dan terbuka.

- Kajian Kenaikan Pangkat Pegawai Gunasama Termasuk Pegawai Tadbir dan Diplomatik (PTD)**

Kajian penambahbaikan kaedah kenaikan pangkat skim perkhidmatan Gunasama Persekutuan (termasuk PTD) telah diadakan pada 12 hingga 14 Jun 2011 bertempat di Hotel Corus Paradise, Port Dickson, Negeri Sembilan. Hasil kajian ini telah mencadangkan supaya kriteria umum dan khusus yang bersesuaian digunakan bagi urusan kenaikan pangkat pegawai di bawah kategori kumpulan Strategis dan Pakar Rujuk [Subject Matter Experts (SME)]. Walau bagaimanapun hasil kajian tersebut perlu diperhalusi lagi sebelum ianya dikemukakan untuk pertimbangan Lembaga Kenaikan Pangkat Perkhidmatan Awam.

- Perkhidmatan Dalam Talian**

Perkhidmatan atas talian adalah terdiri daripada :

- Sub-modul Penilaian Landasan Kerjaya**

Sub-modul Penilaian Landasan Kerjaya adalah satu kaedah yang dilaksanakan di bawah Pelan Penggantian.

- 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.

- Pengeluaran slip keputusan Peperiksaan Perkhidmatan**

Sistem ini telah berjaya memudah dan mempercepatkan proses pengeluaran slip keputusan Peperiksaan Perkhidmatan, iaitu hanya mengambil masa tiga bulan seperti yang ditetapkan dalam Piagam Pelanggan.

Resources Procurement Module. This feature provided a more transparent mechanism for managing and facilitating applications for transfer.

- A Study on the Promotion Exercise of the Common-User Officers Including Administrative and Diplomatic Services (ADS)**

A study with an aim to improve the career path/development for common-user officers (including ADS) was held on 12<sup>th</sup> to 14<sup>th</sup> June 2011 at the Corus Paradise Hotel, Port Dickson, Negeri Sembilan. The outcome of the study was to introduce the use of generic and functional criteria in the evaluation exercise for promotion of high performers categorised as Strategists and Subject Matter Experts (SME). The findings however, need to be refined prior to submission to the Public Services Promotion Boards for approval.

- Online Services**

Online services are as follows:

- Sub-Module on Evaluation of Career Path**

The Sub-Module on Evaluation of Career Path is a method implemented under Succession Planning.

- e-Lapor**

e-Lapor is an online registration system for officers returning to work after the end of their study leave. Through this system the Service Division is able to play the role as a One-Stop Centre for registration of these officers.

- Issuance of the Service Examination results**

This system has successfully simplified and speed up the process of issuing Service Examination results, now available within three months as stated in the Clients' Charter.

# Membangun Kompetensi Tenaga Kerja

## DEVELOPING A COMPETENT WORKFORCE

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.

Latihan Pra-Perkhidmatan / **75**  
Pre-Service Training

Latihan Dalam Perkhidmatan / **80**  
In-Service Training



“...jentera perkhidmatan awan negara juga telah diperkuat dengan pengurusan sumber manusia yang lebih efektif dari aspek pengurusan bakat dan pembangunan kerjaya. Salah satu inisiatif yang telah dilaksanakan ialah program *cross-fertilization* anggota perkhidmatan awam dengan GLC, dan sebaliknya, yang memungkinkan pegawai awam mempelajari aspek amalan terbaik di GLC bagi tujuan meningkatkan profesionalisme dalam perkhidmatan awam.”

**Tan Sri Mohd Sidek Hassan**  
Ketua Setiausaha Negara  
Majlis Perdana Perkhidmatan Awam Kedua Belas (MAPPA XII)  
22 Mac 2011

Program Latihan Khas / **83**  
Special Training Programme

“...the public service machinery has also been strengthened with the effective management of human resources in aspects of talent management and career development. One of the initiatives that has been implemented is cross-fertilization programme of public servants with GLC, and vice versa, which allows public servants to learn aspects of best practices in the GLC for the purpose of increasing professionalism in the public service.”

**Tan Sri Mohd Sidek Hassan**  
Chief Secretary to the Government  
The 12th Civil Service Premier Gathering (MAPPA XII)  
22<sup>nd</sup> March 2011

## LATIHAN PRA-PERKHIDMATAN

Latihan pra-perkhidmatan merupakan program penajaan khas oleh JPA bagi membiayai pengajian pelajar-pelajar lepasan SPM dan STPM di peringkat ijazah sarjana muda, sarjana dan ijazah kedoktoran sebelum mereka menyertai perkhidmatan awam. Tahun 2011 menyaksikan urusan pemberian basiswa dan pinjaman, pemantauan kebajikan pelajar dan bayaran balik terus dimantapkan bagi memastikan pengurusan penajaan yang lebih berkesan agar dapat menyediakan aset sumber manusia negara yang cemerlang.

Tahun 2011 membawakan penambahan satu lagi program penajaan yang menjadikan enam program penajaan keseluruhannya di bawah Latihan Pra-Perkhidmatan, iaitu Program Ijazah Luar Negara (PILN), Program Ijazah Dalam Negara (PIDN), Skim Pinjaman Yuran Pengajian Luar Negara, Penajaan Biasiswa Yang di-Pertuan Agong, Biasiswa Nasional dan Program Pelajar Cemerlang STPM. Tahun ini juga menyaksikan JPA telah mengorak langkah dalam melahirkan modal insan yang berkebolehan di dalam pelbagai aspek dengan melaksanakan Program Pencarian Bakat dan Program Kerjasama JPA-TalentCorp.

JPA juga bertanggungjawab sebagai urus setia 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 memperolehi maklumat mengenai program-program tajaan JPA tersebut, sebanyak 22 taklimat penajaan dan pameran telah diadakan di seluruh negara sepanjang tahun 2011 ini.

- **Program Ijazah Luar Negara (PILN)**

JPA telah menawarkan penajaan biasiswa kepada 1,500 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

## PRE-SERVICE TRAINING

*The Pre-Service Training is a special sponsorship programme managed by the PSD to finance students at the first degree, Masters and PhD levels before they join the public service. The year 2011 witnessed the enhancement in the management of scholarships and loans, monitoring of students welfare and loan repayment to ensure more effective sponsorship in the development of excellent human resource assets for the country.*

*In 2011, the PSD added a new sponsorship programme, making it the sixth programme under the Pre-Service Training. These programmes are the Foreign Degree Programme, Local Degree Programme, Study Fees Loan Scheme for Foreign Universities, the King's Scholarship Programme, the National Scholarship and STPM Excellent Students Programme. The PSD has taken a step further in producing the most capable human capital in various aspects by implementing the Talent Search Programme and PSD-TalentCorp Cooperation Programme.*

*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 are well informed about the sponsorship programmes, 22 briefings and exhibitions were carried out throughout the country in 2011.*

- **Foreign Degree Programme**

*The PSD has offered scholarships to 1,500 excellent Sijil Pelajaran Malaysia (SPM) holders 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 local public and private institutions, including the four branch campuses of foreign universities (Monash University, University*

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).

- **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) dan maksimum RM200,000 bagi kursus-kursus lain. Pada 2011, JPA telah menawarkan pinjaman kepada 500 pelajar di bawah program ini.

- **Program Biasiswa Nasional**

Bagi tahun 2011, Kerajaan telah menawarkan Biasiswa Nasional yang merupakan satu program biasiswa istimewa JPA kepada 30 orang pelajar paling cemerlang lepasan Sijil Pelajaran Malaysia (SPM) tahun 2010 yang telah dikenal pasti oleh Kementerian Pelajaran Malaysia untuk mengikuti pengajian ke universiti-universiti terkemuka di peringkat ijazah pertama di dalam dan luar negara dalam bidang-bidang pilihan mereka yang telah diiktiraf oleh Kerajaan. Biasiswa berprestij ini diberikan kepada pelajar-pelajar terbaik lepasan SPM dalam melahirkan modal insan yang berkualiti untuk menjamin kesinambungan keupayaan negara pada masa akan datang.

- **Program Penajaan Pelajar Cemerlang STPM**

Mulai tahun 2011, Kerajaan telah memulakan Program Penajaan Pelajar Cemerlang Lepasan Sijil Tinggi Pelajaran Malaysia (STPM) yang merupakan sebuah program penajaan khusus kepada pelajar cemerlang lepasan STPM 2010 bagi mengikuti pengajian di Institusi Pengajian Tinggi (IPT) tempatan di peringkat ijazah pertama.

of Nottingham, Curtin University of Technology and Swinburne University of Technology).

- **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 critical fields (Medicine, Dentistry, Pharmacy and Veterinary Science) or RM200,000 for other courses. In 2011, 500 students were offered loans under this programme.

- **The National Scholarship**

In 2011, the Government offered the National Scholarship to 30 top scorers of the 2010 SPM examination to pursue their first degree studies at prominent universities, both local and abroad, in the Government recognised areas of interest. This prestigious sponsorship is given to excellent SPM achievers to produce quality human capital who will be able to contribute to the country in the future.

- **STPM Excellent Student Sponsorship Programme**

Beginning 2011, the government introduced the Excellent Student Sponsorship Programme for the Sijil Tinggi Pelajaran Malaysia (STPM) Leavers. This is a sponsorship programme specially meant for high-achievers of 2010 STPM session to pursue their first degree at local educational institutions.

Definisi pelajar terbaik lepasan STPM ini adalah 5% pelajar cemerlang STPM yang memperoleh Purata Gred Nilai Kumulatif (PGNK) 3.50 dan ke atas. Bagi tahun 2011, seramai 199 orang pelajar terbaik STPM 2010 yang dikenal pasti oleh Kementerian Pelajaran Malaysia telah berjaya ditawarkan biasiswa ini.

- **Program Kerjasama JPA-TalentCorp**

Mulai tahun 2011, JPA telah mewujudkan kerjasama dengan TalentCorp Malaysia Berhad (TalentCorp) bagi melaksanakan pemindahan kontrak berkhidmat pelajar-pelajar tajaan JPA untuk berkhidmat di agensi-agensi Kerajaan, syarikat yang Kerajaan mempunyai kepentingan di dalamnya, syarikat swasta yang beroperasi di Malaysia atau syarikat bukan kerajaan yang terpilih.

Program ini bertujuan untuk menarik dan mengekalkan lebih ramai modal insan berkemahiran tinggi yang dapat memenuhi keperluan guna tenaga sedia ada di Malaysia.

High-achievers of STPM refers to the top 5% outstanding students who obtained a Cumulative Grade Point Average (CGPA) of 3.50 and above. In 2011, 199 students were identified by the Ministry of Education and were offered this scholarship.

- **PSD-TalentCorp Cooperation Programme**

Beginning in 2011, the PSD has formed a joint-venture with TalentCorp Malaysia Berhad (TalentCorp) to implement the transfer of service contract of PSD scholars to serve in Government-linked companies (GLCs), companies which the Government has interest in, private companies that operate in Malaysia or selected private companies.

This programme aims to attract and retain more highly-skilled human capitals to cater to present manpower requirement in Malaysia.



**Program Kerjasama JPA-TalentCorp bagi menarik dan mengekalkan modal insan berkemahiran tinggi**  
**PSD-TalentCorp Cooperation Programme to attract and retain highly-skilled human capital**

- **Program Pencarian Bakat**

Bagi menjana pertumbuhan ekonomi negara berdasarkan Aktiviti Ekonomi Utama Nasional (NKEA) ke arah transformasi Wawasan 2020, Program Pencarian Bakat diwujudkan untuk membantu Kerajaan. Program Pencarian Bakat turut diwujudkan untuk membantu Kerajaan melahirkan generasi pelapis pemimpin yang boleh menerajui pentadbiran dan pembangunan negara di samping mewujudkan personaliti insan yang seimbang dari aspek kecerdikan minda dan juga mempunyai kelebihan, kemahiran atau keistimewaan luar biasa selain cemerlang dalam akademik dan memiliki akhlak yang mulia.

Bilangan tempat yang ditawarkan adalah sebanyak 100 tempat. Walau bagaimanapun ia juga bergantung kepada keperluan semasa. Bidang-bidang tumpuan adalah bidang yang dikenal pasti bagi memenuhi keperluan perkhidmatan awam dan negara mengikut NKEA.

- **Penilaian dan Pengiktirafan Kelayakan**

Sepanjang tahun 2011, Kerajaan melalui Mesyuarat Jawatankuasa Tetap Penilaian Pengiktirafan dan Kelayakan (JTPPK) telah mengiktiraf sebanyak:

- 273 kelayakan dari IPTA;
- 934 kelayakan dari IPTS; dan
- 195 kelayakan dari universiti luar negara

JPA juga telah meluluskan tiga dasar baru berkaitan Pengiktirafan Kelayakan bagi menjamin kualiti kelayakan-kelayakan dari universiti-universiti tempatan dan luar negara, iaitu:

- Pengiktirafan Kelayakan Bagi Ijazah Sarjana Muda dalam Bidang Bukan Professional dari Universiti Terkemuka Luar Negara;
- Penerimaan Senarai Commonwealth and Courses for Overseas Students (CRICOS) untuk Pengiktirafan Kelayakan dalam bidang Sains Kesihatan dari Universiti-universiti di Australia; dan

- **Talent Search Programme**

In generating the growth of the country's economy based on the National Key Economic Areas (NKEA) towards the Vision 2020 transformation, Talent Search Programme was established to aid the Government in producing future leaders to govern and develop the country. The programme also aims to mould balanced personalities, with academic excellence and good morals.

The programme offers 100 places. However, the quota may change depending on current needs. The focus areas are those that can meet the demands of the public service and the country as laid out in the NKEA.

- **Qualification Evaluation and Recognition**

Throughout 2011, the Government through the Permanent Committee on Evaluation and Recognition of Qualification (PCERQ) has recognised:

- 273 qualifications from the public institutions of higher learning;
- 934 from the private institutions of higher learning; and
- 195 qualifications from foreign universities

The PSD has also approved three new policies to guarantee the quality of the qualification from both local and foreign universities namely:

- Qualification Recognition For Bachelor's Degree In Non-Professional Field From Renowned Foreign Universities;
- The Acceptance of the List of Commonwealth Register of Institution and Courses for Overseas Students (CRICOS) for the Purpose of Qualification Recognition in the Field of Health Sciences from Australian Universities; and

- Penilaian Taraf Kelayakan Ijazah Sarjana dan Ijazah Doktor Falsafah dari Institusi Pengajian Tinggi Awam (IPTA).

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**

Bagi tahun 2011 seramai 1,400 graduan luar negara (PILN) dan 5,905 graduan dalam Negara (PIDN) telah melapor diri ke JPA setelah menamatkan pengajian.

Usaha-usaha juga giat dijalankan untuk mengadakan perjumpaan dengan pelajar tajaan JPA di universiti-universiti awam tempatan di seluruh negara termasuk 3 buah universiti swasta, iaitu Universiti Tenaga Nasional (UNITEN), Universiti Multimedia (MMU) dan Universiti Teknologi Petronas (UTP) bagi memberi ingatan akan kewajipan pelajar melapor diri setelah tamat pengajian.

Pada tahun 2011, JPA diberi tanggungjawab menguruskan Program STAR (Scholarship Acceleration And Retention), iaitu sebuah program kerjasama JPA dengan Talent Corporation Malaysia Berhad. Program ini bertujuan memastikan graduan tajaan kerajaan berkhidmat di Malaysia bagi mengekalkan modal insan berkemahiran berada di dalam Negara.

#### • **Tuntutan Ganti Rugi**

Melalui pemantauan dan usaha giat mengesan pelajar-pelajar tajaan JPA, kutipan hasil tuntutan gantirugi melebihi sasaran, iaitu sejumlah RM22,173,633.31. Jumlah ini merupakan 158.38% mengatasi sasaran yang ditetapkan. Ini adalah hasil dari pelaksanaan pemantauan berkala dan program-program pengesanan penerima-penerima biasiswa JPA yang telah melanggar syarat perjanjian.

- *The Assessment of the Qualification of the Degrees of Masters and Doctor of Philosophy from local institutes of Higher Learning.*

*Updates were also posted through PSD's website so as to facilitate the Appointing Authorities and the public in identifying the recognised qualifications.*

#### • **Post-Graduate Studies**

*A total of 1,400 and 5,905 graduates from foreign and local universities respectively, reported to the PSD upon completion of their studies in 2011. To ensure students understand and fulfill their responsibilities to serve the government upon completion of their studies, the PSD also organised meetings with sponsored students at local universities throughout the country, including three private universities namely Universiti Tenaga Nasional (UNITEN), Multimedia University (MMU) and Universiti Teknologi Petronas (UTP).*

*In 2011, the PSD was given the responsibility to manage the STAR (Scholarship Acceleration and Retention) Programme, a collaboration programme with Talent Corporation Malaysia Berhad (TalentCorp). This is to ensure that government-sponsored talents will be retained in Malaysia.*

#### • **Indemnity**

*The scholarship indemnity claim collected in 2011 was RM22, 173,633.31. This was 158.38% more than the amount targeted. This achievement is due to intensified efforts to monitor and track defaulting students.*

- **Bayaran Balik Pinjaman**

Jumlah kutipan bayaran balik Pinjaman Pelajaran JPA bagi tahun 2011 ialah sebanyak RM49,073,276.22. Bagi meningkatkan jumlah kutipan balik dan memudahkan urusan bayaran oleh pelanggan, beberapa perancangan telah dibuat bagi meluaskan kaedah pembayaran melalui sistem perbankan Internet.

- **Notis Amaran**

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

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

## LATIHAN DALAM PERKHIDMATAN

Dalam usaha untuk memastikan negara mempunyai modal insan perkhidmatan awam yang kompeten, berfikir dan berbakat, selaras dengan Teras Keempat Pelan Strategik JPA, pelbagai program latihan telah dilaksanakan sepanjang tahun 2011.

JPA telah membelanjakan sebanyak RM76 juta untuk membiayai penjawat awam mengikuti program-program latihan dalam perkhidmatan untuk melahirkan pegawai awam yang berdaya saing dan mempunyai kompetensi yang tinggi bagi menjayakan agenda pembangunan negara. Program latihan berkenaan dibahagikan kepada Kursus Jangka Pendek dan Kursus Jangka Panjang.

- **Kursus Jangka Pendek**

Antara program yang dijalankan di bawah Latihan Dalam Perkhidmatan ialah kursus-kursus jangka pendek di mana JPA menaja penjawat awam untuk mengikuti pelbagai program latihan di dalam negara dan luar negara.

- **Loan Repayment**

The amount of loan repayment collected by the PSD for 2011 was RM49, 073,276.22. In order to increase the amount of collection, the PSD is planning to improve the methods of payment especially through internet banking.

- **Warning Notice**

The PSD has taken the stand that loan defaulters would be:

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

## IN-SERVICE TRAINING

In the effort to ensure the nation is equipped with competent and talented human capital in line with the Fourth Thrust of the PSD Strategic Plan, the PSD has implemented various training programmes throughout 2011.

The PSD spent RM76 million to sponsor public servants to attend training programmes to further enhance their competitiveness and competencies to enable them to contribute to the success of the national development agenda. The training programmes were divided into Short Courses and Long Courses.

- **Short-Term Courses**

Among the programmes being organised under the in-service training are short-term training whereby officers are sponsored to undergo various training both locally and abroad.

Bil. No.	PROGRAM/KURSUS PROGRAMME/COURSE	JUMLAH PELAJAR/PEGAWAI TOTAL STUDENTS/OFFICIALS
1.	Program Latihan Pengurusan Tertinggi (JUSA/Gred Khas) <i>Higher Management Training Programme (JUSA/Special Grade)</i>	3
2.	<i>Leading Leaders</i> anjuran ICLIF Leadership and Governance Centre di Shanghai, China <i>Leading Leaders organised by ICLIF Leadership and Governance Centre in Shanghai, China</i>	5
3.	<i>Powering Growth</i> di INSEAD, Perancis <i>Powering Growth at INSEAD, France</i>	2
4.	<i>Leading Managers</i> anjuran ICLIF Leadership and Governance Centre di Bali <i>Leading Managers organised by ICLIF Leadership and Governance Centre at Bali</i>	5
5.	Program Latihan Sangkutan Pegawai-Pegawai Kanan Kerajaan di Syarikat Swasta – Program Pembangunan Pengurusan Modul British (JPA-BMCC) <i>Training Attachment for Senior Government Officers in Private Companies - British Module Management Development Programme (JPA-BMCC)</i>	13
6.	Program Khas Pegawai Hal-Ehwal Islam (JAKIM) <i>Special Programme for Islamic Affairs Officers (JAKIM)</i>	25
7.	Program Pembangunan Kemahiran, Tenaga Pengajar Institut Latihan Kemahiran (ILK) <i>Skills Development Programme for Vocational Training Instructors at Skills Training Institute</i>	802
8.	Program Latihan Tenaga Pengajar, Institut Latihan Awam (ILA) <i>Training Instructors Programme, Public Training Institute</i>	839
9.	Program Latihan Pembangunan di Central Official Training Institute (COTI) <i>Training Development Programme at Central Official Training Institute (COTI)</i>	40
10.	Program Perkongsian Ekonomi <i>Economic Partnership Programme</i>	45
11.	Program Latihan Belia Muda <i>Training Programme for Young Leaders</i>	14
12.	Kursus-Kursus Pendek Anjuran Kerajaan/Badan Asing – Japan International Cooperation Agency (JICA) <i>Short Courses Organised by the Japan International Cooperation Agency (JICA)</i>	5
13.	Yayasan Sime Darby (YSD) Public Policy Programme	8
14.	Program Pertukaran Belia Malaysia – Korea <i>Malaysia – Korea Youth Exchange Programme</i>	15
15.	Program Pembangunan Eksekutif (COTI) - Pegawai Sokongan Gred 27-40 <i>Executive Development Programme for Supporting Officer Grade 27-40</i>	20

Bil. No.	PROGRAM/KURSUS PROGRAMME/COURSE	JUMLAH PELAJAR/PEGAWAI TOTAL STUDENTS/OFFICIALS
16.	Program Pembangunan Eksekutif (COTI) - Pegawai Muda Gred 41-44 <i>Executive Development Programme - Grade 41-44</i>	20
17.	Program Pembangunan Eksekutif (COTI) – Pegawai Gred 48-54 <i>Executive Development Programme - Grade 48-54</i>	20
18.	Program Pembangunan Kepimpinan bagi Kumpulan Pengurusan Gred 48-54 <i>Leadership Development Programme for Management - Grade 48-54</i>	45
<b>JUMLAH BESAR GRAND TOTAL</b>		<b>1,926</b>

**Program/Kursus Jangka Pendek  
Short-Term Programme/Courses**

- Kursus Jangka Panjang**

Di bawah program ini, JPA menaja penjawat awam untuk mengikuti pelbagai program latihan peringkat sijil, diploma, ijazah pertama, sarjana dan ijazah kedoktoran di dalam dan luar negara.

- Long Term Courses**

*Under this programme, the PSD sponsored public servants to undergo training at various levels, namely certificate, diploma, first degree, masters and doctorate both locally and abroad.*

Bil. No.	Program/Kursus Programme/Course	Bilangan Pegawai Total Officials
1.	Hadiyah Latihan Persekutuan <i>Federal Training Award</i>	400
2.	Hadiyah Latihan Persekutuan Separa Biasiswa <i>Federal Training Award (Partial Scholarship)</i>	65
3.	Pinjaman Boleh Ubah <i>Convertible Loan</i>	437
4.	Diploma/Sarjana Sains Pengurusan <i>Diploma/Masters in Management Science</i>	30
5.	Diploma Siswazah Dalam Penyalahgunaan Dadah (SPADA) <i>Post Graduate Diploma in Drug Abuse</i>	15
6.	Program Pengajian Guru Bahasa Jepun <i>Japanese Language Programme for Malaysian Teachers</i>	14
<b>JUMLAH TOTAL</b>		<b>961</b>

**Program/Kursus Jangka Panjang  
Long Term Programme/Courses**

## PROGRAM LATIHAN KHAS

- **Program Pembangunan Kerjaya**

Bagi melahirkan anggota Perkhidmatan Gunasama yang berkualiti dan produktif, JPA menyediakan pelan komprehensif Perkhidmatan Gunasama melalui perancangan strategik dengan program-program pembangunan kerjaya dan latihan yang disusun secara sistematis. Pelan komprehensif Perkhidmatan Gunasama memberi penekanan kepada aspek pembangunan kerjaya, perancangan penggantian dan latihan. Pembangunan kerjaya meliputi keperluan berasaskan kompetensi, urusan pemangkuhan dan kenaikan pangkat.

Aspek latihan telah diberi perhatian dalam usaha meningkatkan kualiti pegawai-pegawai awam. Ini melibatkan kursus-kursus jangka pendek di bawah Pelan Latihan Perkhidmatan Gunasama dan kursus-kursus jangka panjang seperti pengajian di peringkat Sarjana dan Ijazah Kedoktoran di bawah Hadiah Latihan Persekutuan.

## SPECIAL TRAINING PROGRAMME

- **Career Development Programme**

A comprehensive strategic plan has been formulated to ensure that the Common-User Service career development and training programmes are systematically implemented. This plan emphasised career development, succession planning and training. Career development includes competency requirements, acting and promotion exercises.

As a result, training has been prioritised in the effort to enhance the quality of the officers. This includes short term courses under the Training Road Map for Common-User Service and long term courses such as Master and PhD. under Federal Training Scholarship Programme.

Bil. No.	Skim Perkhidmatan Gunasama <b>Common User Service Scheme</b>	Bilangan Kursus No. of Courses	Bilangan Pegawai No. of Officers
1.	JUSA/Gred Khas <i>Superscale Grade/Special Grade</i>	2	178
2.	Pegawai Perkhidmatan Tadbir dan Diplomatik (PTD) <i>Administrative and Diplomatic Service Officer (ADS)</i>	2	240
3.	Pegawai Teknologi Maklumat (PTM) <i>Information Technology Officer (ITO)</i>	6	240
	Penolong Pegawai Teknologi Maklumat (PPTM) <i>Assistant Information Technology Officer (AITO)</i>	3	51
	Pegawai Latihan Vokasional (PLV) <i>Vocational Training Officer (VTO)</i>	1	20

Bil. No.	Skim Perkhidmatan Gunasama Common User Service Scheme	Bilangan Kursus No. of Courses	Bilangan Pegawai No. of Officers
	Penolong Pegawai Latihan Vokasional (PPLV) <i>Assistant Vocational Training Officer (AVTO)</i>	2	40
	Pembantu Pegawai Latihan Vokasional (Pemb. PLV) <i>Junior Assistant Vocational Training Officer (JAVTO)</i>	3	55
	Pegawai Psikologi (PPsi) <i>Psychology Officer (PsO)</i>	1	3
	Penolong Pegawai Psikologi (Pen. PPsi) <i>Assistant Psychology Officer</i>	1	1
	Juruteknik Komputer (JTK) <i>Computer Technician (CTS)</i>	3	63
4.	Penolong Pegawai Tadbir (PPT) <i>Administrative Assistant (AA)</i>	1	20
	Pembantu Setiausaha Pejabat/Setiausaha Pejabat [PSP/SP] <i>Administrative Assistant (Stenography) [AA(S)]</i>	2	30
	Pembantu Tadbir (Perkeranian/Operasi) [PT(P/O)] <i>Administrative Assistant (Clerical/ Operation) [AA(C/O)]</i>	4	300
	Pembantu Tadbir (Kewangan) [PT(Kew)] <i>Administrative Assistant (Finance) [AA(F)]</i>	3	227
	Pegawai Khidmat Pelanggan (PKP) <i>Customer Service Officer (CSO)</i>	1	15
	Pembantu Tadbir Rendah (Jurutaip) (PTR) <i>Junior Administrative Assistant (Typist) [JAA]</i>	1	10
<b>JUMLAH KESELURUHAN</b>		<b>36</b>	<b>1,493</b>
<b>TOTAL</b>			

**Bilangan Kursus di Bawah Pelan Latihan Perkhidmatan Gunasama**  
**Number of Courses under Training RoadMap of Common-User Service**

### • **PAC 1Malaysia**

Program Assessment Center (PAC) yang menghimpunkan calon-calon berpotensi bagi empat skim perkhidmatan gunasama yang melibatkan Pegawai Tadbir dan Diplomatik (PTD), Pegawai Teknologi Maklumat (PTM), Pegawai Latihan Vokasional (PLV) dan Pegawai Psikologi (PPsi) bagi memikul tanggungjawab yang lebih mencabar dalam perkhidmatan awam di masa hadapan. Tujuan diwujudkan program PAC 1Malaysia ini adalah bagi memudahkan urusan lantikan bagi skim-skim perkhidmatan tersebut, iaitu calon hanya perlu menghadiri satu PAC sahaja apabila memohon mana-mana jawatan P&P Gunasama. Terdapat lima kompetensi utama yang difokuskan dalam program ini, iaitu:

- Pengurusan Diri
- Keupayaan Memimpin Orang Lain
- Pengurusan Tugas
- Tanggungjawab Sosial
- Inovasi

Sehingga bulan Disember 2011, kaedah pelaksanaan PAC 1Malaysia ini telah dikenalpasti dan akan diperhalusi melalui perbincangan yang melibatkan empat wakil skim tersebut kelak.

### • **Diploma Pengurusan Awam (DPA)**

Bagi tahun 2011, seramai 751 orang telah mengikuti kursus mandatori ini 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 yang berikut:

### • **PAC 1Malaysia**

The Assessment Centre Programme (PAC) will gather potential candidates for four Common-User Service schemes involving Administrative and Diplomatic Officers (ADS), Information and Technology Officers (ITO), Vocational Training Officers (VTO) and Psychology Officers (PsO) for their challenging roles in public service in the future. The purpose of establishing PAC 1Malaysia is to simplify the process of appointment of candidates whereby candidates need to attend only one PAC when they apply for any post in the Common-User Professional and Management group. Five key competencies are given special attention in this programme:

- Self Management
- Leading Others
- Task Management
- Social Responsibility
- Innovation

As at December 2011, the implementation method of PAC 1Malaysia has been finalised and will be refined through discussions involving representatives from the four schemes involved.

### • **Diploma In Public Management**

In 2011, a total of 751 officers attended this mandatory course designed for all officers in the Administrative and Diplomatic Service (ADS) Grade M41 for the purpose of confirmation to the service. In the efforts to produce civil servants with high social values, cultured and disciplined, dutiful to religion, race and nation as well as able to uphold the nation's development policies and aspirations, the PSD has implemented the following modules:

<b>Bil. No.</b>	<b>Modul Modules</b>
1.	Pembangunan Organisasi dan Modal Insan <i>Organisational Development and Human Capital</i>
2.	Pengurusan Dasar dan Pelaksanaan Projek <i>Policy Management and Project Implementation</i>
3.	Pengurusan Ekonomi dan Perdagangan <i>Trade and Economy Management</i>
4.	Kewangan <i>Finance</i>
5.	Tadbir Urus Tempatan dan Pembangunan <i>Local Governance and Development</i>
6.	Pengukuhan Bahasa <i>Language</i>
7.	Kenegaraan <i>Nationhood</i>
8.	Perhubungan Antarabangsa <i>International Relations</i>
9.	Pengurusan Undang-Undang <i>Law Management</i>
10.	Pengurusan ICT <i>ICT Management</i>
11.	Pengurusan Bencana dan Ketenteraman Awam <i>Disaster Management and Public Order</i>
12.	Kepimpinan Integrasi <i>Leadership Integration</i>
13.	Integrasi Kumpulan <i>Group Integration</i>
14.	Bina Sahsiah <i>Character Building</i>
15.	Disiplin dan Ketahanan Diri <i>Discipline and Endurance</i>

**Senarai Modul Diploma Pengurusan Awam (DPA)**  
**List of Modules in Diploma in Public Management**

- **Diploma dan Sarjana Sains Pengurusan**

Bagi tempoh 2011, seramai 59 orang pegawai telah mengikuti kursus pemantapan kompetensi ini bagi tujuan meningkatkan pengetahuan dan kemahiran dalam bidang pengurusan yang berbentuk kuantitatif dan kualitatif serta kebolehan dan kemahiran mereka untuk mengkaji, menganalisa dan mengatasi masalah-masalah yang dihadapi oleh sebuah organisasi.

- **Kursus Jangka Pendek Kelolaan INTAN**

Bertepatan dengan aspirasi Kerajaan untuk melahirkan penjawat awam yang berfikir, berbakat dan memiliki kompetensi yang tinggi bagi melaksanakan tugas masing-masing, sepanjang tahun 2011, JPA melalui INTAN 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 pentadbiran bandar, daerah dan kerajaan tempatan;
- pengurusan alam sekitar; dan
- pengurusan ICT.

- **Diploma and Masters in Management Science**

*Throughout 2011, a total of 59 officers attended this competence enhancement course for the purpose of increasing 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 Organised by INTAN**

*In line with the Government's aspirations to create talented, thinking and highly competent public servants, throughout 2011 the PSD through INTAN 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;
- environment management; and
- ICT management.

Secara keseluruhannya, sebanyak 341 kursus telah dilaksanakan dengan melibatkan penyertaan seramai 11,699 orang peserta. Antara kursus-kursus yang dilaksanakan adalah:

Overall, 341 courses were carried out involving 11,699 participants. Among the courses are:

Bil. No.	Program Programme	Bil. Kursus No. of Courses
1.	Kecemerlangan Kepimpinan <i>Leadership Excellence</i>	3
2.	Pembangunan Profesional <i>Professional Development</i>	1
3.	Kepimpinan Integrasi <i>Integrational Leadership</i>	11
4.	Pengurusan Strategik dan Perundingan <i>Strategic Management and Negotiation</i>	9
5.	Pengurusan Ekonomi dan Perniagaan <i>Business Economics Management</i>	4
6.	Pengurusan Asas Tani <i>Agriculture Management</i>	5
7.	Pengurusan Pembandaran dan Alam Sekitar <i>Urban and Environmental Management</i>	7
8.	Pengajian Dasar Awam <i>Public Policy Studies</i>	3
9.	Pengurusan Projek <i>Project Management</i>	4
10.	Kewangan Eksekutif <i>Executive Finance</i>	18
11.	Latihan Pengurusan ICT <i>ICT Training Management</i>	11
12.	Pembangunan Kepakaran ICT <i>ICT Skills Development</i>	33
13.	Penyelidikan dan Kajian Kes <i>Case Studies and Research</i>	1
14.	Konsultasi dan Pembangunan Latihan <i>Training Development and Consultancy</i>	6
15.	Bahasa <i>Language</i>	15
16.	Pengajian Lanjutan dan Kuantitatif <i>Quantitative and Advanced Studies</i>	2

**Kursus-kursus Jangka Pendek Kelolaan INTAN**  
**Short Term Courses Organised by INTAN**

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 97 kursus mengikut bidang-bidang latihan utama JPA.

Besides the conventional method, that is face-to-face training, the PSD also offers online training through the Public Sector e-Learning (EPSA) programme. To date, EPSA offers 97 courses focusing on the main training areas of PSD.

Bil. No.	Perkara Detail	Jumlah No.
1.	Bilangan Keahlian Number of Members	200,800
2.	Bilangan Pengguna Aktif Number of Active Users	12,070

#### Statistik Pengguna EPSA EPSA User Statistics

- **International Courses**

- **Kursus Antarabangsa**

Selain memberi peluang latihan kepada penjawat awam dari Malaysia, JPA juga menjalankan tanggungjawab sosialnya dalam menyediakan peluang latihan kepada peserta-peserta luar di bawah Program Kerjasama Antarabangsa, antaranya:-

Besides providing training opportunities for public servants from Malaysia, the PSD also discharges its social responsibility through offering training opportunities to participants from other countries under its International Relations Programme, namely:

Bil. No.	Kursus Courses	Bil. Peserta No. of Participants
1.	Fact Finding Mission to Lao PDR on Capacity Development of Monitoring and Evaluation for Project/Programme Management on Public Investments	3
2.	Senior Executive Development Programme (SEDP) Malaysia – Singapore	24
3.	Malaysia - Singapore Public Sector Leader Joint Seminar (Perm-Sec)	30
4.	Leadership Development Programme (LDP) Malaysia - Singapore – Brunei	30
5.	Training Course on Strategic Management	18
6.	Training Course on Integrated Urban Planning and Management	20
7.	Development Planning and Project Management for Central Asia Countries	22
8.	Strategic Management Course 2011 ASEAN Conference On Civil Service Matters (ACCSM)	18

#### Kursus di Bawah Program Kerjasama Antarabangsa Courses Under International Cooperation Programme

# Mengurus Prestasi, Pengiktirafan dan Ganjaran

## MANAGING PERFORMANCE, RECOGNITION AND REWARDS

Mempertingkatkan prestasi melalui pengiktirafan dan ganjaran dalam pengurusan sumber manusia adalah bagi memotivasi sikan penjawat awam agar mampu menghasilkan prestasi yang cemerlang dan menepati keperluan pelanggan dan stakeholders. Elemen-elemen ini secara langsung akan mewujudkan hubungan harmonis antara majikan-pekerja yang menyumbang ke arah kecemerlangan penyampaian perkhidmatan awam serta dipanjangkan kepada mereka yang telah bersara sebagai penghargaan terhadap sumbangan terdahulu sepanjang berkhidmat dalam perkhidmatan awam.

Improving performance through recognition and rewards in human resource management is to motivate public servants to deliver excellent service, which meets clients' and stakeholders' needs. These elements will directly create harmonious relationship between employers-employees which contribute to excellence in public service delivery. They are also extended to those who have retired from the public service as a token of appreciation for their contribution.

Saraan Menyeluruh dan Prihatin / **91**

*A Comprehensive and Caring Remuneration System*

Perkhidmatan Psikologi Unggul / **97**

*Excellent Psychology Service*

Pasca Perkhidmatan Yang Empati / **102**

*An Empathetic Post-Service*



"Pengiktirafan turut meningkatkan kesetiaan serta menebalkan rasa tanggungjawab untuk mempertahankan organisasi. Pengiktirafan akan meningkatkan sokongan dan keyakinan bahawa majikan melihat sumbangan seseorang kepada organisasi. Biarpun kecil, pengiktirafan adalah sangat bermakna dan akan sentiasa dikenang dan dihargai."

**Tan Sri Mohd Sidek Hassan**  
Ketua Setiausaha Negara  
Perasmian Seminar Psikologi Perkhidmatan Awam Ke-17  
5 Julai 2011

*"Recognition will increase loyalty and strengthen a sense of responsibility to the organisation. It will also increase support and confidence that their contribution to the organisation is appreciated. It may be small, but the recognition is meaningful and will always be remembered and appreciated."*

**Tan Sri Mohd Sidek Hassan**  
Chief Secretary to the Government  
Opening of the 17<sup>th</sup> Public Service Psychology Seminar  
5<sup>th</sup> July 2011

## SARAAN MENYELURUH DAN PRIHATIN

Tahun 2011 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.

- **Imbuhan Tahunan Dan Bayaran Khas Prestasi Tahun 2011**

Di dalam menghargai peningkatan produktiviti dan sumbangan pegawai perkhidmatan awam dalam mencapai matlamat pembangunan negara, Kerajaan telah bersetuju supaya Imbuhan Tahunan dan Bayaran Khas Prestasi bagi tahun 2011 dibayar kepada pegawai Perkhidmatan Awam Persekutuan. Kadar Imbuhan Tahunan dan Bayaran Khas Prestasi yang ditetapkan adalah sebanyak setengah (1/2) bulan gaji atau minimum RM500.00. Imbuhan Tahunan dibayar kepada pegawai dalam Kumpulan Pengurusan dan Profesional serta Kumpulan Sokongan manakala Bayaran Khas Prestasi dibayar kepada pegawai dalam Kumpulan Pengurusan Tertinggi. Pembayaran telah dibuat pada pertengahan bulan Ogos 2011. Keputusan ini telah dilaksanakan melalui Pekeliling Perkhidmatan Bilangan 8 Tahun 2011.

Selain itu, Kerajaan juga telah membuat keputusan supaya Imbuhan Tahunan dan Bayaran Khas Prestasi bagi kali kedua pada tahun 2011 dibayar kepada pegawai Perkhidmatan Awam Persekutuan berdasarkan gaji bulan Disember 2011 atau gaji akhir yang diterima pada tahun 2011. Kadar Imbuhan Tahunan dan Bayaran Khas Prestasi bagi keseluruhan tahun 2011 yang ditetapkan adalah sebanyak sebulan gaji atau minimum RM1,000.00. Keputusan ini telah dilaksanakan melalui Pekeliling Perkhidmatan Bilangan 10 Tahun 2011.

## A COMPREHENSIVE AND CARING REMUNERATION SYSTEM

2011 saw the introduction of various new policies as well as the approval of proposed improvements on existing ones for the benefit of all public servants. There were policies approved specifically for specific schemes of service or groups of services. This proves that the Government is always attentive to the welfare of all parties in the public service.

- **Annual Payment and Special Performance Payment of 2011**

In appreciation of public servants' contribution towards increasing productivity and towards achieving national development objectives, the Government has agreed for Annual Payment and Special Performance Payment for the year 2011 to be paid to Federal public servants. The amount of the Annual Payment and Special Performance Payment is half (1/2) month salary or a minimum of RM500.00. Annual payment was paid to officers in the Management and Professional Group as well as staff in the Support Group while the special performance payment was paid to officers in the Top Management Group. Payment was made in mid-August 2011 and implementation was through Service Circular No. 8 of 2011.

In addition, the Government also decided for the second Annual Payment and Special Performance Payment in 2011 to be paid to Federal public servants based on December's salary or the last month's salary received in 2011. The total amount of Annual Payment and Special Performance Payment for the whole year of 2011 was a month salary or a minimum of RM1,000.00. This decision was implemented through Service Circular No. 10 of 2011.

- **Pemanjangan Bayaran Pakaian Panas Bilik Komputer Kepada Pembantu Meteorologi di Jabatan Meteorologi Malaysia**

Kerajaan telah bersetuju Bayaran Pakaian Panas Bilik Komputer yang dibayar kepada Operator Komputer, Operator Mesin Prosesan Data, Juruteknik, Penolong Pegawai Sistem Maklumat, Penolong Pegawai Kawalan Trafik Udara dan Pembantu Kawalan Trafik Udara dipanjangkan kepada Pembantu Meteorologi Gred C17, C22 dan C26 di Jabatan Meteorologi Malaysia, Kementerian Sains, Teknologi dan Inovasi (MOSTI) yang bertugas secara sepenuh masa di bilik komunikasi/server yang sentiasa diselenggara di bawah suhu 20° Celcius. Kemudahan Bayaran Pakaian Panas Bilik Komputer ini berkuat kuasa 1 April 2011 pada kadar RM150.00 seorang bagi setiap 3 tahun.

- **Extension of Payment of Computer Room Warm Clothing to Meteorological Assistant at the Malaysian Meteorological Department**

The Government also agreed that the Payment of Computer Room Warm Clothing paid to Computer Operators, Data Processing Machine Operators, Technicians, Assistant Information System Officers, Assistant Air Traffic Controller Officers and Assistant Air Traffic Controllers to be extended to the Meteorological Assistant Grade C17, C22 and C26 in the Malaysian Meteorological Department, Ministry of Science, Technology and Innovation (MOSTI) who work on full time basis in the communication server room under 20° Celcius. The payment is effective on 1<sup>st</sup> April 2011 at the rate of RM150.00 per person for every 3 years.



**Bilik komunikasi/server Jabatan Meteorologi Malaysia**  
**Communication/server room at Malaysian Meteorological Department**

- **Pembekalan Baju Vest Bagi Penghantar Notis**

Kerajaan telah bersetuju untuk membekalkan baju vest kepada Penghantar Notis di semua jabatan/agensi melalui Pekeliling Perkhidmatan Bilangan 4 Tahun 2011. Penghantar Notis dibekalkan baju vest atas kadar RM140.00 sehelai sebanyak dua helai bagi tempoh tiga tahun perkhidmatan mulai tarikh kuat kuasa pekeliling, iaitu 1 April 2011.

- **Bayaran Insentif Pakar, Bayaran Insentif Kesihatan Awam Pegawai Pergigian Dan Bayaran Insentif Pegawai Kesihatan Daerah**

Pekeliling Perkhidmatan ini bertujuan memperkemas dan melaksanakan pemberian Bayaran Insentif Pakar (BIP) kepada Pegawai Perubatan Pakar (Klinikal/Kesihatan Awam) serta Pegawai Pergigian Pakar (Klinikal).

Bayaran Insentif Pegawai Kesihatan Awam (BIPKA) dijenamakan semula dengan membahagikan kepada dua kategori, iaitu:

- a. Bayaran Insentif Kesihatan Awam Pegawai Pergigian (BIKAP); dan
- b. Bayaran Insentif Pegawai Kesihatan Daerah (BIPKD).

- **The Provision of Vest for Notice Despatchers**

*The Government has also agreed to provide vests for Notice Despatchers at all government departments and agencies through Service Circular No. 4 of 2011. The Notice Despatchers will be supplied with two vests at a cost of RM140.00 for every three years effective 1<sup>st</sup> April 2011.*

- **Specialist Incentive Payment, Dental Officer of Public Health Incentive Payment and District Health Officer Incentive Payment**

*This service circular is intended to streamline and implement the provision on Specialist Incentive Payment for Medical Specialist Officer (Clinical/Public Health) and Dental Specialist Officer (Clinical).*

Incentive Payment for Public Health Officer (BIPKA) is being rebranded and divided into two categories as follows:

- a. Public Health Incentive Payment for Dental Officer (BIKAP); and
- b. District Health Officer Incentive Payment (BIPKD).



**Bayaran Insentif Pegawai Kesihatan Awam kepada Pegawai Pergigian  
Incentive Payment for Public Health Officer for Dental Officer**

### i. Bayaran Insentif Pakar

Kerajaan telah bersetuju kadar BIP bagi Pegawai Perubatan Pakar (Klinikal/Kesihatan Awam) dan Pegawai Pergigian Pakar (Klinikal) berkuat kuasa mulai 1 Julai 2011 seperti dinyatakan dalam jadual di bawah:

Bil. No.	Gred (U, UD, DU, DUG) Grade (U, UD, DU, DUG)	Kadar Semasa (RM Sebulan) Current Rate (RM Per Month)
1.	Utama/Khas C dan ke atas Top Management Group	3,100
2.	53 & 54	2,800
3.	51 & 52	2,500
4.	47 & 48	2,200
5.	45	2,000
6.	43 & 44	1,900
7.	41	1,600

**Kadar BIP bagi Pegawai Perubatan Pakar (Klinikal/Kesihatan Awam) dan Pegawai Pergigian Pakar (Klinikal)**  
**Rate of Specialist Incentive Payment for Medical Specialist (Clinical/Public Health) and Dental Specialist (Clinical)**

### ii. Bayaran Insentif Kesihatan Awam Pegawai Pergigian

Bayaran Insentif Kesihatan Awam Pegawai Pergigian (BIKAP) yang diperuntuk di bawah Pekeliling Perkhidmatan Bilangan 20 Tahun 2009 (PP Bil. 20/2009) adalah diberi kepada Pegawai Perubatan/Pegawai Pergigian yang melaksanakan skop fungsi tugas kesihatan awam secara sepenuh masa. Insentif ini dikekalkan untuk Pegawai Pergigian (Kesihatan Awam) dengan nama BIKAP pada kadar yang berkuat kuasa seperti di bawah:

### i. Specialist Incentive Payment

The Government has agreed that the rate of Specialist Incentive Payment for Medical Specialist (Clinical/Public Health) and Dental Specialist (Clinical) effective on 1<sup>st</sup> July 2011 is as mentioned in the table below:

### ii. Public Health Incentive Payment for Dental Officer

Public Health Incentive Payment for Dental Officer (BIKAP) allotted in the Service Circular No. 20 of 2009 is given to Medical Officers/Dental Officer who carry out the scope and functions of public health on full time basis. Thus, the incentive is maintained for Dental Officer (Public Health) with a new name BIKAP at the rate shown below:

Bil. No.	Gred (U, DUG) Grade (U, DUG)	Kadar Semasa (RM Sebulan) Current Rate (RM Per Month)
1.	Utama/Khas C dan ke atas Top Management Group	2,480
2.	53 & 54	2,240
3.	51 & 52	2,000
4.	47 & 48	1,760
5.	45	1,600
6.	43 & 44	1,520
7.	41	1,280

**Kadar BIKAP bagi Pegawai Pergigian (Kesihatan Awam)**  
**Rates of Dental Public Health Allowance for Dental Officer (Public Health)**

**iii. Bayaran Insentif Pegawai Kesihatan Daerah**

Bayaran Insentif Pegawai Kesihatan Daerah (BIPKD) pada kadar RM250 yang diperuntuk di bawah PP Bil. 20/2009 adalah diberi kepada Pegawai Perubatan/Pegawai Pergigian yang tidak memiliki kelulusan lepasan ijazah dalam bidang kesihatan awam tetapi diwartakan bagi melaksanakan aktiviti-aktiviti kesihatan awam. Insentif ini dikekalkan untuk Pegawai Kesihatan Daerah dengan nama BIPKD pada kadar yang berkuat kuasa, iaitu RM250 sebulan.

• **Peraturan Bayaran Balik Letak Kenderaan**

Kemudahan Bayaran Balik Letak Kereta diperkenalkan semasa pelaksanaan Sistem Saraan Baru dan penjelasan pelaksanaannya melalui Surat Pekeliling Perkhidmatan Bilangan 4 Tahun 1992 yang berkuat kuasa mulai 1 Januari 1992. Pada tahun 2009 melalui Surat Pekeliling Perkhidmatan Bilangan 1 Tahun 2009, Kerajaan bersetuju untuk menaikkan kadar kemudahan Bayaran Balik Letak Kereta daripada RM30.00 kepada RM90.00. Kemudahan Bayaran Balik Letak Kereta diberi dengan tujuan untuk membantu pegawai Perkhidmatan Awam yang disahkan oleh Ketua Jabatan perlu menggunakan kenderaan

**iii. District Health Officer Incentive Payment**

District Health Officer Incentive Payment (BIPKD) at the rate of RM250 allotted under the Service Circular No. 20 of 2009 is given to Medical Officers/ Dental Officers who do not hold a degree in public health but are enacted to carry out public health programme. Thus, the incentive is maintained for the District Health Officer with a new name of BIPKD at the rate of RM250 per month.

• **Regulations on Reimbursement of Car Parking Charge**

Reimbursement of Car Parking Charge was introduced during the implementation of the New Remuneration System and was further explained in Service Circular Letter No. 4 of 1992 which came into effect on 1<sup>st</sup> January 1992. In 2009, through the Service Circular Letter No. 1 of 2009, the Government has agreed to increase the rate for the Reimbursement of Parking Lot Charge from RM30.00 to RM90.00. This is to assist public officers who have been ratified by the Head of Department to use their own vehicles for official duties and have to pay parking charges for lots around the

sendiri untuk menjalankan tugas rasmi dan menyewa petak letak kereta yang terletak di persekitaran pejabat. Kemudahan Bayaran Balik Letak Kereta turut dipanjangkan kepada penggunaan motosikal dalam menjalankan tugas rasmi maka kemudahan ini dipinda kepada kemudahan Bayaran Balik Letak Kenderaan. Surat Pekeliling Perkhidmatan ini berkuat kuasa mulai 1 Julai 2011.

- Bayaran Insentif Program Pemulihan Pemasyarakatan Di Kem-kem Angkatan Tentera Malaysia (ATM)**

Pihak ATM telah melaksanakan Program Pemulihan Pemasyarakatan di Kem-kem Angkatan Tentera Malaysia yang terpilih secara kerjasama dengan Jabatan Penjara Malaysia sebagai inisiatif di bawah dasar *Blue Ocean Strategy*. Kerajaan turut bersetuju supaya pegawai/anggota Jabatan Penjara Malaysia dan ATM yang terlibat dalam program ini diberikan Bayaran Insentif Program Pemulihan Pemasyarakatan (BIPPP) berkuat kuasa 24 Mac 2011 atas kadar seperti berikut:

office. The Reimbursement of Car Parking Charge has also been extended to the use of motorcycle for official duties. The name of this perk was amended to Reimbursement of Parking Charge. The Service Circular Letter was effective 1<sup>st</sup> July 2011.

- Incentive Payment for Community Recovery Programme In the Malaysian Armed Forces (ATM) Camps**

The ATM has implemented the Community Recovery Programme in selected Malaysian Armed Forces Camps in collaboration with the Prison Department of Malaysia as an initiative under the *Blue Ocean Strategy* policy. The Government has agreed that officers/other staff of Prison Department of Malaysia and ATM involved in this programme be given Incentive Payment For Community Recovery Programme (BIPPP) effective on 24<sup>th</sup> March 2011 at the following rate:

Bil. No.	Jawatan Post	Kadar Sehari Rate Per Day
1.	Warder	RM10.00
2.	Pembantu Warder Assistant Warder	RM10.00

**Kadar Bayaran Insentif Program Pemulihan Pemasyarakatan (BIPPP)  
Rates for Incentive Payment for Community Recovery Programme (BIPPP)**

Pembayaran BIPPP ini adalah berdasarkan bilangan hari pegawai/anggota yang terlibat menjalankan tugas sebagai Warder Penjara/Pembantu Warder Penjara di bawah Program Pemulihan Pemasyarakatan. Pegawai Penjara yang dibayar BIPPP tidak lagi layak menerima Bayaran Insentif Khas Penjara.

BIPPP payment is based on the number of days that the officers carry out duties as Warder/Assistant Warder under the Community Recovery Programme. Prison officers who received BIPPP are not entitled to the Prison Special Incentive Payment.

## PERKHIDMATAN PSIKOLOGI UNGGUL

Perkhidmatan psikologi dan kaunseling merupakan pelengkap kepada pengurusan sumber manusia sektor awam. JPA sebagai agensi pusat bertanggungjawab dalam mengeluarkan dasar berkaitan pengurusan sumber manusia termasuk perkhidmatan psikologi. Dasar psikologi yang dilaksanakan oleh JPA adalah berlandaskan keberkesanan kualiti kerja, daya kreativiti dan juga inovasi.

Antara penyampaian perkhidmatan yang dilaksanakan JPA bagi tahun 2011 melibatkan Dasar Psikologi Negara, Kertas Kajian Pegawai Psikologi Daerah, pembentukan Jawatan Kuasa Pelaksanaan Pelan Strategik Perkhidmatan Psikologi Sumber Manusia Sektor Awam 2011-2020 (PSPPs), Pembangunan Indeks Kesejahteraan Kendiri dan Indeks Organisasi Cemerlang, Pemantapan Ujian-Ujian Psikologi, Program Khidmat Masyarakat, penyampaian ceramah berkaitan budaya dan isu-isu dalam organisasi serta kemahiran-kemahiran berkaitan Psikologi dan Kaunseling, pembentangan kertas kerja di seminar dan persidangan Kebangsaan, kajian-kajian dan penilaian dan penerbitan Jurnal Psikologi dan Kaunseling, Modul, Buletin dan Booklet untuk program Kaunseling dan Psikologi.

- **Penyediaan Perkhidmatan Psikologi**

Antara teras utama BPPs adalah menyediakan Perkhidmatan Kaunseling kepada kumpulan sasar. Sepanjang 2011, sebanyak 57 sesi kaunseling secara bersemuka, iaitu individu dan kelompok telah diberikan kepada 76 klien, iaitu kumpulan sasar yang merupakan anggota Perkhidmatan Awam dan ahli keluarga terdekat. Selain daripada itu, sebanyak 36 sesi kaunseling ditawarkan melalui telefon dan 171 sesi melalui e-mel laman interaktif JPA. Butiran terperinci adalah seperti berikut:

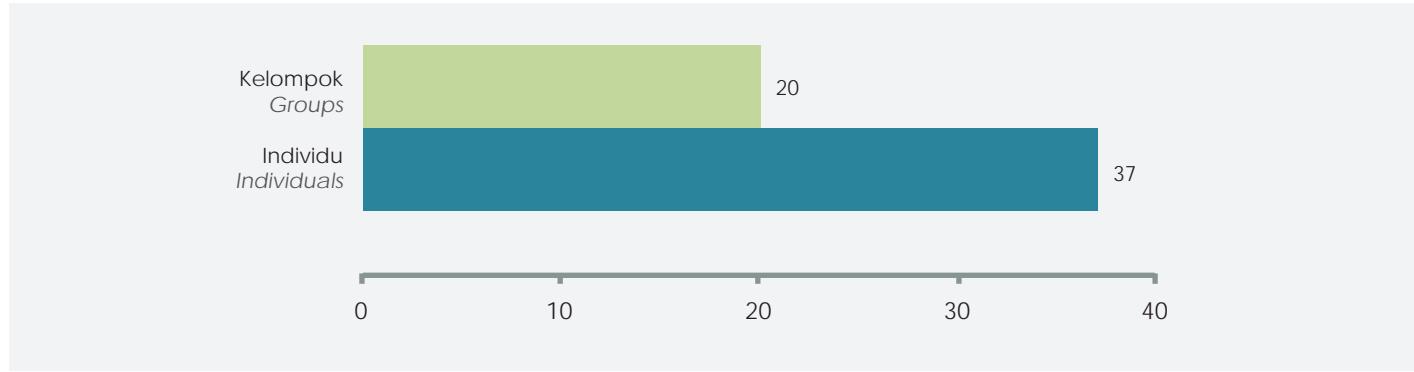
## EXCELLENT PSYCHOLOGY SERVICE

*Psychology and counselling services are complements to public service human resource management. PSD as a central agency is responsible for formulating policies on human resource management including psychological service. The psychology policies implemented by the PSD is based on work quality, creativity and innovation.*

*In 2011, the PSD developed the National Psychological Policy, Research on District Psychology Officers, the establishment of PSPPs 2011-2020 committee, the development of Self-Wellbeing Index and Excellent Organisation Index, strengthening on Psychological Tests, Social Services Programme, delivering lectures relating to issues and organisation culture and skills related to Psychological and Counselling, working paper presentation in National Conference and Convention, researches, assessment and publication of Psychological and Counselling Journal, module and booklet for Psychological and Counselling Programme.*

- **Counselling Service Delivery**

*One of the core activities in BPPs is offering Counselling Service to the target group. Throughout 2011, a total of 57 face-to-face counselling sessions involving individual and group counselling were conducted covering 76 clients. The clients included public service personnel and their immediate family members. Apart from that, 36 counselling sessions were held via telephone and 171 through the PSD's interactive portal. Further details are as follows:*

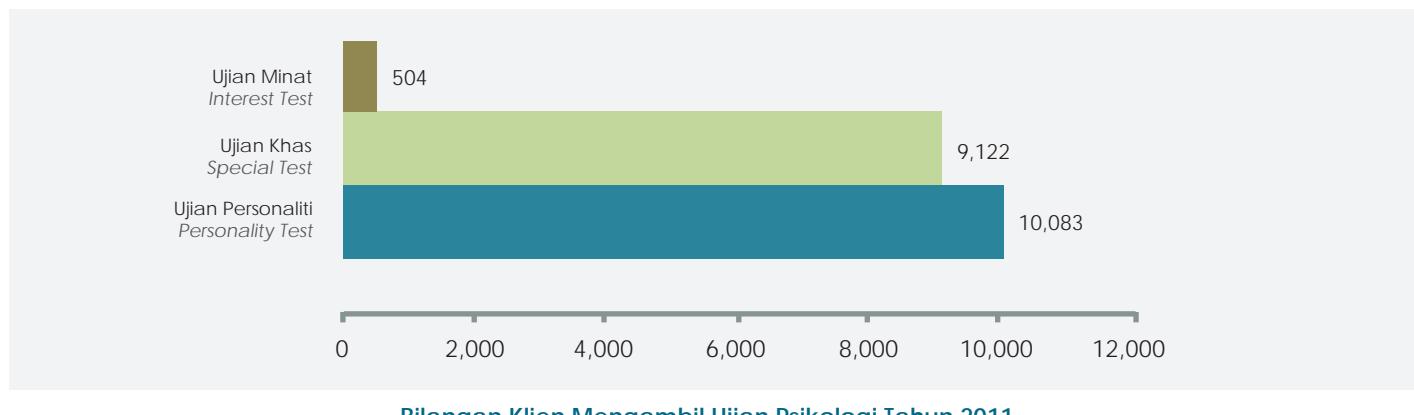


- **Perkhidmatan Ujian Psikologi**

JPA juga menyediakan perkhidmatan Ujian Psikologi JPA. 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 bagi Pelajar Ijazah Luar Negara (PILN). Sepanjang tahun 2011, seramai 20,243 klien telah mengambil ujian psikologi.

- **Psychology Test Services**

PSD also provides Psychology Test services. The Psychological Test is offered for recruitment, job promotion, placements and as a diagnosis for counselling needs or self development. Among the Psychology Tests developed were Personality Test, Interest Test and Communication Style and a test for students under the Foreign Degree Programme (PILN). Throughout 2011, a total of 20,243 clients have undertaken the Psychology Tests.



- **Program Pementoran**

JPA juga telah melaksanakan sebanyak 46 siri perundingan pementoran yang melibatkan 2,225 peserta di pelbagai agensi sektor awam. Kaedah pementoran amat berkesan terutama dalam pelaksanaan pelan penggantian selain menjadi medan tunjuk ajar di antara pegawai di dalam Perkhidmatan Awam.

- **Program Peningkatan Kemahiran Kaunseling (PPKK)**

JPA turut melaksanakan aktiviti berbentuk pembangunan melibatkan usaha untuk meningkatkan pengetahuan dan kemahiran kaunseling kepada pegawai yang dilantik menjalankan fungsi sebagai Rakan Pembimbing Perkhidmatan Awam (AKRAB) di Kementerian dan Jabatan. Sepanjang 2011, sebanyak 67 siri Program Peningkatan Kemahiran Kaunseling telah dijalankan di pelbagai Kementerian, Jabatan Persekutuan, Kerajaan Negeri dan Badan-Badan Berkanun.

- **Penyampaian Berkaitan Psikologi/Kaunseling dan Lain-lain Program**

JPA juga aktif di dalam penyampaian ceramah berkaitan aspek psikologi dan kaunseling. Ceramah adalah meliputi kaunseling, kemahiran kaunseling, personaliti, motivasi, stres, kekeluargaan dan lain-lain. Pada tahun 2011, sebanyak 242 siri ceramah telah diberikan kepada 10,790 orang penjawat awam di seluruh Malaysia.

JPA turut melaksanakan program-program berbentuk pembangunan insan, pembangunan organisasi dan pengurusan psikologi. Sepanjang tahun 2011, sebanyak 11 siri program telah dilaksanakan yang melibatkan seramai 1,094 orang peserta.

Sebanyak 29 sesi khidmat nashiat dan rundingan juga telah dilaksanakan. 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.

- **Mentoring Programmes**

The PSD has also organised 46 series of mentoring programmes involving 2,225 participants in various government agencies. This method proved to be a crucial aspect in the implementation of Succession Planning and serve as an important platform to promote knowledge sharing and transfer of tacit knowledge among public servants.

- **Counselling Skills Enhancement Programmes (PPKK)**

The PSD also organised activities for development which aimed at increasing knowledge and enhancing the counselling skills of officers selected as Peers in the Public Service (AKRAB). In 2011, 67 series of Counselling Skills Enhancement Programmes were conducted in various Ministries, Central Agencies, State Governments and Statutory Bodies.

- **Psychology/Counselling Related Programme and Other Programme**

The PSD has been actively involved in conducting lectures on psychological and counselling aspects. The lectures given focused mainly on counselling, counselling skills, personality, motivation, stress, family matters and others. In 2011, a total of 242 series of lectures were conducted for 10,790 public servants throughout Malaysia.

PSD had also organised programmes in the form of personal development, organisational development and psychological management. In 2011, a total of 11 series of programmes were conducted for 1,094 participants.

29 sessions of consultation and advisory services were conducted. The consultation session encompasses training of trainers (TOT) and briefings on psychology and counselling during visits by Ministries/Agencies from local and international delegations.

- **Sistem Pengurusan Audit Nilai Dalam Perkhidmatan Awam**

JPA juga merupakan urus setia kepada Jawatankuasa Pembentukan Sistem Pengurusan Audit Nilai dalam Perkhidmatan Awam. JPA telah dilantik secara rasmi sebagai perunding dalam memberikan khidmat nasihat dan menjadi pakar rujuk dalam pelaksanaan sistem ini.

Semenjak arahan pelaksanaan sistem ini dikuatkuasakan, JPA giat memberi penerangan dan latihan berhubung pelaksanaan sistem ini kepada pelbagai agensi Kerajaan. Sepanjang tahun 2011, JPA telah mengendalikan sebanyak 17 bengkel dan satu sesi taklimat yang melibatkan seramai 746 orang peserta.

- **Seminar Psikologi Perkhidmatan Awam Ke-17**

Seminar Psikologi Perkhidmatan Awam Ke-17 telah diadakan pada 5 dan 6 Julai 2011 di Pusat Konvensyen Antarabangsa Putrajaya (PICC). Seminar tersebut dirasmikan oleh YBhg. Tan Sri Mohd. Sidek Hassan, Ketua Setiausaha Negara Malaysia. Tema seminar pada tahun ini adalah "Budaya Pengiktirafan : Antara Realiti dan Ekspektasi".

- **Value Audit Management System in Public Service**

The PSD is the secretariat for Value Audit Management System in Public Service. The PSD has also been appointed as a consultant to provide advice and be a referee in the implementation of this system.

Since its inception, PSD has been championing the implementation of the system by disseminating information and conducting training to various government agencies. In 2011, PSD conducted 17 workshops and one briefing session involving 746 participants.

- **17<sup>th</sup> Psychological Conference of Public Service**

The PSD has successfully organised the 17<sup>th</sup> Psychological Conference of Public Service on 5<sup>th</sup> and 6<sup>th</sup> July 2011 at Putrajaya International Convention Centre (PICC). The conference was officiated by YBhg. Tan Sri Mohd. Sidek Hassan, the Chief Secretary to the Government of Malaysia. The conference theme for this year was "Appreciation Culture: Between Expectation and Reality".



**Seminar Psikologi Perkhidmatan Awam ke-17 pada 5 dan 6 Julai di Pusat Konvensyen Antarabangsa Putrajaya (PICC)**  
**17th Psychological Conference of Public Service on 5<sup>th</sup> and 6<sup>th</sup> July 2011 at Putrajaya International Convention Centre (PICC)**

- **Majlis Pentauliahan AKRAB**

JPA juga menganjurkan Majlis Pentauliahan AKRAB pada 15 Disember 2011 yang melibatkan pentauliahan 1,202 ahli AKRAB yang layak ditauliahkan sepanjang 2011.

- **Kembara Psikologi**

JPA juga mengambil inisiatif melaksanakan program outreach, iaitu Kembara Psikologi pada 24 – 26 Januari 2011. Objektif program ini adalah untuk meningkatkan kesejahteraan kendiri dari sudut psikologi kepada kumpulan sasar yang terdiri daripada fakir miskin, ibu tunggal, anak yatim dan penjawat awam dalam komuniti. JPA turut menjalankan kerjasama kemasyarakatan dengan penganjuran Program Khidmat Masyarakat JPA bersama Masyarakat Setempat di Beseri, Perlis pada 27 Januari 2011. Program ini merupakan inisiatif outreach JPA dalam mendekatkan pegawai perkhidmatan awam dengan masyarakat setempat.

- **AKRAB Appointments Ceremony**

The PSD also successfully organised AKRAB Appointments Ceremony on 15<sup>th</sup> December 2011 which involved a total of 1,202 qualified officers as AKRAB members throughout 2011.

- **Kembara Psychology**

In 2011, the PSD has taken one step forward by implementing an outreach programme, Kembara Psikologi on 24<sup>th</sup> – 26<sup>th</sup> January 2011. The main objective of this programme was to enhance self-wellness from the psychological aspect targeted at the poor, single mothers, orphans and public servants in the community. PSD has also successfully ventured into social work by embarking on a social service programme with the residents of Beseri, Perlis on 27<sup>th</sup> January 2011. The programme is structured as an outreach initiative to strengthen public service officers' rapport with the public.



**Program Khidmat Masyarakat Setempat di Beseri, Perlis pada 27 Januari 2011**  
**Social Service Programme with the residents in Beseri, Perlis on 27<sup>th</sup> January 2011**

## PASCA PERKHIDMATAN YANG EMPATI

Jasa dan sumbangan setiap anggota adalah landas kecemerlangan sesebuah organisasi. Dalam usaha menghargai sumbangan yang dicurahkan anggota perkhidmatan awam, JPA terus menggubal dasar berkaitan urusan persaraan dan tamat perkhidmatan bagi semua anggota perkhidmatan awam seperti skim persaraan, umur persaraan dan pakej faedah persaraan yang lebih baik.

- **Perbelanjaan Bayaran Faedah-Faedah Persaraan**

Sepanjang tahun 2011, terdapat seramai 401,632 pesara dan 147,692 penerima pencen. Ini telah melibatkan kos faedah persaraan sebanyak RM11,417,041,300 (Peruntukan Tanggungan) dan RM187,611,835 (Peruntukan Mengurus).

Perbelanjaan bagi membayar faedah persaraan bagi tahun 2011 dan bilangan penerima pencen dari tahun 2005 hingga 2011 adalah seperti jadual di bawah:

Bil. No.	Jenis Perkhidmatan Type of Service	RM
1.	Ganjaran Gratuity	2,625,200,900.00
2.	Pencen Pensions	8,611,255,900.00
3.	Wang Gantian Cuti Rehat <i>Cash Award in Lieu of Accumulated Leave</i>	177,205,300.00
4.	Perubatan Medical	185,340,000.00

**Perbelanjaan Bagi Membayar Faedah Persaraan**  
**Expenditure for Pensions and Retirement Benefits**

## AN EMPATHETIC POST-SERVICE

*Effort and contribution by every civil servant is the key to organisation excellence. In appreciation, PSD continues to draft new retirement policy and cessation of service policy such as retirement scheme, age of retirement and a better retirement benefits package.*

- **Expenditure for Retirement Benefits**

*In 2011, there were a total of 401,632 pensioners and 147,692 pension recipients. The total cost of pension benefits are RM11,417,041,300 (Charged Allocation) and RM187,611,835 (Operating Allocation).*

*The expenditure for pension benefit payment for 2011 and the number of pensioners and pension recipients from 2005 to 2011 are as shown below:*

Tahun Bersara Retirement Year	Bilangan Pesara No. of Pensioners	Bilangan Penerima Pencen No. of Pension Recipients	Jumlah Keseluruhan Total
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
2011	401,632	147,692	549,324

**Bilangan Pesara Dan Penerima Pencen Dari Tahun 2005 Hingga 2011 (Kumulatif)**  
**Number of Pensioners and Pension Recipients from 2005 to 2011 (Cumulative)**

- **Pemberian Kemudahan Perubatan Kepada Pesara KWSP**

JPA telah melaksanakan pemberian kemudahan perubatan kepada pesara KWSP berkuatkuasa pada 1 Mac 2011 selaras dengan pengumuman YAB Perdana Menteri semasa Majlis Amanat Perdana Perkhidmatan Awam (MAPPA) pada 22 Mac 2011. Pemberian tersebut meliputi pesara skim KWSP yang bersara apabila mencapai umur 55/56/58 tahun atau yang bersara di bawah Seksyen 6A(6) Akta 227/239 serta ahli keluarga tanggungan yang layak.

- **Bayaran Bantuan Mengurus Jenazah**

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 7794 orang waris pesara yang telah meninggal dunia pada tahun 2011 dan melibatkan peruntukan sebanyak RM23,382,000. Kadar yang diluluskan Kerajaan adalah sebanyak RM3,000.

- **Provision of Medical Facilities to EPF Retirees**

The PSD has implemented the provision of medical facilities to EPF retirees effective 1<sup>st</sup> March 2011 as announced by the Hon. Prime Minister at the Civil Service Premier Gathering (MAPPA) on 22<sup>nd</sup> March 2011. This provision includes civil servants who retire at the age of 55/56/58 years or those who retire under Section 6A (6) of Act 227/239. This provision is also extended to eligible family members.

- **Bereavement Expenses for Deceased Pensioners**

In line with the Hon. Prime Minister's 2011 Budget Announcement on 15 October 2010, with regards to the extension of bereavement expenses to pensioners, the PSD has paid 7794 family members of pensioners who passed away in 2011, amounting to RM23,382,000. The approved budget by the Government for the bereavement expenses is RM3,000 for each deceased pensioner.

- **Bantuan Khas Kewangan Tahun 2011**

Sebanyak dua Bantuan Khas Kewangan telah diluluskan pada tahun 2011 kepada penjawat awam dan dipanjangkan juga kepada pesara perkhidmatan awam. Sebanyak RM500 telah dibayar pada bulan Ogos 2011 dan Disember 2011 melibatkan jumlah sebanyak RM528,951,324.76. Keputusan ini telah dilaksanakan melalui Pekeliling Perkhidmatan Bilangan 8 Tahun 2011 dan Pekeliling Perkhidmatan Bilangan 10 Tahun 2011.

- **Pengkorporatan dan 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 yang terlibat adalah seperti berikut:

- Sisa Pepejal Hulu Selangor
- Jabatan Bekalan Air Perlis
- Institut Farmaseutikal & Nutraceutical Malaysia (Ipahrm)
- Institut Genom Malaysia (MGI)
- Institut Agro-Bioteknologi Malaysia (ABI)
- Malaysia Healthcare Travel Council (MHTC), Kementerian Kesihatan Malaysia
- Jabatan Bekalan Air Pahang
- Sisa Pepejal Zon Pantai Timur
- Kementerian Kerja Raya
- Kuari Jabatan Kerja Raya
- Workshop Jabatan Laut Labuan

Bagi tahun 2011, terdapat hanya satu agensi yang telah diswastakan, iaitu Workshop Jabatan Labuan berkuatkuasa pada 28 Mac 2011.

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

Sejajar dengan pertumbuhan ekonomi negara yang semakin meningkat, JPA telah memmansuhkan dasar Penangguhan Bayaran Sebahagian Ganjaran Berkaitan Bersara Pilihan yang dikuatkuasa pada

- **Special Financial Assistance 2011**

The Government approved two Special Financial Assistance for public servants in 2011 which was also extended to pensioners. The financial aid of RM500 was paid in August 2011 and December 2011 amounting to RM528, 951,324.76. The decision was implemented based on Service Circular No. 8 and 10 of 2011.

- **Corporatisation and Privatisation 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:

- Solid Waste Hulu Selangor
- Department of Water Supply Perlis
- Malaysian Institute of Pharmaceuticals & Nutraceuticals (Ipahrm)
- Malaysia Genome Institute (MGI)
- Agro-Bioteknology Institute Malaysia (ABI)
- Malaysia Healthcare Travel Council (MHTC), Ministry of Health Malaysia
- Department of Water Supply Pahang
- East Coast Zone Solid Waste
- Ministry of Works
- Public Works Department Quarry
- Labuan Marine Department's Workshop

In 2011, only Labuan Marine Department's Workshop was privatised, effective on 28<sup>th</sup> March 2011.

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

In line with the nation's improving economic situation, the PSD has abolished the policy of postponement of partial retirement benefits for optional retirement implemented through Circular Letter No. 2 of 2010, in

tahun 2010 melalui Surat Edaran Bilangan 2 Tahun 2010 pada bulan Mac 2011. Pemansuhan dasar tersebut membolehkan pegawai yang ingin bersara awal merangka rancangan pasca persaraan mereka.

- **Modul Pengurusan Pencen Dan Persaraan Dalam E-Pembelajaran Sektor Awam (EPSA)**

JPA telah melancarkan Modul Pengurusan Pencen dan Persaraan dalam E-Pembelajaran Sektor Awam (EPSA) pada 6 April 2011 untuk meningkatkan lagi kefahaman penjawat awam mengenai pengurusan pencen dan persaraan. Pegawai-pegawai yang telah melengkapi modul ini akan dikira telah menghadiri tiga hari berkursus.

- **Program Outreach**

Program outreach diperkenalkan sebagai usaha proaktif JPA bagi meningkatkan kefahaman Ketua Jabatan dalam menguruskan persaraan kakitangan mereka yang akan bersara. Sebanyak 30 kursus berkaitan telah dijalankan kepada Bahagian Sumber Manusia (BSM) di agensi-agensi. Sebanyak 70 taklimat juga diaturkan kepada bakal-bakal pesara bagi menjelaskan mengenai kelayakan dan persediaan yang patut dilakukan sebelum melangkah ke alam persaraan.

- **Pensions Online Workflow Environment Versi Kedua (POWER Gen.2)**

Projek pembangunan semula sistem POWER telah diluluskan oleh Lembaga Perolehan JPM pada 09 Ogos 2011 yang melibatkan kos sebanyak RM6,921,093. HeiTech Padu Berhad telah dilantik sebagai syarikat yang bertanggungjawab dalam membangunkan sistem POWER Gen.2 bagi tempoh selama 18 bulan bermula pada Ogos 2011 hingga Februari 2013.

Ciri-ciri sistem POWER Gen.2 yang akan dibangunkan adalah seperti berikut :

- i. Web-Based architecture
- ii. Knowledge-Based System (Executive Information System (EIS), Information on Demand (IOD) )
- iii. Tidak terikat dengan sesuatu platform

March 2011. The abolishment of the policy allows civil servants who want to opt for early retirement to plan their post retirement accordingly.

- **Pensions and Retirement Management Module in e-Learning in the Public Sector (EPSA)**

The PSD has launched Pensions and Retirement Management Module in Public Sector e-Learning Programme (EPSA) on 6<sup>th</sup> April 2011 to improve civil servants' understanding on pensions and retirement matters. Completion of this module is considered as equivalent to a three day course.

- **Outreach Programme**

The Outreach Programme was introduced as a proactive measure to help the Heads of Departments to manage the retirement of their staff. A total of 30 related courses were conducted for Human Resource Divisions at agencies. A total of 70 talks were held to help future retirees prepare for their retirement.

- **Pensions Online Workflow Environment Second Version (POWER Gen.2)**

POWER systems development project which involves a cost of RM6,921,093 have been approved by the JPM Tender Board on 9<sup>th</sup> August 2011. HeiTech Padu Berhad has been appointed as the company which is responsible for developing the POWER Gen.2 systems for a period of 18 months beginning August 2011 until February 2013.

The new features in the POWER Gen.2 system includes

- i. Web-Based architecture
- ii. Knowledge-Based System (Executive Information System (EIS), Information on Demand (IOD) )
- iii. Not bound to a certain platform
- iv. Using current technology

- iv. Menggunakan teknologi semasa
- v. Penggunaan business rules/business logic
- vi. Keselamatan menggunakan SSL (Secured Socket Layer)
- vii. Multi-Delivery Channel
- viii. Menyokong perkhidmatan MySMS/MyID, Connected Government dan no wrong door policy
- ix. Mesra Pesara
- x. High Availability

#### ● Portal Pencen

Pada tahun 2011, JPA telah menaik taraf Portal Pencen dengan menambahkan dua perkhidmatan bagi memudahkan pesara untuk melakukan transaksi secara dalam talian, iaitu :

- i. Kemas kini maklumat emel dan nombor telefon bimbit (bermula pada 6 Jun 2011)
- ii. Semakan Bayaran Pencen Bulan Semasa (bermula pada 14 Julai 2011)

- v. Use business rules/business logic
- vi. Using SSL (Secured Socket Layer) Security
- vii. Multi Delivery Channel
- viii. Support MySMS/MyID services, Connected Government and no wrong door policy
- ix. Pensioners Friendly
- x. High Availability

#### ● Pension Portal

In 2011, the PSD has enhanced the Pension Portal by adding new features to enable pensioners to perform online transaction, as below:

- i. Update email and mobile phone number (starting 6<sup>th</sup> June 2011)
- ii. Check on the current month pension payment (starting 14<sup>th</sup> July 2011)

**Penyata Pencen**

**Penaiktarafan Portal Pencen bagi membolehkan pesara melaksanakan transaksi secara online**

**Pension Portal upgrade to enable pensioners to conduct online transaction**

- **Perkhidmatan MySMS BP**

Sehingga tahun 2011, sebanyak 6 perkhidmatan SMS telah dilancarkan oleh Bahagian Pasca Perkhidmatan (BP), JPA. Senarai perkhidmatan tersebut adalah:

- i. PENCENBAYAR – semakan maklumat bayaran pencen bulanan
- ii. PENCENSTS – semakan status permohonan persaraan
- iii. PENCENPTB – semakan status permohonan Pemberian Taraf Berpencen (PTB) bagi Pekerja Pihak-Pihak Berkuasa Berkanun Dan Tempatan
- iv. PENCENTKH – semakan tarikh bayaran pencen bagi tahun semasa
- v. PENCENBIPP – semakan amaun bayaran khas kewangan tahunan (BIPP) (jika ada)
- vi. BPKWSP – kemudahan kepada bekas pesara kerajaan yang memilih skim KWSP yang telah bersara wajib bagi tujuan memohon kemudahan perubatan memaklumkan maklumat asas kepada Bahagian Pasca Perkhidmatan (BP)

- **MySMS BP Service**

*Until the end of 2011, Post-Service Division had provided six SMS services as follows:*

- i. PENCENBAYAR – Check on monthly pensions payment
- ii. PENCENSTS – Check on retirement application status
- iii. PENCENPTB – Check on Conferred Pensionable Status for Statutory Bodies and Local Authorities Employees
- iv. PENCENTKH – Check on the pensions payment dates of the current year
- v. PENCENBIPP – Check on the Special Financial Assistance Payment (if any)
- vi. BPKWSP – facility for former government retirees who retired under the EPF Scheme to notify Post-Service Division regarding their basic information for the purpose of applying for medical benefits



# Membentuk Budaya Kerja Berprestasi Tinggi

## SHAPING A HIGH-PERFORMANCE WORK CULTURE

Usaha berterusan perlu dilaksanakan untuk mengekalkan tadbir urus yang baik dan mengamalkan pengurusan berkualiti berasaskan nilai-nilai positif dan etika kerja yang tinggi. Ia akan dapat memastikan perkhidmatan yang diberikan fokus terhadap ekspektasi dan keperluan pelanggan. Selain itu, penggunaan ICT secara menyeluruh dapat meningkatkan pengurusan kerja supaya lebih cekap, berkesan dan berprestasi tinggi.

Continuous efforts are important to maintain good governance and to practise quality management which is based on positive values and high work ethics. It will ensure that the services provided focus on the expectations and needs of customers. In addition, the extensive use of ICT will enhance the management of work so as to be more efficient, effective and of high performance.

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*Employer-Employee Relation*



“...perkhidmatan awam perlu menilai ekspektasi dan pengharapan rakyat. Perkara ini adalah amat penting dalam memastikan perkhidmatan yang diberikan adalah yang terbaik. Rakyat kini bukan lagi pasif (*passive onlookers*). Rakyat kini semakin menyedari akan hak dan bersedia menuntut hak mereka. Mereka mahu diajak sama dalam proses membuat keputusan dan tidak lagi terpinggir. Ini adalah merupakan cabaran yang harus digalas oleh perkhidmatan awam dalam memberikan perkhidmatan yang cekap dan berkesan.”

**Tan Sri Dato' Haji Muhyiddin Bin Haji Mohd Yassin**  
Timbalan Perdana Menteri Malaysia  
Majlis Perasmian Persidangan Perkhidmatan Awam Ke-16  
“People First, Performance Now: The Public Service Response”  
20 Oktober 2011

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*Information System Management*

“...the public service should gauge and understand the people's expectations and hopes. This is an important element in providing the best services to them. The people are not mere passive onlookers. They don't want to feel that they have been marginalised. The people are now more aware of their rights and willing to be aggressive in pursuing them. People do not want to be mired in poverty neither do they want to be left behind. These are challenges that have to be addressed through an efficient and effective public service.”

**Tan Sri Dato' Haji Muhyiddin Bin Haji Mohd Yassin**  
Deputy Prime Minister of Malaysia  
16<sup>th</sup> Civil Service Conference  
“People First, Performance Now: The Public Service Response”  
20<sup>th</sup> October 2011

## PENERAPAN BUDAYA KERJA BERPRESTASI TINGGI

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

- **Laporan Pegawai yang Memenuhi Tujuh Hari Berkursus**

Dasar menghadiri latihan sebanyak minimum tujuh hari berkursus oleh JPA yang telah dimulakan pada tahun 2006 telah menggalakkan warganya untuk menghadiri lebih banyak kursus. Sistem e-Latihan diperkenalkan pada tahun 2011 bagi menguruskan maklumat kursus para pegawai di JPA seperti merekod kehadiran dan menjana laporan berkursus. Pada tahun 2011, peratusan pegawai yang berjaya mencapai tujuh hari berkursus adalah 96 peratus, sama dengan pencapaian tahun 2010.

- **Anugerah Perkhidmatan Cemerlang**

Seramai 247 orang pegawai JPA telah menerima Anugerah Perkhidmatan Cemerlang berdasarkan Laporan Nilaian Prestasi Tahunan (LNPT) 2010. Majlis ini telah diadakan di Pusat Konvensyen Antarabangsa Putrajaya pada 4 Mei 2011. Majlis disempurnakan oleh YB Dato' Seri Mohamed Nazri bin Abdul Aziz, Menteri di Jabatan Perdana Menteri.

## INCULCATING A HIGH-PERFORMANCE WORK CULTURE

One of the focus of the PSD is to inculcate a high performance work culture for service excellence. In addition, focus is also given towards strengthening harmonious employer-employee relationship.

- **Officers Report Who Fulfill Seven Days Course**

The policy of attending a minimum seven days of training set by the PSD which was initiated in 2006 has encouraged PSD personnel to undergo more training programmes. E-Latihan system has been introduced in 2011 to manage training information of all PSD officers such as training attendance and training reports. In 2011, the percentage of officers who attended at least seven days of training courses is 96 percent, similar to that of 2010.

- **Excellence Service Award**

247 PSD officers have been given the Excellence Service Award based on their outstanding performance through Annual Appraisal Performance Report 2010. The event was officiated by the Minister from the Prime Minister's Department, YB Dato' Seri Mohamed Nazri bin Abdul Aziz and was held at Putrajaya International Convention Centre (PICC) on 4<sup>th</sup> May 2011.



**Anugerah Perkhidmatan Cemerlang diberikan bagi menerapkan budaya kerja berprestasi tinggi**  
**Excellence Service Award are given to inculcate a high performance work culture**

- **Program Penempatan Silang JPA Tahun 2011**

Program Penempatan Silang (PPS) merupakan satu program pertukaran penempatan pegawai antara Bahagian di JPA. Program ini telah bermula pada 20 September 2011 dan berakhir pada 20 Disember 2011. Program ini berjalan selama tiga bulan dan melibatkan seramai tujuh orang pegawai dari empat Bahagian di JPA.

## PERHUBUNGAN MAJIKAN-PEKERJA

- **Majlis Bersama Kebangsaan (MBK)**

Mesyuarat Majlis Bersama Kebangsaan diwujudkan sebagai satu forum bagi Pihak Pekerja dan Pihak Pegawai untuk membincangkan isu saraan dan syarat-syarat perkhidmatan secara keseluruhan. Sebanyak empat Mesyuarat MBK yang melibatkan MBK Pengurusan dan Profesional, MBK Sains dan Teknologi, MBK Am Dalam Kumpulan Sokongan dan Mesyuarat Khas bagi ketiga-tiga MBK mengenai semakan semula Sistem Saraan Malaysia (SSM) telah diadakan sepanjang tahun 2011. Melalui Mesyuarat-Mesyuarat tersebut, sebanyak lima isu telah dibincangkan, iaitu tiga isu saraan, satu isu pasca perkhidmatan dan satu isu skim perkhidmatan.

- **Cross Fertilization Programme (PCF) PSD Year 2011**

The Cross Fertilization Programme was held on 20<sup>th</sup> September 2011 and ended on 20<sup>th</sup> December 2011. The programme was held for three months involving seven officers from four divisions.

## EMPLOYER-EMPLOYEE RELATION

- **National Joint Council (NJC)**

National Joint Council is a forum for workers and officials in the public sector to discuss matters with regards to remuneration and overall service matters. There were four NJC meetings held in 2011 involving NJC for Management and Professional, NJC Science and Technology, NJC General in Support Staff Group and Special Meeting with the three NJC on the review of Malaysia Remuneration System (SSM). Through these meetings, five issues were discussed on three remuneration issues, one post-service issue and one service schemes issue.



Satu forum diwujudkan bagi pihak pekerja dan pegawai membincangkan isu-isu perkhidmatan  
A forum for employers and employees in the public sector to discuss matters with regards to service matters

- **Majlis Bersama Jabatan (MBJ)**

Sebanyak 720 agensi telah menubuhkan MBJ, iaitu 224 agensi Persekutuan dan 496 agensi Negeri dan 91.7 peratus agensi telah mengadakan mesyuarat MBJ pada tahun 2011. Sebanyak satu persidangan MBJ telah diadakan di JPA, Cyberjaya yang dihadiri oleh wakil-wakil agensi yang menyelaras MBJ di peringkat Jabatan masing-masing. Laporan Status Penubuhan dan Perjalanan MBJ telah dikeluarkan setiap suku tahun.

Sebanyak sembilan taklimat MBJ telah diadakan di agensi-agensi Persekutuan dan Negeri. Ini bertujuan untuk memberikan penerangan mengenai perkara-perkara yang berkaitan dengan penubuhan dan perjalanan MBJ. Di samping itu, sebanyak 56 aktiviti khidmat nasihat telah diberi kepada agensi di peringkat Persekutuan dan Negeri.

Mulai Oktober 2010, pelaksanaan MBJ oleh agensi-agensi di peringkat Persekutuan dan Negeri yang dipantau oleh JPA dilaksanakan secara maya melalui aplikasi HRMIS. Arahan pelaksanaan perkara tersebut telah diputuskan oleh Kerajaan melalui Surat Pekeliling Perkhidmatan Bil. 9 Tahun 2010. Surat pekeliling perkhidmatan ini memperuntukkan dasar dan peraturan pelaksanaan MBJ melalui fungsi-fungsi utama yang disediakan dalam Sub-modul Pengurusan Perhubungan Majikan-Pekerja (MBJ) Melalui Aplikasi HRMIS. Tarikh kuat kuasa surat pekeliling perkhidmatan berkenaan adalah mulai 4 Oktober 2010.

- **Mesyuarat Jawatankuasa Kabinet Mengenai Perjawatan dan Gaji Pekerja-Pekerja Sektor Awam (JKK-MPGSA)**

Dalam melaksanakan semakan SSM pada tahun 2011, Mesyuarat JKK-MPGSA telah diadakan sebanyak enam kali untuk Kerajaan menimbang penyemakan gaji, syarat-syarat perkhidmatan serta pewujudan elaun-elaun dan kemudahan bagi pekerja-pekerja sektor awam. Sebanyak 39 kertas kerja telah dibentangkan pada mesyuarat tersebut, iaitu saraan, skim perkhidmatan, perkhidmatan, pencen dan modal insan. Mesyuarat telah dipengerusikan oleh YAB Perdana Menteri Malaysia.

- **Joint Departmental Council (JDC)**

720 agencies formed JDC, of which, 224 are Federal agencies and 496 are State agencies. 91.7 percent of agencies held their meetings in 2011. One meeting was held to monitor the proceedings and operations of JDC. The meeting was held at Public Service Department, Cyberjaya. Reports on the Establishment and Operational Status of JDC were issued quarterly.

9 briefing sessions were held at both Federal and State-level agencies to explain on matters related to the establishment and operation of JDC. In addition, 56 consultative sessions were held for both Federal and State-level agencies.

Beginning in October 2010, the proceedings and operations of JDC by Federal and State-level agencies will be managed through HRMIS system application. This implementation has been decided by Government through Service Circular Letter No. 9 Year 2010. This service circular letter underlined policy and MBJ implementation rules through major functions that are placed under Employer-Employees Relations Management Sub-module Through HRMIS Application. The effective date of this service circular letter is 4<sup>th</sup> October 2010.

- **Cabinet Committee Meeting on The Establishment and Salary of Employee in the Public Sector (JKK-MPGSA)**

In conjunction with SSM review in 2011, six JKK-MPGSA meetings were held to discuss and decide on matters related to salary revision, service terms, perquisites and allowances in public service. A total of 39 papers were discussed comprising remuneration issues, scheme of service, services, pension and human capital. These meetings were chaired by the Hon. Prime Minister of Malaysia.



**Mesyuarat Jawatankuasa Kabinet Mengenai Perjawatan dan Gaji Pekerja-Pekerja Sektor Awam (JKK-MPGSA)**  
**Cabinet Committee Meeting on The Establishment and Salary of Employee in the Public Sector (JKK-MPGSA)**

- **Mesyuarat Secara Pendidikan Dengan Kesatuan Sekerja**

Dalam tahun 2011, lima Mesyuarat Secara Pendidikan telah diadakan dengan Kesatuan/Persatuan. Tujuan mesyuarat adalah untuk memberi penjelasan dan penerangan mengenai isu yang dibangkitkan oleh Kesatuan/Persatuan seperti perjawatan dan skim perkhidmatan, gaji, elaun, Bayaran Insentif Perkhidmatan Kritikal, Laporan Nilaian Prestasi Tahunan dan kenaikan pangkat.

- **Union/Association Educational Meetings**

In 2011, five Educational Meetings were held with various unions/associations in the public sector. The objective of these meetings was to educate and provide explanation on various issues related to post and service schemes, salary, allowances, incentive payment for critical services, annual appraisal report and promotions.

#### 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. Antara sistem yang dilaksanakan di JPA adalah Balanced Scorecard, Pengenalpastian Kompetensi (CI) dan PRISMA-HRMIS.

#### 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 tool to strengthen human resource management in the PSD. Among the systems implemented in the PSD are the Balanced Scorecard, Competency Identification (CI) and PRISMA-HRMIS.

- **Balanced Scorecard**

Pengurusan prestasi berdasarkan *Balanced Scorecard* (BSC) di JPA telah mula diperkenalkan pada tahun 2005 selaras dengan Pekeliling Kemajuan Pentadbiran Awam (PKPA) Bilangan 2 Tahun 2005, iaitu Garis Panduan Bagi Mewujudkan Petunjuk-petunjuk Prestasi Utama (KPI) dan Melaksanakan Pengukuran Prestasi di Agensi Kerajaan. Sepanjang tahun 2011, indikator-indikator sedia ada telah disemak bagi menambah baik BSC JPA.

Pelaporan BSC telah dibuat secara berkala dan mengandungi indeks-indeks pencapaian petunjuk-petunjuk prestasi utama (KPI) yang memberi gambaran pencapaian prestasi keseluruhan JPA bagi tahun 2011 mengikut empat perspektif serta objektif-objektif strategik yang telah ditetapkan.

- **Pengenalpastian Kompetensi**

Pengenalpastian Kompetensi (CI) merupakan satu kaedah mengukur tahap kompetensi pegawai berbanding tahap kompetensi jawatan seperti yang telah dikenal pasti dalam Model Kompetensi JPA. Penambahbaikan kepada tahap-tahap kompetensi telah dilaksanakan melalui kerjasama Bahagian Perancangan, Penyelidikan dan Korporat bersama Bahagian Khidmat Pengurusan di mana CI telah digabungkan dengan Analisis Keperluan Latihan untuk program pembangunan kakitangan dan menjadi salah satu daripada dimensi di dalam Sub-Modul Penilaian Kompetensi (CA) yang sedang dibangunkan oleh Bahagian Perkhidmatan.

JPA turut terlibat dalam memberikan khidmat rundingan berkenaan aplikasi pengurusan sumber manusia berdasarkan kompetensi secara dalaman melalui jawatankuasa-jawatankuasa yang dianggotai selain kepada agensi luar dari semasa ke semasa.

- **Balanced Scorecard**

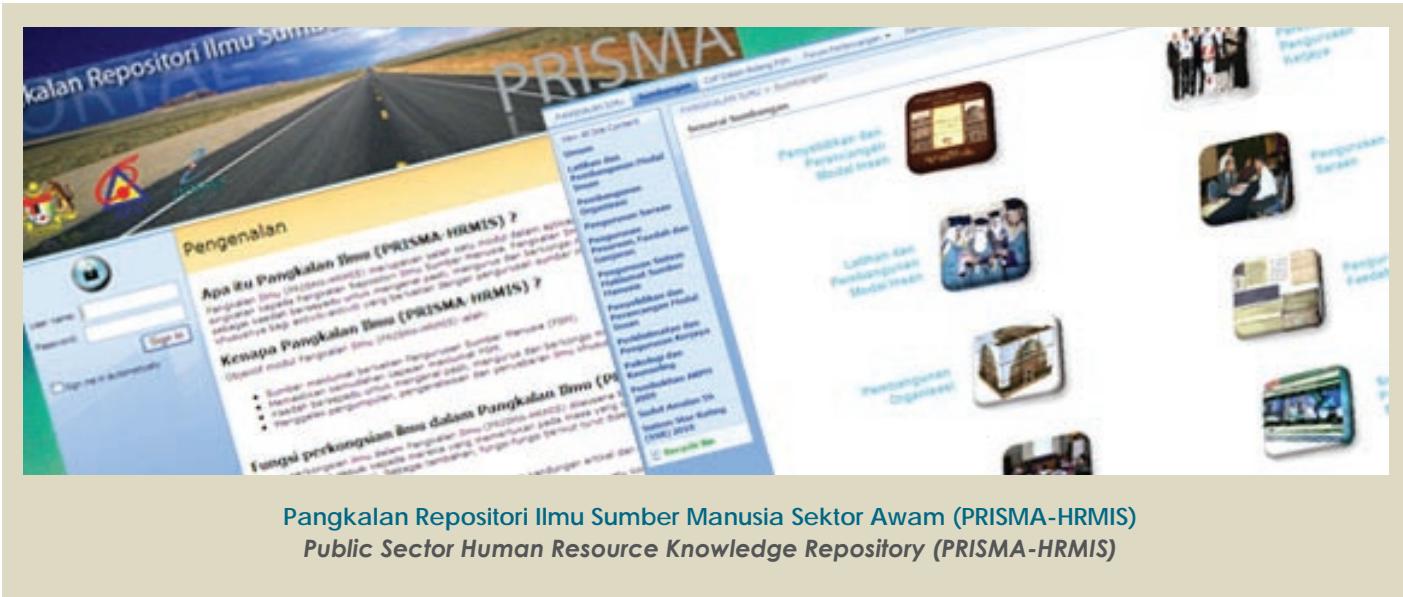
*PSD Performance Achievement Report based on Balanced Scorecard (BSC) was introduced in 2005 in accordance with the Development Administration Circular (PKPA) Number 2/2005. In 2011, performance indicators were revised to improve the system.*

*BSC report is produced regularly and contains achievement of key performance indicators (KPI) which indicate the overall performance of PSD four perspectives as well as the strategic objectives set.*

- **Competency Identification (CI)**

*Competency identification (CI) is a method for measuring the level of competency against the competency level positions as identified in the PSD Competency Model. Improvements to the levels of competency were implemented through cooperation between the Planning, Research and Corporate Division and Management Services Division in which CI was merged with Training Needs Analysis (TNA) for the purpose of officers development programme in which will be a dimension in a competency assessment sub module (CA) that have been developed by Service Division.*

*PSD is also involved in providing consultancy services on in-house human resource management application through the committees and to other agencies from time to time.*



- **Pengkalan Repisotori Ilmu Sumber Manusia Sektor Awam**

PRISMA-HRMIS merupakan repositori ilmu berkaitan pengurusan sumber manusia dalam Perkhidmatan Awam. Sehingga kini, terdapat lebih 5000 bahan rujukan berkaitan pengurusan sumber manusia telah dimuat naik ke sistem tersebut.

JPA telah menambah baik struktur folder pangkalan ilmu ini berdasarkan enam teras strategik pengurusan sumber manusia serta menyenaraikan pegawai-pegawai yang mempunyai kepakaran di bawah *Community of Practitioners* (CoP).

Penggunaan PRISMA-HRMIS telah diwar-warkan kepada Pengurus Sumber Manusia pada setiap Persidangan Pengurus Sumber Manusia (HRMC). Penambahbaikan berterusan sentiasa dilakukan dan akan meliputi:

- repositori ucapan Ketua Pengarah Perkhidmatan Awam;
- repositori kajian oleh JPA; dan
- repositori tajuk tesis berkaitan sumber manusia.

- **Public Sector Human Resource Knowledge Repository**

PRISMA-HRMIS is a repository of materials on human resources management in the civil service. Until now, there are over 5000 reference materials related to human resource management that have been uploaded to the system.

The PSD has improved the structure of the knowledge folder based on six core strategic thrusts of human resource management, and listed the experts under the *Community of Practitioners* (CoP).

The PRISMA-HRMIS has been promoted to Human Resources Manager in every Human Resource Manager Conference (HRMC). Continuous improvement to the system will include:

- repository of speeches of the Director-General of Public Service;
- PSD's research repository; and
- repository of thesis on human resource.

- **Program Inovasi JPA Tahun 2011**

Pelaksanaan Program Inovasi JPA Tahun 2011 adalah sebagai langkah untuk merangsang persekitaran dan membentuk ekosistem yang menggalakkan inovasi di kalangan warga JPA amnya dan warga perkhidmatan awam khususnya. Sebagai usaha ke arah menyuburkan inovasi dan kreativiti, beberapa program telah dilaksanakan, antaranya:

- Anugerah Inovator JPA Tahun 2011 telah diadakan pada 4 Julai 2011 bertempat di Aras Mezzanine, Blok C1, JPA. Anugerah ini terbahagi kepada dua kategori, iaitu Anugerah Inovator (ICT) melibatkan sebanyak enam penyertaan dan Anugerah Inovator (Bukan ICT) yang melibatkan 13 penyertaan.
- Anugerah Sistem Persekutuan Berkualiti (QES/5S) JPA Tahun 2011 telah diadakan pada 14-15 Julai 2011 di seluruh Bahagian di JPA. Panel hakim dilantik daripada Tabung Haji, MPC dan Jabatan Lanskap Negara.
- Sebagai persediaan menghadapi Konvensyen Kumpulan Inovatif dan Kreatif (KIK), sebanyak dua bengkel telah dilaksanakan, iaitu:
  - Siri pertama pada 11-13 Mei 2011 di Hotel Rosa Passadena, Cameron Highlands, Pahang; dan
  - Siri kedua Bengkel Pemantapan Dokumen KIK telah diadakan pada 28-30 September 2011 di Dewan Mezzanine, Blok C1, JPA.

Konvensyen KIK berkenaan telah diadakan pada 11 Oktober 2011 bertempat di Dewan Mezzanine, Aras 2, Blok C1 melibatkan sepuluh pasukan KIK.

- Bagi memupuk semangat kreativiti dan inovasi di kalangan warga JPA, program berbentuk pendedahan bicara inovasi turut diadakan, antaranya Program Innovation Talk (i-Talk) JPA yang telah diadakan sebanyak tiga siri setahun, iaitu:

- **PSD Innovation Program 2011**

The PSD Innovation Programme 2011 is an effort to boost and encourage innovation among PSD officers in particular and the public service in general. In an effort to encourage innovation and creativity, several programmes have been organised including:

- PSD Innovator of the Year 2011 Award ceremony was held on 4<sup>th</sup> July 2011 at Mezzanine Floor, Block C1, PSD. The award is divided into two categories namely ICT Innovation and Non-ICT Innovation. For 2011, the Innovator Award (ICT) received a total of six entries and Innovator Award (Non-ICT) received 13 entries.
- The PSD QES/5S Award 2011 ceremony was held on 14<sup>th</sup> to 15<sup>th</sup> July 2011, involving all divisions in PSD. The Panel of judges were from Tabung Haji, MPC and National Landscape Department.
- In preparation for the Innovative and Creative Convention (KIK) which was scheduled for October 11<sup>th</sup>, 2011, two workshops were held:
  - 11<sup>th</sup> to 13<sup>th</sup> May 2011 in Hotel Rosa Passadena, Cameron Highlands, Pahang; and
  - 28<sup>th</sup> to 30<sup>th</sup> September 2011 at Mezzanine Hall, Block C1, PSD.
- The convention was held on October 11<sup>th</sup>, 2011 at Mezzanine Floor, Block C1, PSD involving ten KIK teams.
- To foster creativity and innovation among the PSD officers, innovation programme such as the Innovation Talk Programme (i-Talk) is held three times a year:

- 13 September 2011 oleh Encik Ahmad Naim bin Jaafar dari Innovation Malaysian Sdn Bhd dengan tajuk "Membina Budaya Inovasi";
  - 11 Oktober 2011 oleh Ketua Pegawai Eksekutif Zulldesign Autotronic, iaitu Encik Zulfadzli bin Haron dengan tajuk "Kreativiti Sebagai Satu Elemen Peningkatan Prestasi Hidup"; dan
  - 28 Oktober 2011 oleh Puan Wan Najmiyyah binti Wan Md Adnan dengan tajuk "Eksplorasi Quilling: Pengenalan, Pengalaman dan Peluang".
- 13<sup>th</sup> September 2011 by Mr. Ahmad Naim bin Jaafar of the Malaysian Innovation Sdn Bhd with the title "Building a Culture of Innovation";
  - October 11<sup>th</sup> 2011 by the Chief Executive Officer Zulldesign Autotronic, Mr. Zulfadzli bin Haron with the title "Creativity as an Element In Improving Performances In Life"; and
  - October 28<sup>th</sup> 2011 by Miss Wan Najmiyyah binti Wan Md Adnan with the title "Quilling Exploration: Introduction, Experience and Opportunity".



**Program Inovasi JPA pada tahun 2011 untuk menggalakkan inovasi di kalangan warga JPA  
The PSD Innovation Programme 2011 to encourage innovation among PSD officers**

# Jaringan Ilmu

## KNOWLEDGE NETWORK

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 bicara santai 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 kepadakannya kepada negara-negara luar yang bermingat melalui program sangkutan dan lawatan delegasi luar negara.



*The PSD constantly practises the concept of knowledge networking in ensuring best practices throughout the world and new knowledge is 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 willing to share its expertise with foreign countries through attachment programmes and foreign delegations visit.*

**Forum Perkongsian Ilmu / 118**  
*Knowledge-Sharing Forums*

**Penerbitan / 126**  
*Publications*

**Jaringan Antarabangsa / 128**  
*International Networking*

**Lawatan Tempatan / 129**  
*Local Visitors*

**Lawatan Antarabangsa / 134**  
*International Visitors*

**Bicara Santai / 139**  
*Luncheon Talk*

## 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 2011, JPA telah menganjurkan pelbagai persidangan, seminar dan forum sebagai wahana perkongsian ilmu pengurusan sumber manusia.

## FORUM PERKONGSIAN ILMU

Antara penganjuran seminar, persidangan dan forum dalam negara dan antarabangsa yang dianjurkan oleh JPA pada tahun 2011 adalah seperti di jadual di bawah:

## KNOWLEDGE FORUM

The top management has always encouraged knowledge sharing among PSD officers through participation in seminars, conferences and local and international forums. They are also encouraged to present working papers at local and international seminars, conferences and forums to gain exposure, gather current information on HR practices and share knowledge with other participants. Throughout 2011, 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 and international as well as local forums organised by the PSD in 2011 are as follows:

Bil. No.	Seminar/Kursus/Bengkel Seminars/Courses/Workshops	Tarikh Date
1.	Seminar Mesra Pelanggan Siri 1/2011 Bersama MAMPU dan MAS <i>Customer Friendly Seminar Series 1/2011 with MAMPU and MAS</i>	22.02.2011
2.	Seminar Technology Update Bil. 1/2011: Communication Technology Lifestyle <i>Technology Update Seminar Series 1/2011: Communication Technology Lifestyle</i>	24.02.2011
3.	Seminar Tingkah Laku Organisasi: Pengurusan Konflik dan Kepentingan Diri <i>Organisational Behaviour Seminar: Conflict Management and Self Interest</i>	24.02.2011
4.	Seminar Kewangan Islam <i>Islamic Financial Seminar</i>	02.03.2011
5.	Seminar Mesra Pelanggan Siri 2/2011 Bersama Bank Rakyat, KWSP dan KZS Right Solution Sdn Bhd <i>Customer Friendly Seminar Series 2/2011 with Bank Rakyat, KWSP and KZS Right Solution Sdn Bhd</i>	15.03.2011
6.	Seminar Persekutaran Kerja Berkualiti <i>Quality Work Environment Seminar</i>	24.03.2011
7.	Seminar Technology Update Bil. 2/2011: Trend & Latest Video Streaming Technology <i>Technology Update (TU) Seminar Series 2/2011: Trend &amp; Latest Video Streaming Technology</i>	29.03.2011
8.	Seminar Mesra Pelanggan Siri 3/2011 Bersama MAMPU, AmBank dan INTAN Sabah <i>Customer Friendly Seminar Series 3/2011 with MAMPU, AmBank and INTAN Sabah</i>	30.03.2011

Bil. No.	Seminar/Kursus/Bengkel Seminars/Courses/Workshops	Tarikh Date
9.	Forum Transformasi Kepimpinan Siri 1: Integriti Pemangkin Transformasi Kepimpinan <i>Transformational Leadership Forum Series 1: Integrity as a Catalyst for Transformational Leadership</i>	31.03.2011
10.	Jendela Audit 2011 Bersama Jabatan Audit Negara <i>Audit Briefing 2011 with National Audit Department</i>	10.04.2011
11.	Seminar Mesra Pelanggan Bil 4/2011 Bersama INTURA dan INTAN Kiara <i>Customer Friendly Seminar Series 4/2011 with INTURA and INTAN Kiara</i>	12.04.2011
12.	Seminar Transformasi Perhubungan Awam Kerajaan <i>Transformation of Public Relations in Government Agencies</i>	15.04.2011
13.	Seminar Mesra Pelanggan Siri 5/2011: Amalan Senyum Dalam Perkhidmatan Awam <i>Customer Friendly Seminar Series 5/2011: Smile Culture in Public Service</i>	26.04.2011
14.	Seminar Technology Update Bil. 3/2011: You Have Firewall, IPS AV... What's Next? <i>Technology Update Seminar Series 3/2011: You Have Firewall, IPS AV... What's Next?</i>	28.04.2011
15.	Seminar Suami Sihat, Rumahtangga Berkat <i>Family Seminar entitled Healthy Husband, Blessed Family</i>	05.05.2011
16.	Seminar Transformasi Konvensyen Inovatif dan Kreatif (KIK) <i>Seminar on Transformation of Innovation and Creativity Convention (ICC)</i>	11&12.05.2011
17.	Seminar Government Transformation Programme (GTP) Untuk Agensi Kerajaan <i>Government Transformation Programme (GTP) Seminar for Public Agencies</i>	12.05.2011
18.	Forum Transformasi Kepimpinan Siri 2 <i>Leadership Transformation Forum Series 2</i>	16.05.2011
19.	Seminar Bijak Mengurus Wang <i>Wise Financial Management Seminar</i>	22.05.2011
20.	Seminar Technology Update Bil. 4/2011: Data Center Automation (DCA) - A Strategic Approach For Efficient Operation <i>Technology Update Seminar Series 4/2011: Data Centre Automation (DCA) - A Strategic Approach for Efficient Operation</i>	26.05.2011
21.	Program Let's Be Multilingual <i>Let's Be Multilingual Programme</i>	06-10.06.2011
22.	Forum Perkongsian Ilmu Pengarah INTAN Bersama Pegawai-pegawai Program Penempatan Silang <i>INTAN Director's Knowledge Sharing Forum with Officers of Cross Fertilization Programme</i>	09.06.2011
23.	Seminar Strategi Latihan ICT Sektor Awam 2011-2015 <i>ICT Training Strategic Seminar for Public Service 2011-2015</i>	13&14.06.2011

<b>Bil. No.</b>	<b>Seminar/Kursus/Bengkel Seminars/Courses/Workshops</b>	<b>Tarikh Date</b>
24.	Seminar Kesedaran Halal <i>Halal Awareness Seminar</i>	15.06.2011
25.	Seminar Teknologi Hijau: <i>Green Technology For Ethical Living</i> <i>Green Technology Seminar: Green Technology for Ethical Living</i>	20&21.06.2011
26.	Seminar <i>Technology Update Bil. 5/2011: Workplace Modernisation</i> <i>Technology Update Seminar Series 5/2011: Workplace Modernisation</i>	28.06.2011
27.	Simposium Pengurusan Sisa Pepejal <i>Solid Waste Management Symposium</i>	12.07.2011
28.	Program Seminar Bersama dan Pertandingan antara Malaysia dan Pegawai-Pegawai Perkhidmatan Awam Singapura 2011 <i>Joint Seminar Programme and Games for the Malaysia and Singapore Public Sector Leaders 2011</i>	30.09- 02.10.2011
29.	Seminar Mesra Pelanggan Siri 11/2011 <i>Customer Friendly Seminar Series 11/2011</i>	13.07.2011
30.	Seminar Mesra Pelanggan Siri 12/2011 <i>Customer Friendly Seminar Series 12/2011</i>	29.09.2011
31.	Seminar Mesra Pelanggan Siri 13/2011 <i>Customer Friendly Seminar Series 13/2011</i>	25.10.2011
32.	Seminar Mesra Pelanggan Siri 14/2011 <i>Customer Friendly Seminar Series 14/2011</i>	03.11.2011
33.	Seminar Mesra Pelanggan Siri 15/2011 <i>Customer Friendly Seminar Series 15/2011</i>	15.11.2011
34.	Forum <i>Breaking The Silo</i> <i>Breaking the Silo Forum</i>	03.11.2011
35.	MasterClass by Paul Scriven (Siri 1) <i>MasterClass by Paul Scriven (Series 1)</i>	15.11.2011
36.	MasterClass by Paul Scriven (Siri 2) <i>MasterClass by Paul Scriven (Series 2)</i>	17.11.2011
37.	Forum Pembangunan Kurikulum Modul Kursus Sijil Pentaulahan Perolehan Kerajaan: Kementerian Kewangan <i>Forum on Development of Module Curriculum for Certificate Commission for Government Tenders: Ministry of Finance</i>	09-02.10.2011 & 06-09.12.2011
38.	Persidangan Perkhidmatan Awam ke-16: YAB Tan Sri Dato' Hj Muhyiddin bin Hj Mohd Yassin, Timbalan Perdana Menteri <i>16<sup>th</sup> Civil Service Conference: Rt Hon. Tan Sri Dato' Hj Muhyiddin bin Hj Mohd Yassin, Deputy Prime Minister</i>	20&21.10.2011

Bil. No.	Seminar/Kursus/Bengkel Seminars/Courses/Workshops	Tarikh Date
39.	Seminar Technology Update (TU) Siri 6/2011: Follow Me Data oleh PowerAll Networks Limited Technology Update (TU) Seminar Series 6/2011 : Follow Me Data by PowerAll Networks Limited	26.07.2011
40.	Persidangan ICT Kebangsaan (NICT 2011): Malaysia's Digital Transformation For Global Competitiveness Anjuran Bersama MDEC dan MAMPU National ICT Conference (NICT2011): Malaysia's Digital Transformation for Global Competitiveness hosted by MDEC and MAMPU	07&08.07.2011
41.	Bengkel Penilaian Draf Transformasi PKPA Berkaitan Pelaksanaan KIK di INTURA Workshop on the Transformation Draft of PKPA related to Implementation of Innovation and Creativity Convention (ICC) at INTURA	06&07.07.2011
42.	Forum Transformasi Kepimpinan: Kreativiti & Inovasi Menjana Tranformasi Leadership Transformation Forum: Creativity & Innovation Generates Transformation	06.07.2011
43.	Seminar ICT: Pengurusan Kesinambungan Perkhidmatan (PKP) dan Sesi Perkongsian Ilmu Pengendalian Insiden Keselamatan ICT Sektor Awam ICT Seminar : Service Continuity Management and Knowledge Sharing on the Handling of ICT Security Incidence in the Public Service	11.07.2011
44.	Analisis Keperluan Latihan bagi Tahun 2012 Training Needs Analysis for 2012	30.09.2011
45.	Seminar Senyum Siri 13/2011 Smile Seminar Series 13/2011	31.10.2011
46.	Seminar Model Baru Ekonomi Luar Bandar Daerah-Daerah Negeri Johor oleh YBhg. Dato' Hj. Mohd Nasir bin Baba (KKLW), Encik Zulkifli bin Ya'acob (ECER) dan Encik Mohd Redzuan Mohd Sofian (IRDA) New Economic Model Seminar for Rural Areas in Johore by H.E. Dato' Hj. Mohd Nasir bin Baba (KKLW), Mr. Zulkifli bin Ya'acob (ECER) and Mr. Mohd Redzuan Mohd Sofian (IRDA)	25.10.2011
47.	Seminar Technology Update (TU) Siri 2/2011: Securing Your Cloud Technology Update (TU) Seminar Series 2/2011: Securing Your Cloud	05.10.2011
48.	Seminar Technology Updates (TU) Siri 8/2011: "A New Security Frontier - Mitigating Security Risk": Afiintra Technologies Technology Updates (TU) Seminar Series 8/2011: "A New Security Frontier : Mitigating Security Risk" by Afiintra Technologies	22.11.2011
49.	Konvensyen Kumpulan Inovatif dan Kreatif (KIK) Perkhidmatan Awam Peringkat Kebangsaan Ke-28: Anjuran bersama Kerajaan Negeri Sembilan 28 <sup>th</sup> Public Service National Level Innovation and Creativity Convention (ICC) hosted by Negeri Sembilan State Government	31.10-02.11.2011
50.	Seminar Penulisan Berkualiti Dalam Organisasi oleh YBhg. Prof Madya Dr Nuraini bt Yusoff Seminar on High Quality Writing in Organisation by H.E. Prof Madya Dr Nuraini bt Yusoff	22.11.2011

Bil. No.	Seminar/Kursus/Bengkel Seminars/Courses/Workshops	Tarikh Date
51.	Seminar Pembangunan Sumber Asli <i>Natural Resources Development Seminar</i>	15.11.2011
52.	Bengkel Penyediaan Garis Panduan ICT Hijau <i>Workshop on Green ICT Guideline</i>	13&14.12.2011
53.	Seminar Transformasi Sahsiah oleh Ustazah Hjh Che Nazrah binti Yusof daripada Institut Perguruan Darulaman <i>Personality Transformation Seminar by Ustazah Hjh Che Nazrah binti Yusof from Institut Perguruan Darulaman</i>	21.12.2011

**Seminar/Kursus/Bengkel Dalam Negara dan Antarabangsa**  
**Seminars/Courses/Workshops Local and International**

- **Kolokium/Bicara Eksekutif/Bicara Santai**

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 follow:

Tajuk Title	Tarikh Date
1. Bicara Eksekutif INTAN: Pengekalan Budaya Cemerlang INTAN <i>INTAN Executive Talk: Maintaining Excellence Culture of INTAN</i>	09.01.2011
2. Bicara Eksekutif INTAN: Pembudayaan Integriti Dalam Institusi Malaysia <i>INTAN Executive Talk: Enhancing Integrity Acculturation in Malaysian Institutions</i>	13.01.2011
3. Bicara Eksekutif INTAN: Membangunkan Satu Pasukan Demi Kemajuan Negara oleh YBhg. Datuk K. Rajagopal, Jurulatih Skuad Kebangsaan Malaysia <i>INTAN Executive Talk: Developing a Team for the progress of the Country by H.E. Datuk K. Rajagopal, Coach of National Football Team</i>	22.02.2011
4. Bicara Eksekutif INTENGAH Bil. 1/2011: Membangunkan Pasukan Kerja Yang Kreatif Dan Inovatif <i>INTENGAH Executive Talk Series 1/2011: Developing Creative and Innovative Teamwork</i>	24.02.2011
5. Bicara Eksekutif: 1 Perkhidmatan Awam, Pelanggan Didahulukan, Pencapaian Diutamakan <i>Executive Talk: 1 Public Service, Customer First, Performance Now</i>	14.02.2011

	<b>Tajuk Title</b>	<b>Tarikh Date</b>
6.	Bicara Eksekutif INTAN: Pemurnian Konflik Ke Arah Kecemerlangan Organisasi <i>INTAN Executive Talk: Conflict Resolution Towards Organisational Excellence</i>	24.02.2011
7.	Bicara Eksekutif INTAN: Kepimpinan Perkhidmatan Awam Dalam Agenda Transformasi <i>INTAN Executive Talk: Public Service Leadership in Transformation Agenda</i>	04.03.2011
8.	Bicara Global oleh YBhg. Prof. Madya Dr. Azahari bin Ismail daripada Universiti Putra Malaysia dan YB Dato' Mukhriz Mahathir, Timbalan Menteri Perdagangan Antarabangsa dan Industri <i>Global Talk by H.E. Prof. Madya Dr. Azahari bin Ismail from Universiti Putra Malaysia and H.E. Dato' Mukhriz Mahathir, Deputy Minister of International Trade and Industry</i>	16&17.03.2011
9.	Bicara Alam Sekitar INTAN: Pihak Berkuasa Tempatan Moden Memantapkan Rakyat <i>INTAN Environmental Talk: Modern Local Authority Empowers Citizens</i>	17.03.2011
10.	Forum Eksekutif Timur Tengah 2011: Ketidakstabilan di Timur Tengah - Satu Penilaian dari Perspektif Kepimpinan <i>Middle East Executive Forum 2011: Middle East on Fire - An Assessment Through Leadership Perspective</i>	18.03.2011
11.	Bicara Eksekutif INTAN: Sektor Tenaga di Malaysia <i>INTAN Executive Talk: Energy Sector in Malaysia</i>	25.03.2011
12.	Bicara Santai: Encik Johan Mahmood Merican, Ketua Pegawai Eksekutif Talent Corporation Malaysia Berhad - Drawing Insights On Talent Management From Star Wars <i>Luncheon Talk: Mr. Johan Mahmood Merican, Chief Executive Officer of Talent Corporation Malaysia Berhad - Drawing Insights On Talent Management From Star Wars</i>	17.03.2011
13.	Bicara Membangun Masyarakat Yang Kreatif dan Inovatif <i>Talk on Developing Creative and Innovative Society</i>	28.04.2011
14.	Bicara Alam Sekitar INTAN: Antara Pemilutang Dengan Penghutang Ekologi <i>INTAN Environmental Talk: Ecological Creditors vs. Ecological Debtors</i>	12.05.2011
15.	Bicara Eksekutif IKWAS Bil. 1/2011: Transformasi Perkhidmatan Awam Dalam Meniti Arus Perubahan <i>IKWAS Executive Talk Series 1/2011: Public Service Transformation in Leading Change</i>	04.03.2011
16.	Bicara Santai: YBhg. Tan Sri Hasmah Abdullah, Mantan Ketua Pegawai Eksekutif Lembaga Hasil Dalam Negeri <i>Luncheon Talk: H.E. Tan Sri Hasmah Abdullah, Former Chief Executive Officer of Inland Revenue Board of Malaysia</i>	27.04.2011
17.	Bicara Eksekutif: Petua Cemerlang Daripada Al-Quran <i>Executive Talk: Excellence Tips from Al-Quran</i>	16.05.2011

	<b>Tajuk Title</b>	<b>Tarikh Date</b>
18.	Bicara Eksekutif INTAN : Mengenali Potensi Diri - You Are Special <i>INTAN Executive Talk : Knowing Your Potential - You Are Special</i>	26.05.2011
19.	Bicara Santai: YBhg. Prof. Dr. Muhd Kamil Ibrahim, Pensyarah Universiti Teknologi MARA Penulis Buku Best-Seller 'Travelog Haji: Mengubah Sempadan Iman' <i>Luncheon Talk: H.E. Prof. Dr. Muhd Kamil Ibrahim, Lecturer Universiti Teknologi MARA</i> Best-Seller Author 'Travelog Haji : Mengubah Sempadan Iman'	01.06.2011
20.	Bicara INTAN - PPTD: Pengurusan Nilai <i>INTAN - PPTD Talk: Value Management</i>	03.06.2011
21.	Bicara Eksekutif INTAN: Pembudayaan Inovasi: Tujuh Tonggak <i>INTAN Executive Talk: Inculcating Innovation: Seven Pillars</i>	09.06.2011
22.	Bicara Eksekutif INTAN: Kepimpinan Dari Kacamata Seorang Chef: YBhg. Datuk Redzuawan Ismail @ Chef Wan <i>INTAN Executive Talk: Leadership Lessons from a Chef: H.E. Datuk Redzuawan Ismail @ Chef Wan</i>	13.07.2011
23.	Bicara Santai: Pabila Memuja Bulan di Langit, Masih Ingatkah Rumput Di Bumi? oleh YBhg. Prof. Dr. Ismawi bin Hj. Zen, Pensyarah Universiti Islam Antarabangsa Malaysia: Penerima Tokoh Maulidur Rasul 2011 <i>Luncheon Talk: 'Pabila Memuja Bulan Di Langit, Masih Ingatkah Rumput Di Bumi?' by H.E. Prof. Dr. Ismawi bin Hj. Zen, Lecturer International Islamic University Malaysia: Winner of Maulidur Rasul Award 2011</i>	13.07.2011
24.	Bicara Eksekutif berkaitan Strategi Laut Biru <i>Executive Talk on Blue Ocean Strategy</i>	19.07.2011
25.	Bicara Eksekutif INTAN berkaitan Pengurusan Nilai: Pendekatan Terkini Bagi Mengoptimumkan Prestasi Projek Awam oleh YBhg. Sr. Dr. Mohd Mazlan bin Che Mat, Pengasas dan Bekas Presiden, Institut Pengurusan Nilai Malaysia (IVMM) <i>INTAN Executive Talk on Value Management: A New Approach in Optimising Public Project Performances: H.E. Sr. Dr. Mohd Mazlan bin Che Mat, Founder and Former President of Institute of Value Management Malaysia (IVMM)</i>	14.07.2011
26.	Wacana Kewangan Eksekutif INTAN: Membetulkan Yang Biasa, Membiasakan Yang Betul oleh YBhg. Tan Sri Dato' Setia Haji Ambrin bin Buang, Ketua Audit Negara Malaysia <i>INTAN Executive Financial Talk: Correcting the Common, Familiarise the Right by H.E. Tan Sri Dato' Setia Haji Ambrin bin Buang, Auditor General</i>	28.07.2011
27.	Bicara Eksekutif INTAN Siri 4/2011: Menyubur Budaya Kecemerlangan Dalam Perkhidmatan Awam - Peranan Kita Sebagai Pemimpin Yang Berkesan oleh PPTD <i>INTAN Executive Talk Series 4/2011: Embracing the Culture of Excellence in Public Service - Our Role as Effective Leaders by PPTD</i>	22.07.2011

	<b>Tajuk Title</b>	<b>Tarikh Date</b>
28.	Sesi Perkongsian Ilmu: Pengenapastian dan Perancangan Projek Menggunakan <i>Logical Framework Approach</i> (LFA) <i>Knowledge Sharing Session: Project Identification and Planning Using Logical Framework Approach</i> (LFA)	18.08.2011
29.	Ceramah Pemantapan Sahsiah oleh Ustaz Zulkifli bin Ahmad <i>Talk on Strengthening Behaviour by Ustaz Zulkifli bin Ahmad</i>	13.09.2011
30.	Bicara Santai: YB Dato' Seri Mohamed Nazri bin Abdul Aziz, Menteri di Jabatan Perdana Menteri <i>Luncheon Talk: H.E. Dato' Seri Mohamed Nazri bin Abdul Aziz, Minister at Prime Minister's Office</i>	20.09.2011
31.	Wacana Pagi bersama YBhg. Datuk Seri Mohd Bakri bin Mohd Zinin, Pengarah Bahagian Siasatan Jenayah, PDRM <i>Morning Discourse with H.E. Datuk Seri Mohd Bakri bin Mohd Zinin, Director of Crime Investigation Division, PDRM</i>	22.11.2011
32.	Bicara Eksekutif INTENGAH Bil. 3/2011: Kreativiti dan Inovasi oleh En. Zulkifle Haron, Zull Design <i>INTENGAH Executive Talk Series 3/2011: Creativity and Innovation by Mr. Zulkifle Haron, Zull Design</i>	01.11.2011
33.	Bicara Eksekutif INTENGAH Bil. 4/2011: Kepentingan Paten dalam projek KIK oleh En. Muhamad Ridzuan Ali, Perbadanan Harta Intelek <i>INTENGAH Executive Talk Series 4/2011: The Importance of Patent in KIK Project by Mr. Muhamad Ridzuan Ali, Perbadanan Harta Intelek</i>	02.11.2011
34.	Bicara Eksekutif INTENGAH Bil. 5/2011: Kreativiti dan Inovasi oleh YM Tengku Jamal Abdul Nasier, MACRI <i>INTENGAH Executive Talk Series 5/2011: Creativity and Innovation by H.E. Tengku Jamal Abdul Nasier, MACRI</i>	02.11.2011
35.	Bicara Santai: YBhg. Tan Sri Dato' Seri Dr. Robaayah Zambahari, Ketua Pegawai Eksekutif, Institut Jantung Negara <i>Luncheon Talk: H.E. Tan Sri Dato' Seri Dr. Robaayah Zambahari, Chief Executive Officer of National Heart Institute</i>	16.11.2011
36.	Ceramah Pemantapan Sahsiah oleh Ustaz Aswad bin Nason <i>Talk on Strengthening Behaviour by Ustaz Aswad bin Nason</i>	20.10.2011
37.	Wacana Pemimpin Siri 1/2011: Sistem Pemerintahan Negara oleh YB Datuk Dr. Hj Wan Junaidi bin Tuanku Jaafar, Timbalan Speaker Dewan Rakyat <i>Leadership Discourse Series 1/2011: National Leadership System by H.E. Datuk Dr. Hj Wan Junaidi bin Tuanku Jaafar, Deputy Speaker Dewan Rakyat</i>	14.10.2011

	<b>Tajuk</b> <i>Title</i>	<b>Tarikh</b> <i>Date</i>
38.	Bicara Eksekutif INTAN: Institusi Hak Asasi Manusia dan Hubungannya Dengan Kerajaan dan Organisasi Masyarakat dari Pengalaman Suruhanjaya Hak Asasi Manusia oleh En. Detta Samen (SUHAKAM) <i>INTAN Executive Talk: National Human Rights Institutions and Its Relation with Government &amp; Civil Society Organisation: The Experience of the Human Rights Commission of Malaysia : Mr. Detta Samen (SUHAKAM)</i>	24.10.2011
39.	Wacana Pemimpin Siri 2/2011: Kepimpinan oleh YB Datuk Hj Talib Zulpilip, Menteri Muda Pelancongan Sarawak <i>Leadership Discourse Series 2/2011: Leadership by H.E. Datuk Hj Talib Zulpilip, Menteri Muda Pelancongan Sarawak</i>	04.11.2011

**Kolokium/Bicara Eksekutif/Bicara Santai**  
**Colloquiums/Executive Talks/Luncheon Talks**

#### PENERBITAN

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

<b>Bil.</b> <b>No.</b>	<b>Tajuk</b> <i>Title</i>
1.	National ICT Proceeding 2010 <i>National ICT Proceeding 2010</i>
2.	Pelaksanaan Amalan 5S di INTAN Sabah <i>Implementation of 5S at INTAN Sabah</i>
3.	INTAN Premier Talk oleh YTM Tunku Puteri Intan Safinaz <i>INTAN Premier Talk by YTM Tunku Puteri Intan Safinaz</i>
4.	Melakar Perubahan, Menjana Inovasi (Kompilasi Petikan Ucapan Perdana Menteri Bersama Penjawat Awam) <i>Shaping Change, Generating Innovation (Compilation of the Prime Minister's Speech Excerpts)</i>
5.	Segera Berubah <i>Change We Must</i>

#### PUBLICATIONS

The PSD promotes the culture of knowledge-sharing and dissemination and publication of reading materials to catalyse thinking. The Psychology Management Division, Service Division, and INTAN published books and periodic publications as follows:

6.	Kepimpinan Dalam Pengelolaan Perubahan Persekutaran <i>Leadership in an Environment of Turbulent Change</i>
7.	Prosiding PPA 2010 <i>Proceedings PPA 2010</i>
8.	Buku Bicara 45 Minit Tahun 2010 <i>Compilation of 45 Minutes Talk for 2010</i>
9.	Jurnal Psikologi & Kaunseling Perkhidmatan Awam Malaysia <i>Journal of Psychology &amp; Counselling Public Service Malaysia</i>
10.	Penerbitan Laporan Pementoran Perkhidmatan Awam Malaysia <i>The Malaysian Civil Service Mentoring Report</i>
11.	Booklet Maklumat Korporat 2010 <i>Corporate Profile Booklet 2010</i>
12.	Kerusi Bersawang : Himpunan Contoh Kes-Kes Tatatertib Tidak Hadir Bertugas <i>Kerusi Bersawang : Collection of Disciplinary Cases Absenteeism</i>
13.	Laporan Tahunan Tatatertib Perkhidmatan Awam <i>Annual Public Service Disciplinary Report</i>
14.	Laporan Tahunan Perisyiharan Harta Pegawai Awam <i>Annual Public Officials Assets Declaration Report</i>
15.	Laporan Tahunan Aduan <i>Annual Complaints Report</i>
16.	Jurnal Pengurusan Awam Jilid 8 Bil. 1 <i>Public Management Journal Volume 8 No.1</i>
17.	Buletin Kajian INTAN <i>INTAN Research Bulletin</i>
18.	Anugerah Felo INTAN <i>INTAN Fellow Award</i>
19.	Jejak Gemilang <i>Excellence Trail</i>

**Penulisan/Penerbitan JPA**  
**PSD's Publishing/Publications**

## JARINGAN ANTARABANGSA

Antara agensi dan pertubuhan serantau dan antarabangsa yang mempunyai jaringan kerjasama dengan JPA ialah *United Nations Development Programme (UNDP)*, Sekretariat Komanwel, Japanese International Cooperation Agency (JICA), Bank Dunia, dan Persidangan ASEAN Mengenai Perkhidmatan Awam (ACCSM). Kerjasama yang dijalankan adalah berbentuk konsultasi dan khidmat nasihat serta perkongsian pintar dalam menjalankan program-program latihan dan kajian bersama agensi berikut:

- i. Commonwealth Secretariat (COMSEC)
- ii. Japan International Cooperation Agency (JICA)
- iii. Danish International Development Agency (DANIDA)
- iv. International Development Bank (IDB)
- v. Asian Productivity Organisation (APO)
- vi. COLOMBO Plan
- vii. Harvard Business School
- viii. Network of Local Government Training and Research Institutes in Asia and The Pacific (LOGOTRI)
- ix. INSEAD, France
- x. SAID Business School, Oxford University
- xi. Sheffield City Council

### • 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 dalam kalangan agensi-agensi awam tempatan.

## INTERNATIONAL NETWORKING

*Among the regional and international agencies and associations which the PSD collaborated with are the United Nations Development Programme (UNDP), Commonwealth Secretariat, Japanese International Cooperation Agency (JICA), the World Bank, and the ASEAN Conference on Civil Service Matters (ACCSM). The collaborations are in the form of consultations and advisory services as well as collaborating with other international bodies in conducting training programmes and research with various agencies including:*

- i. Commonwealth Secretariat (COMSEC)
- ii. Japan International Cooperation Agency (JICA)
- iii. Danish International Development Agency (DANIDA)
- iv. International Development Bank (IDB)
- v. Asian Productivity Organisation (APO)
- vi. COLOMBO Plan
- vii. Harvard Business School
- viii. Network of Local Government Training and Research Institutes in Asia and The Pacific (LOGOTRI)
- ix. INSEAD, France
- x. SAID Business School, Oxford University
- xi. Sheffield City Council

### • Management of Visits

*The PSD received visits from foreign and local delegations. The main aim of these foreign delegations is to learn about human resource management best practices by the PSD in Malaysia as well as to enhance existing networking and cooperation. Most delegations also take the opportunity to share their experiences and best practices.*

# Lawatan Tempatan

## LOCAL VISITORS

**18.01.2011**

Mahasiswa Universiti Islam Antarabangsa  
Malaysia

*Students from the International Islamic University  
Malaysia*



**08.02.2011**

Pegawai-pegawai dari Perbadanan Labuan

*Officers from the Labuan Corporation*



**25.02.2011**

Pegawai-pegawai Universiti Utara Malaysia

*Officers from the Universiti Utara Malaysia*



# Lawatan Tempatan

## LOCAL VISITORS

**31.03.2011**

Pelajar-Pelajar Universiti Teknologi Malaysia,  
Johor

*Students from the Technology University of  
Malaysia, Johor*



**05.04.2011**

Pegawai-pegawai Pejabat Setiausaha  
Negeri Sarawak

*Officers from the Office of Sarawak State  
Secretary*



**07.06.2011**

Pegawai-pegawai Pentadbiran Maktab  
Rendah Sains MARA Kuala Krai

*Administrative Officers from the MARA Junior  
Science College, Kuala Krai*



# Lawatan Tempatan

## LOCAL VISITORS

**14.06.2011**

Peserta Kursus Isteri Pegawai-pegawai  
Tertinggi Kerajaan Malaysia

*Participants of the Course for the  
Spouses of Top Public Servants*



**17.06.2011**

Pegawai-pegawai Sains dari  
Universiti Malaysia Perlis

*Science Officers from  
the Universiti Malaysia Perlis*



**21.07.2011**

Pegawai-pegawai Pentadbiran  
Universiti Teknologi Malaysia

*Administrative Officers from  
the Technology University of Malaysia*



# Lawatan Tempatan

## LOCAL VISITORS

**09.08.2011**

Mahasiswa Kolej Universiti Islam Antabangsa  
Selangor (KUIS)

*Students from the Selangor International Islamic  
University College*



**18.08.2011**

Pegawai-Pegawai Jabatan Ketua Menteri  
Sarawak

*Officers from the Sarawak Chief Minister's Office*



**13.09.2011**

Pegawai-pegawai Kementerian Pertanian  
dan Industri Asas Tani (MOA) dan Bahagian  
Pengurusan Hartanah (BPH), JPM

*Officers from the Ministry of Agriculture and  
Agro-Based Industry and Property and Land  
Management Division*



# Lawatan Tempatan

## LOCAL VISITORS

**07.10.2011**

Lawatan Kerja Suruhanjaya Perkhidmatan Awam (SPA) Sarawak

*Working Visit by Sarawak Public Service Commission*



**27.10.2011**

Peserta Program Talent Acceleration in Public Service (TAPS) sempena Majlis Penyerahan Surat Arahan Berkhidmat

*Participants of the Talent Acceleration in Public Service Programme (TAPS) during Handing Over Ceremony for Placement Order*



# Lawatan Antarabangsa

## INTERNATIONAL VISITORS



**11.01.2011**

Pegawai Central Commission for Organisation  
of the Communist Party of Vietnam

Officers from the Central Commission for  
Organisation of the Communist Party of  
Vietnam



**14.02.2011**

Pegawai Kedutaan Besar Republik Filipina

Officers from the Embassy of the Republic of  
Philippines



**24.01.2011**

Pegawai Kanan dari Tartastan, Persekutuan  
Russia

Senior officers from Tartastan, Russian  
Federation

# Lawatan Antarabangsa

## INTERNATIONAL VISITORS



**16.02.2011**

Lawatan Kerja TYT Petr Glybochko, Rektor Universiti Perubatan Kebangsaan Moscow

*Working visit by H.E. Petr Glybochko,  
Rector Moscow National Medical University*



**18.04.2011**

Kunjungan Hormat Pesuruhjaya Tinggi Kerajaan Australia

*Courtesy Call by the Australian High Commissioner*



**26.05.2011**

Pegawai Kanan Jabatan Perkhidmatan Awam Republik Islam Afghanistan

*Senior Officials from the Public Service Department Afghanistan Islamic Republic*

# Lawatan Antarabangsa

## INTERNATIONAL VISITORS



**09.08.2011**

Pegawai Kanan Perkhidmatan Pentadbiran Kerajaan Bangladesh

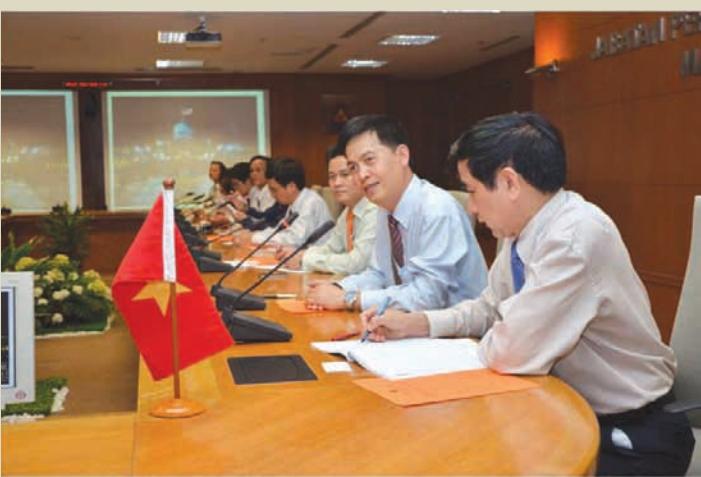
*Senior Officers from the Administrative Service  
Government of Bangladesh*



**28.07.2011**

Kunjungan Hormat oleh Mr. John Kali  
Secretary of Department of Personnel  
Management Papua New Guinea

*Courtesy Call by Mr. John Kali, Secretary  
of Department of Personnel Management  
Papua New Guinea*



**03.08.2011**

Pegawai Kanan Kementerian Dalam Negeri,  
Republik Vietnam

*Senior Officers from the Ministry of Home  
Affairs, Republic of Vietnam*

# Lawatan Antarabangsa

## INTERNATIONAL VISITORS



**09.09.2011**

Kunjungan Hormat TYT Declan Kelly Duta Besar  
Ireland

*Courtesy Call by H.E. Declan Kelly  
Ambassador of Ireland*



**06.10.2011**

Belia Korea dari Central Officials Training  
Institute (COTI)

*Korean Youth from the Central Officials Training  
Institute (COTI)*



**07.10.2011**

Kunjungan Hormat Ms. Jasmine Pereira  
Pengarah Asian Business di Melbourne Business  
School

*Courtesy Call by Ms. Jasmine Pereira Director  
Asian Business at Melbourne Business School*

# Lawatan Antarabangsa

## INTERNATIONAL VISITORS



**27.10.2011**

Kunjungan Hormat TYT Ciaran Cannon T.D.  
Menteri di Jabatan Pelajaran dan Kemahiran  
Negara Ireland

Courtesy Call by H.E. Ciaran Cannon T.D.  
Minister in the Department of Training and Skills  
of Ireland



**17.11.2011**

Kunjungan Hormat TYT Dr. Yoon Eun-Key,  
Presiden Central Officials Training Institute  
(COTI)

Courtesy Call by H.E. Dr. Yoon Eun-Key,  
President of Central Officials Training Institute  
(COTI)

# Bicara Santai

## LUNCHEON TALK



**En. Johan Mahmood Merican**  
Ketua Pengarah Eksekutif  
Talent Corp  
*CEO of Talent Corp*



**YBhg. Tan Sri Hasmah Abdullah**  
Mantan Ketua Pengarah Eksekutif  
Lembaga Hasil Dalam Negeri (LHDN)  
*Ex-CEO of LHDN*



**YBrs Dr Muhd Kamil Ibrahim**  
Penulis Travelog Haji: Mengubah  
Sempadan Iman  
*Author of Travelog Haji: Mengubah  
Sempadan Iman*



**YB Dato' Seri Mohamed Nazri  
bin Tan Sri Abdul Aziz**  
Menteri di Jabatan Perdana  
Menteri  
*Minister at Prime Minister's  
Department*



**YBhg. Tan Sri Dato Seri Dr.  
Robaayah Zambahari**  
Ketua Pengarah Eksekutif Institut  
Jantung Negara (IJN)  
*CEO of National Heart Institute*

# Komunikasi Korporat

## CORPORATE COMMUNICATIONS

Objektif utama komunikasi korporat adalah untuk mengukuh 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 strategik dan 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 strategically disseminate information on public human resource management policies and the PSD's programmes as well as obtaining feedback on their implementation.

Pekeliling Perkhidmatan dan Surat Pekeliling Perkhidmatan / **144**  
*Service Circulars and Service Circular Letters 2011*

Peristiwa Penting / **146**  
*Important Events*

Perhimpunan Bulanan / **154**  
*PSD's Monthly Assembly*

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*Exhibitions*

JPA Bersama Media / **156**  
*The PSD With The Media*

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*Research and Case Studies*

Statistik dan Trend / **173**  
*Statistics and Trends*

### • Pengurusan Aduan

Bagi tahun 2011, sebanyak empat aduan telah daftarkan dalam Sistem Maklumat Pengurusan Atasan (eSMPA) dengan kesemuanya diselesaikan sepenuhnya dalam tempoh 14 hari. Berdasarkan semakan terperinci ke atas prosedur dan proses kerja, didapati kesemua aduan adalah berasas dan berpuncu daripada proses/sistem kerja/petugas JPA.

Isu/punca Aduan yang menyentuh Kualiti Perkhidmatan Yang Tidak Memuaskan mendominasi jumlah aduan, iaitu sebanyak dua (50 peratus) aduan. Ini diikuti oleh satu (25 peratus) aduan yang melibatkan kelewatan Bayaran Faedah Persaraan, dan satu (25 peratus) aduan mengenai Penajaan (Biasiswa/Pinjaman).

### • Sistem Cadangan JPA

Sistem Cadangan JPA yang mengumpulkan idea-idea warga JPA diteruskan pelaksanaannya pada tahun 2011. Sebanyak dua cadangan daripada kalangan warga JPA telah dibuat penilaian dan diambil tindakan sewajarnya. Mulai tahun 2009, JPA turut membuka ruang kepada warga untuk memberi cadangan dan idea berdasarkan topik-topik yang dipaparkan di Portal JPA melalui Sesi Jamming. Sebanyak tiga topik telah dikemukakan dan menerima 75 cadangan sepanjang tahun 2011. Tajuk-tajuk bagi Sesi Jamming adalah seperti berikut:

- i. Tema Majlis Perhimpunan Penjawat Awam, Bulan Januari;
- ii. Tema Majlis Anugerah Perkhidmatan Cemerlang (APC), Bulan Mac; dan
- iii. Tema Sambutan Hari Inovasi JPA, Bulan November.

### • Smiley Box

Pelaksanaan sistem penilaian kaunter perkhidmatan yang dikenali sebagai Smiley Box telah dilaksanakan semenjak tahun 2008. Sistem penilaian kaunter yang selaras dengan Pekelliling Kemajuan Pentadbiran Awam

### • Complaints Management

In 2011, four client grousing that were classified as complaints were registered in the central registry system, Sistem Maklumat Pengurusan Atasan (eSMPA). These complaints were resolved within 14 working days.

Issues/source of complaints concerning Unsatisfactory Service Quality dominate the total member of complaints with two complaints (50 percent). This was followed by one complaint concerning delays of Retirement Benefit Payment and one complaint concerning Sponsorship.

### • PSD Suggestion System

The suggestion system has been implemented as part of an internal communications activity to collect and coordinate staff suggestions to improve service quality as well as to enhance the image of the department. In 2011, two suggestions were submitted by the PSD's staff. These suggestions were evaluated and adopted accordingly. Since 2009, the PSD also provided an online platform for its staff to contribute their ideas and suggestions based on selected topics posted on the PSD's Portal through Jamming Sessions. Three sessions were conducted in 2011 with three themes (as follows) and 75 suggestions were received:

- i. Theme for Public Servants Gathering, January;
- ii. Theme for Excellence Service Award, March; and
- iii. Theme for PSD Innovation Day, November.

### • Smiley Box

The service-counter evaluation system known as Smiley Box has been implemented by the PSD since 2008. This evaluation system is in accordance with the Development Administration Circular No. 1 of

Bilangan 1 Tahun 2008 bagi tujuan mendapatkan maklum balas spontan pelanggan mengenai kualiti perkhidmatan petugas semua kaunter di JPA merupakan usaha meningkatkan sistem penyampaian perkhidmatan.

Sehingga 31 Disember 2011, analisis Smiley Box menunjukkan 99.6 peratus pelanggan amat berpuas hati (Cemerlang dan Amat Baik) dengan perkhidmatan kaunter yang diberikan oleh personel JPA.

- **Program JPA Bersama Pelanggan**

Program Bersama Pelanggan di JPA dilaksanakan secara maya melalui sistem e-Pelanggan yang diadakan pada hari Selasa minggu pertama setiap bulan. Sepanjang tahun 2011, sebanyak 12 program e-Pelanggan telah diadakan.

Keseluruhannya, seramai 387 orang pelanggan menggunakan kemudahan ini sepanjang tahun 2011 menerusi portal <http://www.jpa.gov.my>. Seramai 30 pelanggan (7.7%) telah juga menjawab soalan-soalan penilaian kualiti perkhidmatan kaunter yang dikemukakan.

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 31<sup>st</sup> December 2011 the Smiley Box analysis showed that 99.6 percent of the customers were very satisfied (Excellent and Very Good) with the counter services rendered by the PSD.

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

In 2011, a total of 12 e-Client or "A Virtual Day With Clients" programmes were organised by the PSD. The e-Client session is held once a month, on every first Tuesday of the month. The programme is based on the concept of a virtual localised counter service which allows quick and transparent resolution of problems.

In total, 387 clients used the e-Client service throughout 2011 through the <http://www.jpa.gov.my> portal. 30 clients (7.7%) also participated in the customer satisfaction survey.



**Program Bersama Pelanggan di JPA (e-Pelanggan)  
A Virtual Day With Client Programme (e-Client)**

Dapatan daripada penilaian mendapat 60.1 peratus daripada pelanggan menyatakan program ini telah menyelesaikan masalah dengan segera. Skor keseluruhan kualiti perkhidmatan kaunter adalah 80 peratus, iaitu pada tahap "Sangat Memuaskan".

- **Analisis Liputan Akhbar**

Sejumlah 1,023 tajuk liputan oleh akhbar nasional menyentuh nama JPA secara langsung sepanjang tahun 2011. 71.3 peratus atau 729 berita mengenai JPA dilaporkan secara neutral, 17.4 peratus atau 178 (positif) dan 11.3 peratus atau 116 (negatif).

Lima liputan terbanyak adalah berkenaan Hal Ehwal Perkhidmatan (495 atau 48.4 peratus), Gaji dan Elaun (404 atau 39.5 peratus), Penajaan (394 atau 38.5 peratus), Pangkat dan Anugerah (353 atau 34.5 peratus) dan Perjawatan (352 atau 34.4 peratus).

Sebanyak 31 maklum balas rasmi JPA telah dikeluarkan bagi menjawab pertanyaan/aduan pembaca akhbar.

Secara keseluruhannya, liputan media memihak dan memberikan imej yang baik kepada JPA.

Result of the survey showed that 60.1 percent of the respondents were satisfied with the services provided. Much of the satisfaction stemmed from the prompt resolution of their problems or issues. As for the quality of the counter services, the overall score was 80 percent, which is "Very Satisfied".

- **Newspaper Coverage Analysis**

A total of 1,023 news coverage on national newspapers related to the PSD throughout 2011. 71.3 percent or 729 news on the PSD were neutral, 17.4 percent or 178 (positive) and 11.3 percent or 116 (negative).

The five highest coverage were related to Service Matters (495 or 48.4 percent), Salaries and Allowances (404 or 39.5 percent), Sponsorship (394 or 38.5 percent), Promotion and Recognition (353 or 34.5 percent) and Establishment (352 or 34.4 percent).

A total of 31 official feedbacks were 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.



**Analisis Liputan Akhbar**  
**Newspaper Coverage Analysis**

# Pekeliling Perkhidmatan 2011

## SERVICE CIRCULARS 2011

BIL. PEKELILING PERKHIDMATAN

NO. SERVICE CIRCULARS

1. Kelayakan Sijil Kemahiran Malaysia Bagi Maksud Pelantikan Ke Perkhidmatan Awam
2. Dasar Dan Prosedur Pelantikan Bekas Tentera Ke Dalam Perkhidmatan Awam
3. Dasar Dan Prosedur Pengambilan Pekerja Sambilan Harian -  
FAQ Berkaitan Pekeliling Perkhidmatan Bil. 3 Tahun 2011
4. Pembekalan Baju Vest Bagi Penghantar Notis
5. Dasar dan Prosedur Penempatan Pegawai di Bawah Program Penempatan Silang  
(Cross Fertilization Program)
6. Pindaan Pelaksanaan Tapisan Keselamatan Bagi Pegawai Yang Dilantik Dalam  
Perkhidmatan Awam
7. Bayaran Insentif Pakar, Bayaran Insentif Kesihatan Awam Pegawai Pergigian Dan Bayaran  
Insentif Pegawai Kesihatan Daerah.
8. Imbuhan Tahunan Dan Bayaran Khas Prestasi Tahun 2011 -  
FAQ Berkaitan Pekeliling Perkhidmatan Bil. 8 Tahun 2011
9. Panduan Penggunaan Bahasa Kebangsaan Dalam Perkhidmatan Awam
10. Imbuhan Tahunan Dan Bayaran Khas Prestasi Kali Kedua Tahun 2011 -  
FAQ Berkaitan Pekeliling Perkhidmatan Bil. 10 Tahun 2011

# Surat Pekeliling Perkhidmatan 2011

## SERVICE CIRCULAR LETTERS 2011

**BIL. SURAT PEKELILING PERKHIDMATAN****NO. SERVICE CIRCULAR LETTERS**

1. Penurunan Kuasa Melulus Kelonggaran Syarat Had Umur Maksimum Bagi Pelantikan Secara Kontrak Di Institusi Pengajian Tinggi Awam
2. Peraturan Bayaran Balik Letak Kenderaan
3. Pelaksanaan Modul Perolehan Sumber Manusia - Fungsi Permohonan Pertukaran  
- Panduan Pelaksanaan Modul Perolehan Sumber Manusia (Permohonan Pertukaran)
4. Program Bersepadu Potensi Dan Kompetensi
5. Peperiksaan Perkhidmatan Awam
6. Program Transformasi Minda
7. Penganugerahan Pingat Perkhidmatan Cemerlang Dan Pemberian Anugerah Perkhidmatan Cemerlang

# Peristiwa Penting

## IMPORTANT EVENTS



05.01.2011

Majlis Amanat KPPA Tahun 2011  
Director-General of Public Service New Year Address  
2011



17.01.2011

Malam Mesra JPA  
PSD Night



03.03.2011

Mesyuarat Agung Puspanita Jabatan Perdana Menteri  
Ke-28  
28<sup>th</sup> Puspanita Annual General Meeting Prime Minister's  
Department



10.03.2011

Amanat Pelajar ke Jepun oleh YB Dato' Seri Mohamed  
Nazri b Abdul Aziz, Menteri di JPM  
YB Dato' Seri Mohamed Nazri Nazri b Abdul Aziz, Minister  
in Prime Minister's Office addressing students bound for  
Japan

# Peristiwa Penting

## IMPORTANT EVENTS



**15 - 17.03.2011**

Audit Pemantauan 5S oleh Perbadanan Produktiviti Malaysia (MPC)

*Audit on the implementation of 5S by the Malaysian Productivity Board*



**22.03.2011**

Majlis Perdana Perkhidmatan Awam Ke-12  
The 12<sup>th</sup> Civil Service Premier Gathering



**28.03.2011**

Seminar Perancangan Strategik JPA  
PSD Strategic Planning Seminar



**11 & 12.04.2011**

Mesyuarat Persediaan ASEAN Conference on Civil Service Matters (ACCSM) ke-16  
Preparatory Meeting for the 16<sup>th</sup> ASEAN Conference on Civil Service Matters (ACCSM)

# Peristiwa Penting

## IMPORTANT EVENTS



04.05.2011

Anugerah Perkhidmatan Cemerlang JPA Tahun 2010  
The 2010 PSD Excellent Service Award Ceremony



13.05.2011

Mesyuarat Jawatankuasa Perhubungan antara JPA dengan Pentadbiran Kerajaan Negeri Sarawak Kali ke-21  
21<sup>st</sup> Coordination Committee Meeting between the PSD and the Sarawak State Service



19.05.2011

Majlis Menandatangani Memorandum Persefahaman Antara JPA-CUEPACS Mengenai Penilaian Baru Kompetensi  
Signing of the Memorandum of Understanding between PSD-CUEPACS on the New Competency Evaluation



17.06.2011

Mesyuarat Pembentangan Konsep Saraan Baru Perkhidmatan Awam Malaysia  
Meeting on the New Public Service Remuneration

# Peristiwa Penting

## IMPORTANT EVENTS



04.07.2011

Anugerah Inovator JPA 2011  
The PSD Innovator Award 2011



05 & 06.07.2011

Seminar Psikologi Perkhidmatan Awam ke-17  
The 17<sup>th</sup> Public Service Psychology Seminar



08.07.2011

Forum Jati Diri anjuran Jabatan Penerangan  
Jati Diri Forum Organised by  
the Information Department



12.07.2011

Mesyuarat Pelan Perancangan Semula Lesen-lesen  
Perniagaan  
Meeting on the Revision Plan of Business Licences

# Peristiwa Penting

## IMPORTANT EVENTS



**18.07.2011**

ISO SIRIM Audit Pensijilan Semula MS ISO 9001 2008  
MS ISO 9001:2008 Certification Audit by SIRIM



**19.07.2011**

Bicara Eksekutif mengenai Blue Ocean Strategy dalam Perkhidmatan Awam  
Executive Talk on Blue Ocean Strategy in the Public Service



**22.07.2011**

Majlis Penutup dan Majlis Makan Malam JPA-BMCC Management Development Programme 2011 kali ke 19  
The 19<sup>th</sup> JPA-BMCC Management Development Programme 2011 Closing Ceremony and Dinner



**25.07.2011**

Pertemuan KPPA bersama Ahli Jawatankuasa Tertinggi Persatuan Pesara Kerajaan Malaysia  
Meeting of the Committee of the Malaysian Government Pensioners' Association (MAGPA) with the Director General of Public Service

# Peristiwa Penting

## IMPORTANT EVENTS



**27.07.2011**

Kempen Kibarkan Jalur Gemilang  
Wave the "Jalur Gemilang" Campaign



**22.08.2011**

Pelancaran Program TAPS dan STAR  
Launching of the TAPS and STAR Programmes



**19.09.2011**

Majlis Jamuan Hari Raya Aidilfitri JPA  
The PSD Eid Fitri Celebration



**26.09.2011**

Seminar Pementoran dalam Perkhidmatan Awam  
Seminar on Mentoring in the Public Service

# Peristiwa Penting

## IMPORTANT EVENTS



04.10.2011

Majlis Penyampaian Geran Akademik 1MDB  
The presentation of 1MDB Academic Grant



18 & 19.10.2011

Mesyuarat Pegawai-pegawai Kanan ACCSM ke-16  
Senior Officials Meeting of The 16<sup>th</sup> ACCSM



31.10.2011 - 02.11.2011

Kumpulan Inovatif Kreatif Peringkat Kebangsaan KIK  
National Innovation and Creativity Convention



01 & 02.12.2011

Seminar Perancangan Strategik  
Strategic Planning Seminar

# Peristiwa Penting

## IMPORTANT EVENTS



05.12.2011

Majlis Konvensyen AKRAB Kebangsaan Kali Ke-2  
The 2<sup>nd</sup> Convention of Pembimbing Rakan Sebaya  
(AKRAB)



08.12.2011

Hari Inovasi JPA  
The PSD Innovation Day

# Perhimpunan Bulanan JPA

PSD'S MONTHLY ASSEMBLY



# Pameran

## EXHIBITIONS



# JPA Bersama Media

THE PSD WITH THE MEDIA

Dialog@1

24.03.2011



Selamat Pagi Malaysia

22.04.2011

# JPA Bersama Media

THE PSD WITH THE MEDIA

The Star

27.04.2011



Berita Harian

05.05.2011

# JPA Bersama Media

THE PSD WITH THE MEDIA

Majalah SME

22.07.2011



Bernama

26.08.2011

# JPA Bersama Media

THE PSD WITH THE MEDIA

Malaysian Insider

10.11.2011



Hello On 2

13.12.2011

# JPA Bersama Media

THE PSD WITH THE MEDIA

Selamat Pagi Malaysia

11.12.2011



Bernama Radio 24

16.12.2011

# JPA Bersama Media

THE PSD WITH THE MEDIA

TV Al-Hijrah

21.12.2011



Astro Awani 501

28.12.2011

# JPA Bersama Media

THE PSD WITH THE MEDIA

BERNAMA

29.12.2011



Berita Harian

28.12.2011

# Penyelidikan dan Kajian Kes 2011

## RESEARCH AND CASE STUDIES 2011

Tajuk Title	Penerangan Description
Kajian Semula Peperiksaan Perkhidmatan Awam dan Kursus Induksi  <i>Review on Public Service Examination and Induction Course</i>	Kajian dijalankan untuk mengkaji dan mendapatkan pandangan pegawai awam mengenai pelaksanaan kursus induksi yang disyaratkan kepada semua pegawai awam bagi tujuan pengesahan dalam perkhidmatan.  <i>The study was conducted to review and seek the public servants' views on the implementation of induction courses mandatory to all public officials for confirmation purpose.</i>
Kajian maklum balas online pandangan pegawai awam terhadap penilaian baru menggantikan PTK Secara Online  <i>Online Feedback on the view of public officials on the new Assessment Service System Policy to replace PTK</i>	Kajian ini dijalankan adalah untuk mendapatkan pandangan pegawai awam mengenai kaedah dan ciri sistem penilaian baru yang akan menggantikan Penilaian Tahap Kecekapan (PTK). Kajian ini dijalankan susulan daripada pemansuhan Penilaian Tahap Kecekapan (PTK) pada 15 Oktober 2010 oleh YAB Perdana Menteri.  <i>The study was conducted to obtain public officials' opinions on the characteristics and methods of a new assessment system that will replace Competency Level Assessment (PTK). This study was conducted following the abolition of PTK on October 15, 2010 by the Prime Minister.</i>
Kajian maklum balas cadangan kaedah penilaian baru menggantikan PTK oleh Agensi Pelaksana  <i>Feedback on the new Assessment Service System Policy to replace PTK by Implementing Agencies</i>	Kajian ini dijalankan adalah untuk mendapatkan maklum balas daripada agensi pelaksana di kementerian, agensi, pentadbiran negeri, pihak berkuasa tempatan dan universiti termasuk wakil daripada kesatuan sekerja yang bernaung di bawah CUEPACS dalam usaha merangka dan mewujudkan sistem penilaian baru. Kajian ini dilaksanakan susulan daripada pemansuhan PTK dan keperluan untuk membangunkan sistem penilaian baru yang sesuai dan diterima baik oleh pegawai awam seperti mana yang dikehendaki oleh Kerajaan.  <i>The study was conducted to obtain feedbacks from implementing agencies in ministries, states administration, local authorities and universities as well as representatives of the Unions under the auspices of CUEPACS in an effort to design and create a new assessment system. The study was conducted following the abolition of PTK and the need to develop a new assessment system which is appropriate and well received by public officials as required by the Government.</i>

# Penyelidikan dan Kajian Kes 2011

## RESEARCH AND CASE STUDIES 2011

Tajuk Title	Penerangan Description
Kajian Kenaikan Pangkat Pegawai Gunasama Termasuk Pegawai Tadbir Diplomatik (PTD)  <i>A Study on the Promotion Exercise of the Common-User Officers Including PTD</i>	Hasil kajian ini telah mencadangkan supaya kriteria umum dan khusus yang bersesuaian digunakan bagi urusan kenaikan pangkat pegawai di bawah kategori kumpulan Strategis dan Pakar Rujuk [Subject Matter Experts (SME)]. Walau bagaimanapun hasil kajian tersebut perlu diperhalusi lagi sebelum ianya dikemukakan untuk pertimbangan Lembaga Kenaikan Pangkat Perkhidmatan Awam.  <i>The outcome of the study among others is the proposal to introduce generic and functional criteria to be used in the evaluation exercise for the promotion of high performers categorised as Strategist and Subject Matter Experts (SME). The findings, however, need to be detailed out prior to submission to the Public Services Promotion Board for approval.</i>
Kajian Sistem Saraan Baru Perkhidmatan Awam  <i>Study of a new remuneration system for public service</i>	Kajian sistem saraan yang baru bagi menggantikan Sistem Saraan Malaysia.  <i>Study of a new remuneration system to replace the current Malaysian Remuneration System.</i>
Kajian Skim Perkhidmatan Pembantu Am Pejabat (PAP)  <i>Studies on Office General Assistant Service Scheme</i>	Kajian ini memberi penekanan kepada tiga aspek utama, iaitu untuk mengemas kini bidang tugas para PAP serta untuk mengetahui lebih lanjut ekspektasi kerjaya dan tahap motivasi mereka. Hasil dapatan kajian ini digunakan bagi mengukuhkan skim perkhidmatan PAP ke arah menjayakan hasrat negara maju berpendapatan tinggi.  <i>This study emphasises on three main aspects to update the job of the PAP and to learn more about career expectations and their motivation. The findings of this study will be used to strengthen the PAP service scheme in line with the objective of becoming a high-income developed nation.</i>
Kajian Pengiktirafan Pensijilan Bidang Pengkhususan dalam Perkhidmatan Awam  <i>Study on Recognition of Specialisation Certification in Public Services</i>	Kajian ini dilaksanakan sebagai salah satu kajian dalam semakan Sistem Saraan Malaysia, untuk melihat pengurusan bakat dan sumber manusia perkhidmatan awam secara lebih komprehensif.  <i>The study was conducted as part of a study of the Malaysian Remuneration System, to review the public service talent management and human resources in a more comprehensive package.</i>

# Penyelidikan dan Kajian Kes 2011

## RESEARCH AND CASE STUDIES 2011

Tajuk <i>Title</i>	Penerangan <i>Description</i>
Kajian Program Perantis Perkhidmatan Awam <i>Study on Apprentice Programme of Public Service</i>	Kajian Program Perantis ini dilaksanakan untuk melihat peluang memperkuuh perkhidmatan awam dengan menarik bakat-bakat terbaik untuk berkhidmat dengan perkhidmatan awam.  <i>Apprentice Programme study was conducted to look at opportunities to strengthen the public service by attracting the best talents.</i>
Kajian Semula Pekeliling Perkhidmatan dan Surat Pekeliling Perkhidmatan (PP dan SPP) Tahun 1970 hingga 2010 <i>Review of Service Circulars and Service Circular Letters (PP and SPP) Year 1970 to 2010</i>	Kajian Semula PP dan SPP ini merupakan inisiatif pembaharuan dan penambahbaikan berterusan terhadap dasar dan garis panduan yang dikeluarkan oleh JPA.  <i>Review of PP and SPP is an initiative of innovation and continuous improvement of policies and guidelines issued by the PSD.</i>
Kajian Bank Dunia, Public Expenditure Review (PER)  World Bank Study on Public Expenditure Review	Kajian PER ini dilaksanakan untuk menilai keberkesanan pengurusan sistem kewangan Kerajaan sedia ada. Hasil kajian juga akan digunakan bagi mengenal pasti dan melaksanakan langkah terbaik untuk meningkatkan kecekapan dan keberkesanan perbelanjaan awam di peringkat sektoral dan keseluruhan sistem penyampaian Kerajaan.  <i>PER study was conducted to assess the effectiveness of existing government financial management system. The study will also help to identify and implement the best ways to improve the efficiency and effectiveness of public expenditure in the sectoral and overall service delivery system.</i>
Kajian Rasionalisasi Pejabat PPL di luar negara  <i>Oversea PPL Office Rationalisation Study</i>	Kajian ini telah mengambil kira pejabat Education Malaysia (EM) dan telah dibentangkan di dalam Mesyuarat Ketua Setiausaha dan dipersetujui kajian selanjutnya untuk melihat pertindihan fungsi agensi-agensi di luar negara.  <i>This study took into account the Education Office of Malaysia (EM) and was presented at Meeting of Secretaries General and Heads of Services and further study will be conducted to see the overlapping functions of agencies located overseas.</i>

# Penyelidikan dan Kajian Kes 2011

## RESEARCH AND CASE STUDIES 2011

Tajuk <i>Title</i>	Penerangan <i>Description</i>
Kajian Rasionalisasi Institut Latihan Awam (ILA).  <i>Rationalisation Study of Public Training Institute (ILA).</i>	Kajian ini mengambil kira 365 buah Institut Latihan Awam (ILA) yang mana kebanyakannya menjalankan kursus dan latihan yang generik dan terdapat pertindihan fungsi yang perlu diselaraskan.  <i>This study considers 365 Public Training Institutes (ILA), most of which run generic training courses creating duplication of functions that need to be adjusted</i>
Kajian Inisiatif Blue Ocean Strategy (BOS) Merentasi Sempadan Agensi  <i>Blue Ocean Strategy (BOS) Initiative Study Cross Border Agency</i>	Kajian, pengumpulan data dan penulisan penceritaan dan artikel mengenai aplikasi BOS dalam perkhidmatan awam serta pembangunan kajian kes telah diserahkan kepada Razak School of Government and INTAN untuk dilaksanakan.  <i>Research, data collection and writing of articles and story telling on the application of BOS in the public service and the development of case studies have been handed over to Razak School of Government and INTAN.</i>
Kajian Budaya Berprestasi Tinggi (Kajian impak kepada pelaksanaan KPI Penjawat Pengurusan Tertinggi Perkhidmatan Awam)  <i>High Performance Culture Study (Impact Study of the Implementation of KPI on the Top Civil Servants)</i>	Kajian ini dilaksanakan serentak dengan penilaian KPI bagi penjawat, dengan memfokuskan kepada empat dimensi. Hasil usaha penambahbaikan, budaya berprestasi tinggi dinilai menerusi tujuh dimensi bermula tahun 2010.  <i>The High Performance Culture study is conducted along with the evaluation process, focusing on four dimensions. Starting 2010, the questionnaire used in the survey was improved to cover seven dimensions.</i>
Kajian Kesihatan Penjawat Awam  <i>A study on the Health of Public Servants</i>	Kajian dijalankan bagi mengenal pasti tahap kesihatan penjawat awam.  <i>The study was conducted to determine the state of health of public servants.</i>

# Penyelidikan dan Kajian Kes 2011

## RESEARCH AND CASE STUDIES 2011

Tajuk <i>Title</i>	Penerangan <i>Description</i>
Kajian Keberkesanan Dasar KUP bagi Kumpulan Sokongan yang berkhidmat 15 tahun  <i>Effectiveness Study of KUP Policy for the Support Group who served 15 years</i>	Kajian ini ialah untuk menilai keberkesanan pelaksanaan dasar kenaikan pangkat secara Khas Untuk Penyandang (KUP) bagi pegawai kumpulan sokongan yang telah berkhidmat melebihi 15 tahun. Objektif kedua pula ialah untuk melihat sama ada terdapat sebarang kelemahan dalam pelaksanaan dasar ini yang boleh ditambah baik.  <i>The main objective of the survey was to evaluate the effectiveness of the policy of Personal to Holder (KUP) promotion for supporting staff with more than 15 years of service. The second objective was to identify any weaknesses that can be improved on in the implementation of the policy.</i>
Kajian Kepimpinan JPA  <i>PSD Leadership Study</i>	Kajian ini telah dilaksanakan hasil saranan Pasukan Petugas Inovasi JPA, bagi mendapatkan maklumbalas mengenai ciri-ciri kepimpinan yang diperlukan oleh warga JPA. Selain itu, kajian ini juga bertujuan mengenalpasti tahap kepimpinan pegawai-pegawai di JPA secara keseluruhannya.  <i>The survey was conducted upon recommendation by Pasukan Petugas Inovasi JPA, mainly to get feedback on leadership competencies that PSD officials should project, as well as to identify the level of leadership among PSD officials in general.</i>
Kajian Perkhidmatan Psikologi di Daerah  <i>Study on the Psychological Services at District</i>	Kajian dijalankan untuk meninjau keperluan penyediaan perkhidmatan psikologi dan kaunseling di daerah dalam meningkatkan kesejahteraan masyarakat dan orang ramai.  <i>The study was conducted to identify the need of psychological and counselling services at District level to improve on the welfare of the community and the public.</i>
Kajian Semula Pekeliling Perkhidmatan Bil 1 Tahun 1999 : Panduan Mewujudkan Perkhidmatan Kaunseling Di Agensi Awam  <i>Review of Service Circular No. 1 Year 1999: Guidelines Establishing Counselling Service in Public Agencies</i>	Kajian semula Pekeliling untuk menilai impak Pekeliling Perkhidmatan Bil. 1 Tahun 1999 sebagai Panduan Mewujudkan Perkhidmatan Kaunseling Di Agensi Awam.  <i>A review to assess the impact of Service Circular No 1 of 1999: Guidelines in Establishing Counselling Services in the Public Agencies.</i>

# Penyelidikan dan Kajian Kes 2011

## RESEARCH AND CASE STUDIES 2011

Tajuk <i>Title</i>	Penerangan <i>Description</i>
Kajian Penghayatan dan Pengamalan Minda Kelas Pertama (Tingkah Laku Kelas Pertama Dalam Kalangan Petugas Kaunter di Jabatan Kerajaan)  <i>Study of the Appreciation and Practice of First Class Minds (First Class Behaviour Among Counter Staff of Government Departments)</i>	Kajian dijalankan untuk menilai penghayatan dan pengamalan minda kelas pertama di kalangan petugas kaunter di Jabatan Kerajaan dan seterusnya mencadangkan kaedah peningkatan kualiti perkhidmatan kaunter dan kepuasan pelanggan di agensi kerajaan melalui pengamalan budaya kerja kelas pertama.  <i>The study was conducted to assess the appreciation and practice of the first-class mentality among the counter staff at various government departments and to propose methods to improve the counter service quality and customer satisfaction in government agencies through the practice of first-class work culture.</i>
Kajian Tingkah Laku Kerja Tidak Produktif Dalam Organisasi Perkhidmatan Awam  <i>Study on Non-Productive Behaviour in Public Service Organisations</i>	Objektif kajian adalah untuk mengkaji persepsi penjawat awam terhadap tingkah laku tidak produktif dalam organisasi Perkhidmatan Awam.  <i>The objective was to study the perception of public servants towards non-productive behaviour in the public service organisations.</i>
Kajian Rintis Perlaksanaan Indeks Kesejahteraan Kendiri  <i>Pilot Study on Implementation of Self Wellness Index</i>	Melaksanakan Indeks Kesejahteraan Kendiri terhadap pegawai-pegawai daripada beberapa kementerian terpilih untuk mengetahui tahap kesejahteraan kendiri pegawai.  <i>Implementing the Self Wellness Index to officers from several selected ministries to determine the level of personal well-being.</i>
Kajian Kesediaan Menerima Transformasi Di Kalangan Penjawat Awam  <i>Study on Transformation Readiness Among Civil Servants</i>	Melihat kecenderungan tingkah laku devian di kalangan penjawat awam. Data kajian diperlukan dalam merangka panduan/cadangan berhubung pengendalian penjawat awam yang cenderung bertingkah laku devian.  <i>The study was conducted to see the tendency of deviant behaviour among the public servants. Research data was required to formulate guidelines/recommendations on the management of public servants who tend to behave in such a way.</i>
Kajian Faktor-faktor Mempengaruhi Tingkah laku Penjawat Awam Mendapatkan Kaunseling  <i>Study on Factors Influencing Behaviour of Public Servants to get Counselling</i>	Melihat faktor yang mempengaruhi tingkah laku penjawat awam mendapatkan khidmat kaunseling. Kajian melibatkan penjawat awam daripada pelbagai kementerian dan jabatan.  <i>The study was conducted to look at the factors that influence the behaviour of public servants seeking counselling service. The studies involving public servants from various ministries and departments.</i>

# Penyelidikan dan Kajian Kes 2011

## RESEARCH AND CASE STUDIES 2011

Tajuk Title	Penerangan Description
Kajian Stress <i>Stress Studies</i>	Kajian stres adalah bertujuan untuk mengenalpasti tahap stress penjawat awam,faktor yang menyumbang kepada stress, pengetahuan tentang stress, dan teknik/daya tindak terhadap stress penjawat awam dan kesan stress terhadap prestasi kerja penjawat awam.  <i>The study was conducted to identify the level of stress of public servants and factors which contribute to the stress, public servants knowledge of stress and techniques to overcome the effect of stress on the performance of public servants.</i>
Kajian Program Pembangunan Potensi Pelajar Tajaan JPA  <i>Potential Development Programme study for PSD Scholars</i>	Kajian menganalisa faktor-faktor penyumbang terhadap kecemerlangan pelajar.  <i>The study was conducted to analyse the factors which contribute to the student's excellence.</i>
Kajian Impak Pelaksanaan AKRAB Di Sektor Awam  <i>Impact Study on Peer Guidance (AKRAB) at Public Sector</i>	Kajian untuk menilai keberkesanan pelaksanaan Program AKRAB di kementerian/jabatan/agensi.  <i>The study was conducted to assess the effectiveness of the AKRAB Programme in ministries/departments/agencies.</i>
Kajian Pengukuhan Institusi Penghulu Sebagai Agen Pembangunan Komuniti Setempat Di Negeri Johor Darul Takzim: Kajian Kes Daerah Muar Dan Mersing  <i>Study Strengthen of the Penghulu Institution as a Local Community Development Agent in the State of Johor: A Case Study of Muar and Mersing District</i>	Kajian ini bertujuan untuk mengkaji kerelevan Institusi Penghulu Sebagai Agen Pembangunan Komuniti Setempat yang menumpukan kepada Daerah Muar dan Mersing di Negeri Johor Darul Takzim.  <i>This study aimed to see the relevance of the Penghulu Institution as a Local Community Development Agent, focusing on Muar and Mersing districts in Johor.</i>
Tahap Kesediaan Generasi Muda Untuk Menyertai Kerjaya dalam Bidang Tugas Keselamatan: Kajian Terhadap Kecenderungan Mahasiswa di Institusi Pengajian Tinggi  <i>Readiness of Youth to Have a Career in Security: Study of the Tendency of Undergraduates at the Tertiary Education Institutions.</i>	Kajian ini dijalankan untuk mengenalpasti faktor-faktor rangsangan dan desakan yang mempengaruhi kecenderungan mahasiswa universiti untuk menyertai bidang keselamatan sebagai kerjaya.  <i>This study is conducted to identify the push and pull factors that influenced the tendency of university undergraduates to choose security field as their career.</i>

# Penyelidikan dan Kajian Kes 2011

## RESEARCH AND CASE STUDIES 2011

Tajuk Title	Penerangan Description
Kajian Terhadap Kesediaan Kementerian, Jabatan Dan Agensi Kerajaan Di Putrajaya Untuk Menerima OKU Sebagai Pegawai Dalam Perkhidmatan Awam  A Study on the Readiness of Ministries, Departments and Government Agencies in Putrajaya to Accept Disabled Persons as Officers in the Public Service	Kajian ini dijalankan untuk meninjau kesediaan agensi sektor awam untuk menerima golongan OKU sebagai pegawai di tempat kerja mereka. Kajian ini mendapatkan maklum balas daripada ketua jabatan, rakan setugas dan juga OKU sendiri mengenai persepsi mereka terhadap pegawai OKU di tempat mereka dan juga fasiliti yang disediakan untuk OKU.  <i>The study investigates the readiness of public sector agencies to accept disabled persons to work in their organisations. This study obtained feedback from the heads of departments, disabled officers and their colleagues about their perceptions towards disabled officers at their workplace and facilities provided for them.</i>
Kajian Ke Atas Hubungan Gaya Kepimpinan Dengan Konflik di Tempat Kerja Dalam Perkhidmatan Awam  A Study on the Relationship between Leadership Styles and Conflict in the Workplace in the Public Service	Kajian ini dijalankan untuk mengenalpasti gaya kepimpinan dalam menguruskan konflik di tempat kerja. Melalui kajian ini adalah diharapkan gaya kepimpinan seseorang pemimpin atau pengurus dapat disesuaikan dalam menangani konflik di tempat kerja.  <i>This study is conducted to identify the leadership styles in managing conflicts in the workplace. Through this study it is hoped that the leadership style of a leader or manager can be adapted to deal with conflict in the workplace.</i>
Kajian Pengurusan Bakat dalam Perkhidmatan Awam: Sejauh mana Pelaksanaannya?  A Study on Talent Management in the Public Service: The Extent of its Implementation	Kajian ini dijalankan untuk mengenalpasti sejauh mana amalan pengurusan bakat kepada pegawai pengurusan dan profesional (P&P) telah dilaksanakan di JPA.  <i>This study is conducted to identify the extent of the implementation of the talent management practices for the Professional and Management Group in the Public Service Department.</i>
Kajian Pembudayaan dan Amalan Kreativiti dan Inovasi Dalam Sektor Awam  A Study on the Culture and Practice of Creativity and Innovation in the Public Service	Kajian ini dijalankan bertujuan untuk mengkaji perkaitan antara faktor luaran dan dalaman organisasi terhadap keupayaan berinovasi (innovation capability).  <i>This study is conducted to identify the relationship between internal and external factors with regards to the innovation capability of the organisation.</i>

# Penyelidikan dan Kajian Kes 2011

## RESEARCH AND CASE STUDIES 2011

Tajuk Title	Penerangan Description
Kajian Keberkesanan Program Pembangunan Latihan Kemahiran: Tinjauan Ke Atas Penglibatan Orang Asli Di Dalam Sektor Perkhidmatan  A Study on the Effectiveness of the Skill Development Training Programme: Involvement of Orang Asli in the Service Sector	Kajian ini dijalankan dengan tujuan untuk meninjau keberkesanan Program Latihan Kemahiran (PLK) yang dianjurkan oleh Jabatan Kemajuan Orang Asli (JAKOA) dalam meningkatkan penglibatan belia Orang Asli di dalam sektor perkhidmatan, iaitu dalam bidang penjagaan kecantikan dan perkhidmatan kaunter tiket.  <i>This study was conducted to investigate the effectiveness of the Skill Development Training Programme organised by the Jabatan Kemajuan Orang Asli (JAKOA) to enhance the involvement of Orang Asli youths in the service sector, namely beauty and wellness as well as the ticket counter services.</i>
Kajian Ke Atas Kejiraninan Berpengawal: Sejauh Mana Pembangunan Kejiraninan Berpengawal Dapat Mengurangkan Kadar Jenayah  A Study on the Gated and Guarded Neighbourhood: The Extent of Guarded Neighbourhood in Reducing Crime	Kajian dilaksanakan bertujuan untuk meninjau keberkesanan pembangunan 'Gated Community And Guarded Neighbourhood' dalam mengurangkan kadar jenayah dengan tumpuan diberikan kepada pembangunan kejiraninan berpengawal di kawasan perumahan sedia ada.  <i>A study on the effectiveness of the development of the gated community and guarded neighbourhood in reducing neighbourhood crime with focus on guarded neighbourhood development in existing housing areas.</i>
Kajian Keberkesanan Penguatkuasaan Terhadap Pembalakan Haram  A Study on the Effectiveness of Enforcement Against Illegal Logging	Kajian bertujuan untuk mengkaji kelemahan sistem dan prosedur kerja yang boleh menyumbang ke arah berlakunya pembalakan haram mengikut Seksyen 15, Akta 313 serta aktiviti penguatkuasaan undang-undang yang boleh mengurangkan aktiviti pembalakan haram mengikut Seksyen 15, Akta 313.  <i>This study is aimed to examine the weaknesses of the work procedure and system that contributed towards illegal logging under Section 15, Act 313 and the enforcement activities which can reduce illegal logging under the same section.</i>
Kajian Persepsi Kakitangan Sektor Awam Terhadap Keselamatan, Kesihatan dan Persekitaran  A Study on the Perception of the Public Service Personnel towards Safety, Health and Environment	Kajian bertujuan untuk meninjau persepsi kakitangan sektor awam di bangunan kerajaan sekitar Kuala Lumpur dan Putrajaya tentang tahap keselamatan, kesihatan dan persekitaran termasuk aspek-aspek persediaan yang lakukan oleh agensi kerajaan terhadap keselamatan, kesihatan dan persekitaran bangunan mereka.  <i>This study aimed to investigate the perception of the public service personnel working in government buildings in Kuala Lumpur and Putrajaya regarding the safety levels, health and environmental issues including the readiness of the government agencies in dealing with those issues.</i>

# Penyelidikan dan Kajian Kes 2011

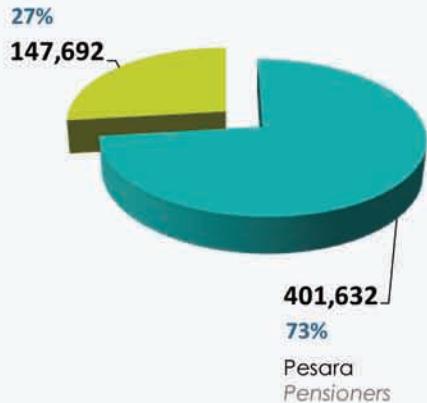
## RESEARCH AND CASE STUDIES 2011

Tajuk Title	Penerangan Description
Kajian Impak Projek Agopolitan Runchang  <i>Impact Study on the Agopolitan Project in Runchang</i>	Kajian kes ini bertujuan untuk meninjau perubahan aspek sosial dan ekonomi Orang Asli yang ditawarkan bekerja di penternakan kambing biri-biri di kawasan Runchang, Pekan, Pahang di bawah program pembangunan Koridor Ekonomi Wilayah Timur yang dikendalikan oleh ECER Development Corporation.  <i>This case study is aimed to investigate the social economic changes among Orang Asli who work in the sheep breeding farm in Runchang, Pekan, Pahang under the East Coast Economic Corridor development programme conducted by ECER Development Corporation.</i>
Kajian Kes: Kes Padi Merah di Kg. Paya Mengkuang, Daerah Pendang dan Kuala Muda, Kedah  <i>Case Study on Padi Merah in Kg. Paya Mengkuang, Pendang and Kuala Muda District, Kedah</i>	Kajian kes ini bertujuan untuk melihat konflik yang berlaku antara petani di daerah Pendang dan Kuala Muda Kedah dengan pegawai pertanian terhadap usaha penanaman padi merah yang diharamkan penanamannya kerana mudah diserang penyakit dan menjangkiti tanaman padi yang lain.  <i>This case study examined conflict between the farmers of Pendang and Kuala Muda districts with the agriculture officers regarding the cultivation of padi merah which was banned due to its vulnerability to diseases and its infections risk to other paddy crops.</i>
Kajian Terhadap Pengawalan Aktiviti Pengemis Di Sekitar Kuala Lumpur dan Petaling Jaya  <i>A Study on the Control of Begging Activities in Kuala Lumpur and Petaling Jaya</i>	Kajian ini bertujuan untuk melihat semula pelaksanaan dasar sedia ada berkenaan Akta Orang-orang Papa 1977 melalui temubual dengan Jabatan Kebajikan Masyarakat dan Majlis Agama Islam Selangor.  <i>This case study aimed to review the implementation of the existing policy regarding the Destitute Persons Act 1977 through interviews conducted with the Welfare Department and Selangor Islamic Council.</i>
Kajian Impak Pementoran Di Sektor Awam  <i>A Study on Mentoring Impact in the Public Service</i>	Kajian menilai impak keberkesanan pelaksanaan pementoran di kementerian/jabatan/agensi.  <i>The study was conducted to assess the effectiveness of mentoring in ministries/departments/agencies.</i>
Kajian Profil Pegawai Bermasalah  <i>A Profile Study on Problematic Officers</i>	Kajian untuk menilai profil dan kriteria pegawai bermasalah dalam perkhidmatan awam.  <i>A study to identify the profile and criteria for the problem officers in the public service.</i>

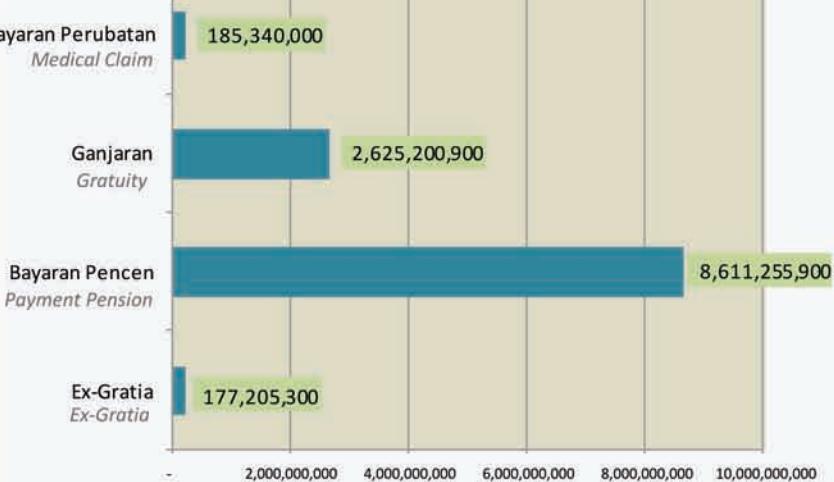
# Statistik dan Trend

## STATISTICS AND TRENDS

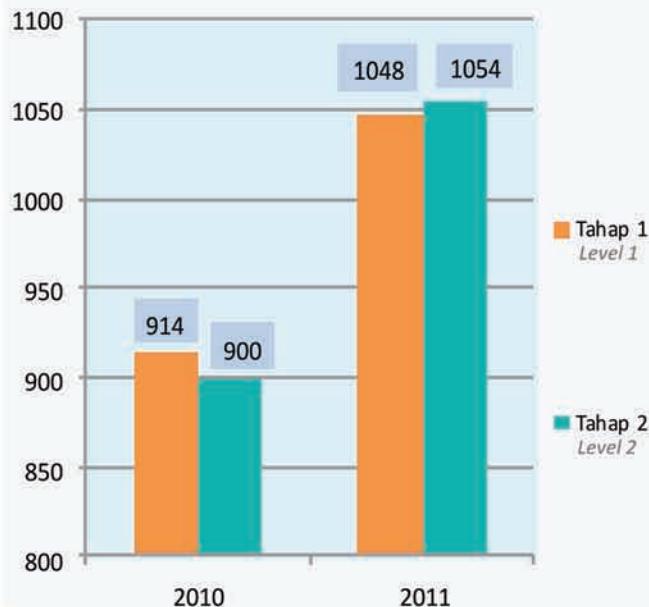
Penerima Pencen  
Pension Recipients



Bayaran Perubatan  
Medical Claim

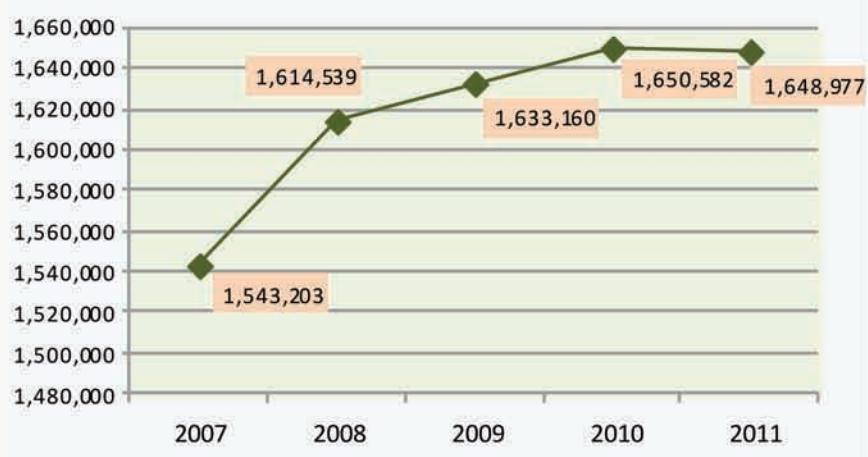


Bilangan Pesara dan Penerima Pencen Tahun 2011  
Number of Pensioners and Pension Recipients in 2011



Bilangan Peserta Terlibat dalam Program Peningkatan Kemahiran Kaunseling Tahun 2010 dan 2011  
Participants Involved in Counselling Skill Enhancement Programmes for the Year 2010 and 2011

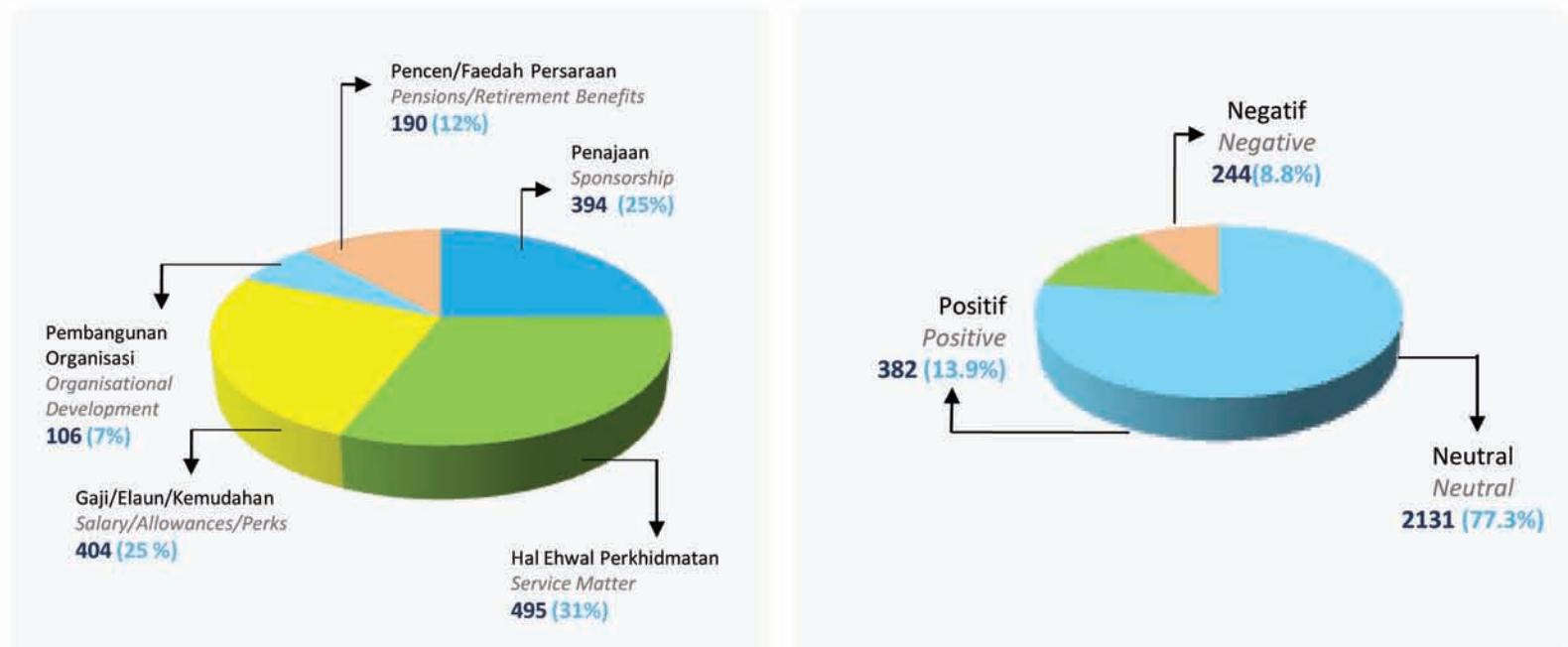
Jumlah Bayaran oleh Kerajaan Kepada Pesara dan Penerima Pencen Tahun 2011  
Total Payment by the Government to Pensioners and Pension Recipients in 2011



Trend Perjawatan di Sektor Awam dari Tahun 2007 hingga 31 Disember 2011  
Establishment Trend in the Public Sector from 2007 until 31<sup>st</sup> December 2011

# Statistik dan Trend

## STATISTICS AND TRENDS



### Bil. Agensi Agencies

### \*Perjawatan \*Establishment

1.	Perkhidmatan Awam Persekutuan Federal Public Service	1,301,822
2.	Perkhidmatan Awam Negeri State Public Service	153,354
3.	Badan Berkanun Persekutuan Federal Statutory Bodies	114,281
4.	Badan Berkanun Negeri State Statutory Bodies	19,034
5.	Pihak Berkuasa Tempatan Local Authorities	60,486
<b>Jumlah Total</b>		<b>1,648,977</b>

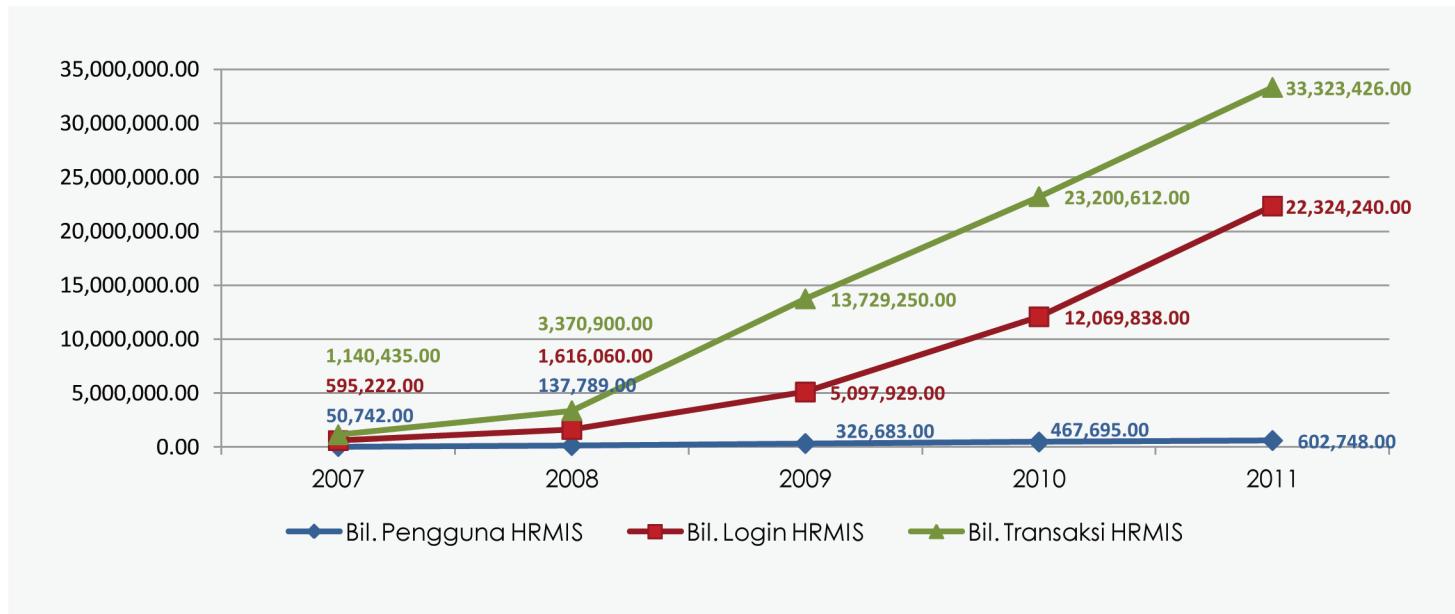
**Maklumat Perjawatan mengikut Jenis Agensi sehingga 31 Disember 2011**  
*Information on Establishment by Agency until 31<sup>st</sup> December 2011*

Sumber: EIS, HRMIS dan Kementerian/agensi

Source: EIS, HRMIS and relevant Ministries/agencies

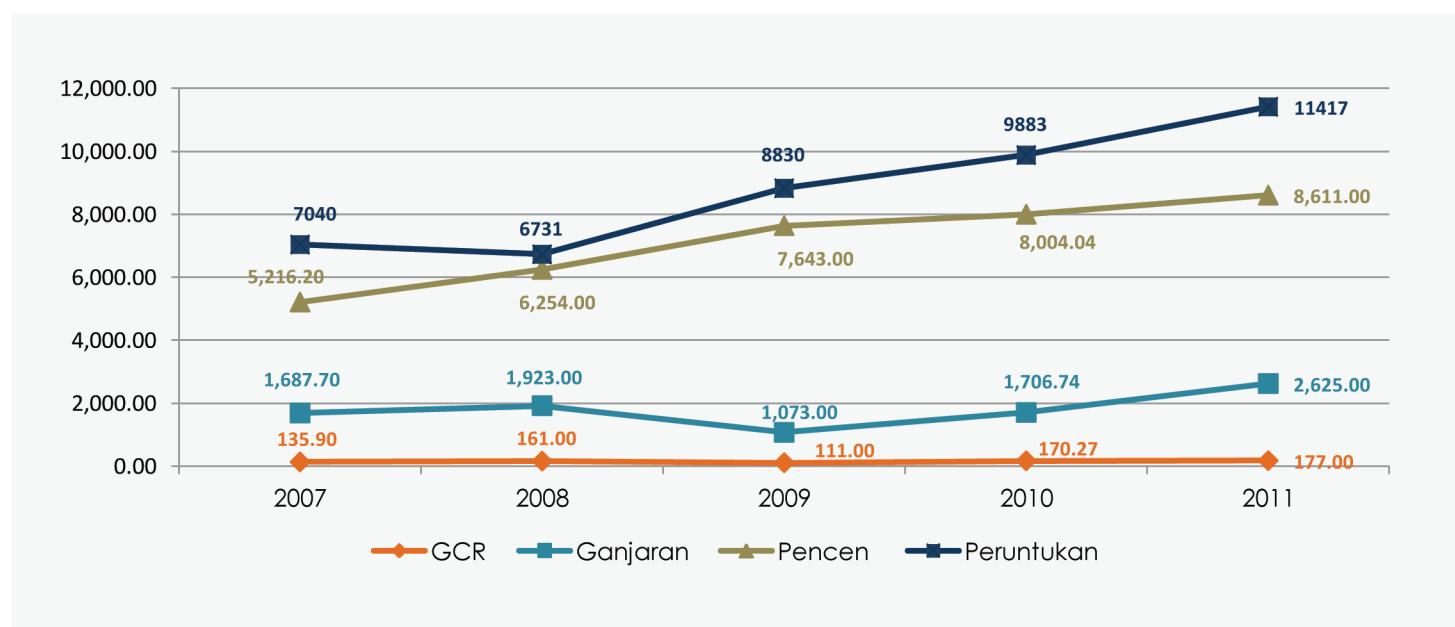
# Statistik dan Trend

## STATISTICS AND TRENDS



**Trend Bilangan Pengguna, Transaksi & Login HRMIS Bagi Kementerian & Pentadbiran Kerajaan Negeri Sehingga 31 Disember 2011**

*Trend in Number of HRMIS Users, Transactions and Logins by Ministries and State Governments Until 31<sup>st</sup> December 2011*



**Perbelanjaan dan Peruntukan Ganjaran, Pencen dan Wang Tunai Gantian Cuti Rehat untuk Tempoh 2007 hingga 2011 (RM Juta)**

*Allocation and Expenditure for Gratuity, Pensions and Cash in Lieu of Leave from 2007 to 2011 (RM Million)*



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