



Pejabat Awam Perlu Proses Modenisasi Menyeluruh Babitkan Paradigma Dan Struktural

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KONSEP 1MALAYSIA, RAKYAT DIDAHULUKAN, PENCAPAIAN DIUTAMAKAN

Konsep ini sebenarnya kesinambungan kepada apa yang diperjuangkan Almarhum Tunku Abdul Rahman. Antara prinsip utama yang mendasari **1Malaysia** adalah kebersamaan (togetherness) dan kekitaan (sense of belonging) dalam satu keluarga besar. Konsep **1Malaysia** yang selari dengan Perlembagaan Persekutuan dan prinsip Rukun Negara membolehkan setiap rakyat menerima bantuan Kerajaan jika mempunyai potensi, tanpa mengira etnik, sama ada dari bandar atau luar bandar

Bagi menjayakan segala perubahan, kita memerlukan sebuah persekitaran yang kondusif untuk semua rakyat Malaysia mengoptimalkan potensi mereka. Di sini peranan perkhidmatan awam yang cekap, berkesan, responsif, luwes (mudah menyesuaikan diri) dan berani berubah amat mustahak.

Usaha ini memerlukan proses modenisasi menyeluruh membabitkan bukan saja modenisasi paradigma tetapi juga struktural.

ANJAKAN PARADIGMA

Pertama

Anjakan daripada **ketegaran** kepada **keanjalan**. Anggota perkhidmatan awam seharusnya menyedari Kerajaan tidak mencipta kekayaan. Peranan ini dimainkan sektor swasta yang mencipta kekayaan dan Kerajaan mempunyai saham yang dikutip di dalam bentuk cukai korporat. Hasil ini digunakan bagi membangunkan negara dan membayar gaji kakitangan awam.

Keanjalan ini penting bagi menghadapi cabaran untuk berjaya di dalam ekonomi baru yang ditandai oleh proses globalisasi. Sektor awam perlu menjadi pemudah cara kepada penciptaan kekayaan tanpa mengetepikan peranan sebagai pemelihara kepentingan awam.

Kedua

Anjakan beralih daripada budaya **'output'** dan perbelanjaan atau kesan nyata semata-mata kepada mementingkan aspek **'outcome'** atau dampak (impak) keberhasilan secara holistik. Perkhidmatan awam harus menganjak paradigma daripada menilai kejayaan yang berasaskan **'output'** kepada kejayaan berasaskan **'outcome'**.

Ketiga

Anjakan **daripada birokrasi** yang menyukarkan **kepada yang memudah cara dan menyenangkan rakyat**. Hari ini terdapat tanggapan pentadbiran awam berada di belakang keluk perubahan negara mahupun global. Lantas, untuk melakukan proses anjakan dan pembaharuan, kita memerlukan sektor awam yang bukan saja memahami realiti semasa tetapi mempunyai kemahuan dan berani membuat perubahan. “We do not need mere seat warmers, we need actual doers”. Di sudut lain, kenapa kita harus terus-terusan mengamal tatacara kerja usang, menyulitkan lagi melambatkan jikalau ia dapat disiapkan dalam masa cepat.

Keempat

Anjakan **daripada produktiviti** semata-mata **kepada gabungan produktiviti, kreativiti dan inovasi**. Kalau selama ini kita mengukur pencapaian dari segi produktiviti, hari ini ukuran ini perlu ditambah baik melalui kreativiti dan inovasi.

Ukuran produktiviti secara konvensional hanya memberikan kita penambahbaikan secara bertokok (incremental), manakala jika digabungkan produktiviti dengan kreativiti dan inovasi, ia akan memberikan kita penambahbaikan secara anjakan berganda (quantum leap).

Untuk menjadikan perkhidmatan awam sebagai tanda aras kecemerlangan peringkat global, budaya pemikiran di luar kotak kebiasaan perlu menjadi norma harian bukan kepelikikan.

PEMBAHARUAN STRUKTURAL

Pertama

Mencadangkan kaedah ‘sistem kemasukan pelbagai peringkat’ ke dalam perkhidmatan awam. Di bawah konsep ini Kerajaan dapat memanfaatkan proses ‘**cross fertilization**’ di antara bakat sektor awam dan sektor swasta. Sudah tiba masanya kini jawatan utama sektor awam dibuka kepada bakat sektor swasta dan dari perkhidmatan selain perkhidmatan tadbir dan diplomatik.

Kedua

Mencadangkan **dasar pintu terbuka** di mana pegawai perkhidmatan awam boleh dipinjamkan ke syarikat berkaitan Kerajaan (GLC) dan pegawai GLC dipinjamkan ke perkhidmatan awam untuk saling menimba pengalaman.

Ketiga

Bagi mendapatkan **bakat terbaik**, perkhidmatan awam perlu mencontohi pelan pembangunan kerjaya dan pencarian bakat yang diamalkan Petronas, Permodalan Nasional Berhad dan Bank Negara. Menghantar yang terbaik di kalangan penjawat awam untuk menimba ilmu di beberapa institusi tersohor di dunia seperti Kennedy School of Government, di Universiti Harvard, dan Wharton Business School di Universiti Pennsylvania.

Demi rakyat, tunjangan dan tampilkanlah penjawat awam yang berintegriti, berkebolehan, setia dan berdedikasi. 1Malaysia, rakyat didahulukan, pencapaian diutamakan.



KEY PERFORMANCE INDICATORS (KPI)

Key Performance Indicators, also known as KPI or Key Success Indicators help an organization **DEFINE** and **MEASURE PROGRESS** toward organizational goals. Once an organization has analyzed its mission, identified all its stakeholders, and defined its goals, it needs a way to measure progress toward those goals. Key Performance Indicators are those measurements.

What Are Key Performance Indicators (KPI)

Key Performance Indicators are **QUANTIFIABLE MEASUREMENTS** and **AGREED TO BEFOREHAND** that reflect the critical success factors of an organization. The KPI differ depending on the nature of the organization and the organization's strategy. They help to evaluate the progress of an organization towards its vision and long-term goals, especially toward difficult to quantify knowledge-based goals. KPI are frequently used to "value" difficult to measure activities such as the benefits of leadership development, engagement, service, and satisfaction.

Whatever Key Performance Indicators are selected, they *must reflect the organization's goals, they must be key to organizational success, and they must be quantifiable (measurable)*. Key Performance Indicators usually are long-term considerations. The definition of what they are and how they are measured do not change often. The goals for a particular Key Performance Indicator may change as the organization's goals change, or as it gets closer to achieving a goal.

Key Performance Indicators (KPI) fall into 2 categories which are financial and non-financial measures or metrics used to help an organization define and evaluate how successful it is, typically in terms of making progress towards its long-term organizational goals. KPI are typically tied to an organization's strategy using concepts or techniques such as the Balanced Scorecard.

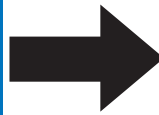
THE BALANCED SCORECARD

(Kaplan and Norton 2001)

- The Balanced Scorecard (BSC) is a performance management tool which began as a concept for measuring whether the smaller-scale operational activities of an organization are aligned with its larger-scale objectives in terms of vision and strategy.
 - By focusing not only on financial outcomes, the Balanced Scorecard helps provide a more comprehensive view of a business, which in turn helps organizations act in their best long-term interests.
 - Organizations were encouraged to measure, those factors which influenced the financial outputs. For example, process performance, market share / penetration, long term learning and skills development, and so on.
 - Organizations should instead of financial also measure those areas where direct management intervention is possible. In so doing, the Balanced Scorecard helped organizations achieve a degree of "balance" in selection of performance measures by encouraging managers to select measures from three other additional categories or perspectives: "Customer," "Internal Business Processes" and "Learning and Growth."
- The Balanced Scorecard suggests that we view the organization from **FOUR** perspectives.

The price of greatness is responsibility

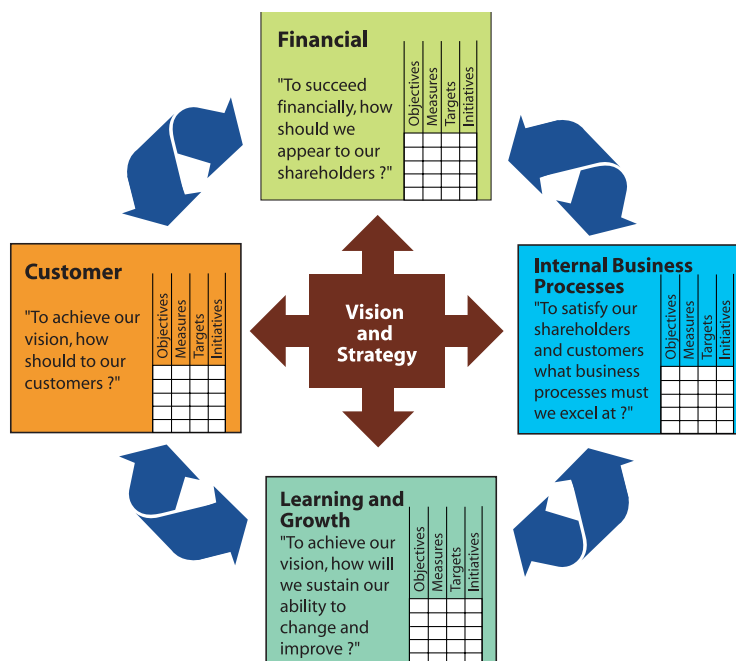
1. The Financial Perspective
2. The Customer Perspective
3. The Business Process Perspective
4. The Learning and Growth Perspective



CONCERNS

1. Long Term with Soft term
2. Financial with Non-financial
3. Internal with External

The **financial perspective** examines if the company implementation and execution of its strategy are contributing to the bottom-line improvement of the company. It represents the long-term strategic objectives of the organization and thus it incorporates the tangible outcomes of the strategy in traditional financial terms. The three possible stages are rapid growth, sustain, and harvest. Financial objectives and measures for the **growth stage** will stem from the development and growth of the organization. The **sustain stage** on the other hand will be characterized by measures that evaluate the effectiveness of the organization to manage its operations and costs, by calculating the return on investment, the return on capital employed, etc. Finally, the **harvest stage** will be based on cash flow analysis with measures.



It focuses on all the activities and key processes required in order for the company to excel at providing the value expected by the customers both productively and efficiently. These can include both short-term and long-term objectives as well as incorporating innovative process development in order to stimulate improvement. In order to identify the measures that correspond to the internal

process perspective, Kaplan and Norton propose using certain clusters that group similar value creating processes in an organization. The clusters for the internal process perspective are **1) operations management** (by improving asset utilization, supply chain management, etc), **2) customer management** (by expanding and deepening relations), **3) Innovation** (by new products and services) and **4) Regulatory & social** (by establishing good relations with the external stakeholders).

The **customer perspective** defines the value proposition that the organization will apply to satisfy customers and thus generate more services to the most desired customer groups. The measures that are selected for the customer perspective should measure both the value that is delivered to the customer which may involve **time, quality, performance and service, cost**, and the **outcomes** that come as a result of this value proposition. The value proposition can be centered on one of the three: operational excellence, customer intimacy or product leadership, while maintaining threshold levels at the other two.

The **internal business process perspective** is concerned with the processes that create and deliver the customer value proposition.

The **learning and growth perspective** is the foundation of any strategy and focuses on the intangible assets of an organization, mainly on the internal skills and capabilities that are required to support the value-creating internal processes. The Innovation & Learning Perspective is concerned with the **jobs** (human capital), the **systems** (information capital), and the **climate** (organization capital) of the enterprise. These three factors relate to what Kaplan and Norton claim is the infrastructure that is needed in order to enable ambitious objectives in the other three perspectives to be achieved. This of course will be in the long term, since an improvement in the learning and growth perspective will require certain expenditures that may decrease short-term financial results, whilst contributing to long-term success.

The price of greatness is responsibility