SIRI SYARAHAN NO 2
PROFESOR ADJUNG UUM

Public Sector Delivery System:
OUTCOME – BASED
IMPERATIVE

SUNDAY • 7 FEBRUARY 2010
:: UNIVERSITY UTARA MALAYSIA, SINTOK ::

Rakyat Didahulukan,
Pencapaian Diutamakan
SESSION 1
MODEL
SESSION 2
OUTPUT/ OUTCOME
SESSION 3
ENABLERS
SESSION 4
DRIVERS
Vision 2020

:: "The Way Forward" – Malaysian Business Council ::
Y.A.Bhg. Tun Dr. Mahathir Mohamad, Kuala Lumpur, 28 Februari 1991
Vision 2020

#1 Establishing a united Malaysian nation with a sense of common and shared destiny

#2 Creating a psychologically liberated, secure, and developed Malaysian Society with faith and confidence

#3 Fostering and developing a mature democratic society, practising a form of mature consensual, community-oriented Malaysian democracy

#4 Establishing a fully moral and ethical society, whose citizens are strong in religious and spiritual values and imbued with the highest of ethical standards

#5 Establishing a matured, liberal and tolerant society in which Malaysians of all colours and creeds are free to practise and profess their customs, cultures and religious beliefs

Rakyat Didahulukan, Pencapaian Diutamakan
Vision 2020

#6 Establishing a scientific and progressive society, a society that is innovative and forward-looking

#7 Establishing a fully caring society and a caring culture, a social system in which society will come before self

#8 Ensuring an economically just society in which there is a fair and equitable distribution of the wealth of the nation

#9 Establishing a prosperous society, with an economy that is fully competitive, dynamic, robust and resilient
National Mission

Strengthening National Unity

Rakyat Didahulukan,
Pencapaian Diutamakan
National Mission

Strengthening National Unity

To move the economy up the value chain

Rakyat Didahulukan, Pencapaian Diutamakan
National Mission

Strengthening National Unity

1. To move the economy up the value chain

2. To raise the capacity for knowledge and innovation and nurturing "First Class Mentality"
National Mission

Strengthening National Unity

1. To move the economy up the value chain
2. To raise the capacity for knowledge and innovation and nurturing "First Class Mentality"
3. To address persistent socio-economic inequalities constructively and productively

Rakyat Didahulukan, Pencapaian Diutamakan
National Mission

Strengthening National Unity

1. To move the economy up the value chain.
2. To raise the capacity for knowledge and innovation and nurturing “First Class Mentality.”
3. To address persistent socio-economic inequalities constructively and productively.
4. To improve the standard and sustainability of quality of life.

Rakyat Didahulukan, Pencapaian Diutamakan
National Mission

Strengthening National Unity

1. To move the economy up the value chain
2. To raise the capacity for knowledge and innovation and nurturing "First Class Mentality"
3. To address persistent socio-economic inequalities constructively and productively
4. To improve and sustain quality

5. To strengthen the institutional and implementation capacity by establishing a more effective implementation and monitoring mechanism

Rakyat Didahulukan, Pencapaian Diutamakan
1. To move the economy up the value chain
2. To raise the capacity for knowledge and innovation and nurturing “First Class Mentality”
3. To address persistent socio-economic inequalities constructively and productively
4. To improve the standard and sustainability of quality of life
5. To strengthen the institutional and implementation capacity by establishing a more effective implementation and monitoring mechanism

- Increasing productivity, competitiveness & value-add in agriculture, manufacturing and services sector
- Generating new sources of wealth in technology & knowledge-intensive sectors ICT, Biotech, skills based services
- Expanding market for Malaysian products and services
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To raise the capacity for knowledge and innovation and nurturing "First Class Mentality"

To address persistent socio-economic inequalities constructively and productively

To improve the standard and sustainability of quality of life

To strengthen the institutional and implementation capacity by establishing a more effective implementation and monitoring mechanism

Holistic human capital development encompassing knowledge, skills, progressive attitude & thinking, strong moral & ethical values

- Fostering a society with strong values
- Nurturing top quality R&D science and innovation
- Advancing women in development
- Empowering youth for the future
1. To move the economy up the value chain
   - Increasing productivity, competitiveness & value-add in agriculture, manufacturing and services sector
   - Generating new sources of wealth in technology & knowledge intensive sectors (ICT, Biotech, skills based services)
   - Expanding market for Malaysian products and services

2. To raise the capacity for knowledge and innovation and nurturing "First Class Mentality"
   - Eradicating hardcore poverty and halving overall poverty
   - Reducing disparity in income, employment & wealth ownership
   - Developing competitive Bumiputeras

3. To address persistent socio-economic inequalities constructively and productively
   - Reducing disparities in development between states, region, as well as between rural & urban areas

4. To improve the standard and sustainability of quality of life

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To address persistent socio-economic inequalities constructively and productively

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To improve the standard and sustainability of quality of life

- Improving infrastructure & urban Transportation system
- Meeting Housing needs & improving urban services
- Enhancing the water delivery system

To strengthen the institutional and implementation capacity by establishing a more effective implementation and monitoring mechanism

- Developing sports for sporting excellence & a healthy lifestyle
- Ensuring environmental conservation & sustainable resource management
- Improving health care services

Rakyat Didahulukan, Pencapaian Diutamakan
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To improve the standard and sustainability of quality of life

- Promoting Good Governance
- Enhancing Public Service Delivery System
- Development through international co-operations

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Strengthening National Unity
Promoting Good Governance

Enhancing Public Service Delivery System

Development through international co-operations

Strengthening National Unity

Overriding Objective
\[ O_c = f(O_t, E, D) + \rho \]
General Excellence Model

Rakyat Didahulukan, Pencapaian Diutamakan
Public Sector Excellence

Vision & Mission

Drivers
- Leadership
- Vision
- Shared Aspirations
- Values
- Guiding Principles

Enablers
- Organisational Structure
- Resources
- Human Capital
- System & Processes

Output
- Service Delivery
- Customer Satisfaction
- Quality Output

Impact/Outcome
- Value Creation
- Impact on Society

Dynamic Environment Analysis
OUTCOME-BASED IMPERATIVE

Dollars Hours Materials Data → Cycle Time In-Process Inventory → Product Service → Mission Progress Commitment Met Stewardship Compliance Satisfaction Profit → Aspiration/Expectation Met

OUTCOMES DRIVE THE PROCESSES ↔ KRAs

INPUTS PROCESS OUTPUTS OUTCOMES IMPACT

Delivering Outcomes & Impact
PREMIER ASPIRATION

Leadership Commitment

Enablers

1

Malaysia

Consistency

PUBLIC SECTOR PARADIGM SHIFT

KPI

“PEOPLE FIRST, PERFORMANCE NOW”
1
GOVERNMENT
TRANSFORMATION
PROGRAMME

Rakyat Didahulukan, Pencapaian Diutamakan
Program Transformasi Kerajaan

Rakyat Didahulukan, Pencapaian Diutamakan
The diagram illustrates the relationship between strategy and operations. It shows a strategic value frontier with two main areas:

- **Distinctive Solutions**
- **Generic Operations**

The degree of change is represented by the diagonal line dividing the two areas. Andrew Rowsell-Jones, from Gartner Executive Programs Worldwide, likely presented this diagram to highlight the importance of balancing strategy with operational efficiency.
REDUCE

ELIMINATE

CREATE

RAISE

A NEW VALUE CURVE

W. Chan Kim; and
Renee Mauborgne
“Blue Ocean Strategy”
Transformation engine

Transformation entails fundamental change in
- The way the organisation does its activities (doing)
- The character of the organisation (being)

To achieve big fast results

It operates differently

Doing ("action")

It becomes a totally different organisation
The Spirit of 1Malaysia
Unity In Diversity
Government & Governance for All

PEOPLE FIRST
National Key Result Area (People's Wants & Needs)
- Widening Access to Quality Education
- Upgrade Urban Public Transport
- Combat Corruption
- Reduce Crime
- Upgrade Rural Basic Infrastructure
- Upgrade Low Income Household

KPIs Helps To Track Progress
- All Student Master Reading, Writing & Counting by Year 4
- 34 Sets of 4-Car Trains to LRT Kelana Jaya by 2012
- Eliminate Closed Tender System
- Reduce Street Crime Rate by 20% by 2012
- Built 1,500 km Rural Roads in Sabah & Sarawak by 2012
- Welfare Payouts Will Be Made by the 1st of Every Month

PERFORMANCE NOW
Government Transformation
Public Service Delivery
Improved Outcomes for all Malaysian
Resilient Organisational Capacity

Competencies and Implementation Capacity Enhancement

Human Capital that is Knowledgeable, Innovative and with First Class Mindset

Public Service Human Resource Transformational Plan

Ministry
- KRA
- Outcome

JPA

MAMPU

Ministry Program
- Manpower Competency Development Program
- Human Resource Strategic Direction Program

Ministry Project
- Cross Fertilisation
- Human Resource Career Development Plan

RMK 10 Outcome Based Approach

SPA

Increasing Government Efficiency through eGovernment
ENHANCING WORKFORCE EXCELLENCE IN THE PUBLIC SERVICE

Vision & Mission

Strategies for Action

Drivers
- Leadership
- Vision
- Shared Aspirations
- Values
- Guiding Principles
- High Performance Culture

Enablers
- Organisational Infrastructure
- Resource
- Human Capital
- System, Processes & Technology

Impact
- Service Delivery
- Customer Satisfaction
- Impact on Society

Value Creation
- Service Delivery Excellence
- One Service, One Delivery, No Wrong Door
- World Class Civil Service

Quality Output

Environmental Analysis

Vision 2020
Building Capacity with KPIs

Drivers
- Leadership
- Vision
- Shared Aspirations
- Values
- Guiding Principles

Enablers
- Organisational Infrastructure
- Resources
- Human Capital

Outputs and Impact
- Service Delivery
- Customer Satisfaction
- Impact on Society
- Quality Output

Value Creation

Strategies for Action
- Organisational Climate KPI
- Treasury Strategic KPIs
- Auditor – General’s Accountability Index
- Agency – Specific KPIs or Service Delivery
- GDP Growth and National Competitiveness KPIs

Vision & Mission

Leadership competency KPI

Environmental Analysis

- MAMPU Star Rating
- Clients’ Satisfaction Survey and Clients’ Charter Compliance KPIs
- KPIs on Objectives Achievement
We, the members of the Cabinet, commit to these 16 principles as we guide the delivery of outcomes for the Rakyat.

Y.B. DATO' SRI MOHD. NAREB BIN TUN HAJI ABDUL RAHIM
Y.B. DATU' SRI DATO' AHMAD SHAHABUDDIN
Y.B. DATO' SRI OMAR BINTUHARI
Y.B. DATO' SRI DATO' DR. MAHIDIN
Y.B. DATO' SRI MUSTAFAH BINTUHARI
Y.B. DATU' SRI SRI NAKI
Y.B. DATO' SRI NEOLIOH BIN AHMAD SHAHABUDDIN
Y.B. DATO' SRI ISMAIL SABRI BIN
dr. saifuddin
Y.B. DATO' DR. MAHIDIN
Y.B. DATO' SRI MUNIRAH BIN
Y.B. DATO' DR. MAHIDIN
Y.B. DATO' SRI SHAMSHILA
Y.B. DATO' SRI MUNIRAH BIN
Y.B. DATO' SRI AMINAH BINTUHARI
Y.B. DATO' SRI HAJI RAZAK
Y.B. DATO' SRI HAJI RAZAK
Y.B. DATO' SRI SRI NAKI
Y.B. DATO' SRI SRI NAKI
Y.B. DATO' SRI SRI NAKI
Members of Delivery Task Forces

Crime | Corruption | Education | Low-income households | Rural basic infrastructure | Urban public transport

Prime Minister

Dato' Sri Mohd Najib Tun Razak

Lead Minister

Dato' Seri Hishamuddin Tun Hussein, Minister of Home Affairs
Dato' Seri Mohamed Nazri Abdul Aziz, Minister in the PM's Department

Participating Ministers (non-exhaustive)

- Local Govt
- Federal Territories
- Home Affairs
- Local Govt
- Works
- Rural and Regional Dev
- Unity
- Agriculture
- Rural and Regional Dev
- Energy
- Plantation
- Works
- Finance
- Law
- Home Affairs

PEMANOU

Tan Sri Dr Koh Tsu Koon, Chairman
Dato' Sri Idris Jala, CEO

Chief Sec. to the Govt (KSN)

Tan Sri Mohd Sidek Hassan

Load Perm Sec (KSU)/Deputy Perm Sec. (TKSU)/DG (KP)

Dato' Sri Mahmood Adam, KSU, Ministry of Home Affairs
Dato' Abdullah Sani Ab. Hamid, KP Legal Affairs Division, PM's Department
Tan Sri Dr Zulkarnain Awang, KSU, Ministry of Education
Datuk Nor Hayeti Sulaiman, KSU, Ministry of Women, Family & Community Dev't
Dato' Abdul Jabar Che Nai, KSU, Ministry of Rural and Regional Development
Dato' Long See Wool, TKSU, Ministry of Transport
Our civil service has undertaken various transformation projects

Initiatives of each transformation project/agency

**MIIMPU**

Increasing government efficiency through e-government, e.g.
- eKL: Integrating the backend IT systems of agencies to enable a 'No Wrong Door' policy for the public
- myGov portal: Providing a single online portal for government services, information, forms and payment
- Tracking and rewarding performance of government departments through Star Ratings and Public Sector Quality Awards

**PEMUDAH**

Enhancing ease-of-doing business and reduced bureaucracy in business-government dealings
- Establishing a one-stop centre to expedite the incorporation of companies (integrating relevant agencies including the Companies Commission of Malaysia, IRB, EPF and SOCSO)
- Halving expatriate application processing time from 14 days to 7 days
- Implementing an online business licences application system (BLESS)

**PIKA**

Improving quality of delivery by
- Coaching senior civil servants to become agents for change across ministries
- Channelling structured feedback to senior government leaders, from both the customers of public services (the rakyat) as well as providers (civil servants)
THOSE WHO HAVE CONQUERED THEIR MIND
HAVE CONQUERED THE WORLD
LEAD YOUR BOSS
The Subtle Art of Managing Art
JOHN BALDONI
American Management Association
United States of America, 2010

HOW THE MIGHTY FALL
And Why Some Companies Never Give In
JIM COLLINS
United States of America, 2009
TRANSFORMING YOUR LEADERSHIP CULTURE

JOHN B. McGUIRE AND GARY B. RHODES
Jossey-Bass Business
United States of America, 2009

PROGRAM TRANSFORMASI KERAJAAN
Pelan Hala Tuju
Unit Pengurusan Prestasi dan Pelaksanaan (PEMANDU)
Jabatan Perdana Menteri
28 Januari 2010
Salam Sejahtera

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