

**Jabatan Perkhidmatan Awam Malaysia**  
**Public Service Department Malaysia**



# LAPORAN TAHUNAN ANNUAL REPORT 2006







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LAPORAN TAHUNAN 2006  
JABATAN PERKHIDMATAN AWAM MALAYSIA

*Annual Report 2006  
Public Service Department Malaysia*

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Sidang Pengarang merakamkan penghargaan kepada semua bahagian JPA di atas sumbangan dalam penyediaan Laporan Tahunan JPA 2006.

*The Editorial Board records its appreciation to all divisions of the PSD for their contribution in the preparation of the 2006 PSD Annual Report.*

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PERUTUSAN  
Ketua Pengarah Perkhidmatan Awam Malaysia

*Foreword by the Director-General of Public Service Malaysia*

# Perutusan Ketua Pengarah Perkhidmatan Awam Malaysia

Perkhidmatan awam terus melakukan perubahan yang perlu dalam usaha menuju ke tahap negara maju. Perubahan ketara memperlihatkan peralihan paradigma yang merangkumi bukan sahaja perubahan struktur dan sistem tetapi juga nilai, sikap dan pemikiran anggota perkhidmatan awam. Teras kepada perubahan ini ialah peningkatan ekspektasi pelanggan dan *stakeholders* bahawa perkhidmatan awam akan memberi sumbangan yang bermakna ke arah mencapai matlamat pembangunan sosioekonomi negara.

Pelaksanaan Rancangan Malaysia Kesembilan (RMKe-9) dan peningkatan teknologi yang telah menjadikan dunia semakin leper (*flat world*) dan tanpa sempadan menuntut

supaya perkhidmatan awam membudayakan falsafah '*high thinking, high doing*'. Ianya menuntut supaya perkhidmatan awam berfikir dalam konteks yang lebih mencabar, terbuka dan di luar kerangka minda biasa bagi melahirkan penjawat awam yang berilmu pengetahuan dan berprestasi tinggi di semua peringkat.

Pengalaman lalu membuktikan perkhidmatan awam berupaya menunaikan tuntutan-tuntutan terhadapnya. Namun begitu, pengalaman masa lepas masih belum pasti dapat menjamin kejayaan masa depan. Scenario kini jauh lebih mencabar dan amat berbeza dengan perubahan yang pernah dialami. Dengan demikian, usaha-usaha penggubalan dan pelaksanaan pelbagai dasar dan peraturan yang berkaitan dengan pembangunan modal insan hendaklah terus diperkuuhkan. Ini adalah kerana modal insan merupakan asas yang akan menentukan keupayaan perkhidmatan awam, malah negara, untuk bertindakbalas dengan berkesan terhadap cabaran-cabaran yang dihadapi.

Dalam konteks ini, Jabatan Perkhidmatan Awam (JPA) sebagai agensi pusat bertindak sebagai pemacu menentukan bahawa modal insan perkhidmatan awam berkebolehan dalam menangani ekspektasi pelanggan dan *stakeholders* serta tuntutan-tuntutan globalisasi. Usaha-usaha akan diteruskan bagi memantapkan kompetensi pegawai perkhidmatan awam dan membangunkan organisasi serta skim perkhidmatan demi melahirkan anggota serta organisasi yang fleksibel, berupaya bertindak balas dengan berkesan dan proaktif demi mempertingkatkan kualiti penyampaian perkhidmatan awam.



Tan Sri Ismail Adam  
April 2007

Sehubungan ini, pembangunan kompetensi warga JPA sendiri merupakan satu agenda utama yang mesti dipenuhi dalam memastikan keupayaan perkhidmatan awam secara keseluruhannya. Pembentukan budaya kerja berprestasi tinggi juga merupakan sesuatu yang sentiasa didukung oleh pihak JPA agar warga JPA sentiasa berkebolehan untuk menduga sesuatu perubahan sebelum ianya terjadi dan seterusnya, berupaya merancang tindakan-tindakan yang diperlukan bagi perkhidmatan awam menanganinya kelak.

Sepanjang tahun 2006, JPA telah memberi tumpuan kepada pelaksanaan projek-projek yang menyumbang kepada pembangunan sumber manusia perkhidmatan awam secara ketara. Antaranya ialah pemantapan urusan pemprosesan dokumen persaraan dan faedah persaraan melalui sistem '*Pensions Online Workflow Environment System*'. Sistem ini telah memenangi Anugerah Perdana Teknologi Maklumat 2006. Pelaksanaan Sistem Pengurusan Maklumat Sumber Manusia (HRMIS) telah diperluaskan di semua agensi awam untuk meningkatkan pengurusan maklumat. Latihan telah disusunkan semula bagi memenuhi keperluan semasa perkhidmatan awam yang berkait rapat dengan pelaksanaan dasar-dasar kerajaan termasuk RMKe-9. Program Hari JPA Bersama Pelanggan telah ditingkatkan dengan pelancarannya secara maya demi keselesaan pelanggan yang tidak berkesempatan berurus secara bersemuka. Fungsi khidmat pelanggan

telah diperkuuhkan demi meningkatkan pengurusan perhubungan pelanggan. Kajian mengenai aspek-aspek Pengurusan Sumber Manusia (PSM) demi menentukan struktur dan saiz perkhidmatan awam yang optimum serta cadangan pencen bercarum untuk penjawat awam baru juga merupakan program utama JPA pada tahun 2006.

Seterusnya, bagi tahun 2007, JPA akan bertindak lebih jauh lagi dalam membangunkan keupayaan institusi dan modal insannya melalui penstrukturkan semula JPA. Ini adalah untuk menentukan JPA berubah dan berkembang selaras dengan perubahan masa. Pelaksanaan Pelan Latihan atau '*Training Road Map*' JPA bertujuan membina modal insan secara sistematik dan berkesan bagi menghasilkan '*value creation*' dan '*value addition*' kepada JPA khususnya dan perkhidmatan awam keseluruhannya. Di samping itu, kajian pemantapan pengurusan sumber manusia seperti pelaksanaan Penilaian Tahap Kecekapan, Sistem HRMIS dan PSM berdasarkan kompetensi akan diteruskan.

Perubahan-perubahan dalam sistem pengurusan sumber manusia perkhidmatan awam ini berkemungkinan memintas atau bertembung dengan peraturan-peraturan mahupun norma-norma tertentu yang aktif diguna pakai. Justeru, keterbukaan dan kreativiti dalam menyediakan jalan penyelesaian yang bijaksana perlu dijana bagi memastikan usaha-usaha ini tidak sia-sia dan membina modal insan yang cemerlang.

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**Pelaksanaan Rancangan Malaysia Kesembilan (RMKe-9) dan peningkatan teknologi yang telah menjadikan dunia semakin leper (*flat world*) dan tanpa sempadan menuntut supaya perkhidmatan awam membudayakan falsafah '*high thinking, high doing*'. Ianya menuntut supaya perkhidmatan awam berfikir dalam konteks yang lebih mencabar, terbuka dan di luar kerangka minda biasa bagi melahirkan penjawat awam yang berilmu pengetahuan dan berprestasi tinggi di semua peringkat.**

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## *Foreword by the Director-General of Public Service Malaysia*



*The public service continues to undertake the needed changes to propel the nation towards achieving a developed status. These changes show a paradigm shift that encompasses not only the structure and systems but also the values, attitudes and mindset of public service employees. The catalyst to these changes is the rising expectations of customers and stakeholders that the public service will make a meaningful contribution towards the socio-economic development of the country.*

*The implementation of the Ninth Malaysia Plan (9MP) and technological developments - that have resulted in a flatter and borderless world - require that the public service embrace a culture of high thinking and high doing. These factors create a challenging context that compels the public service to be open-minded and think "out of the box" so as to produce a workforce that is knowledgeable and highly productive at all levels.*

*Past experience proves that the public service can fulfil the demands placed upon it. However, past experience does not guarantee future success. The scenario now is more challenging and very different from the changes we have experienced before. Thus, there is a need to fortify efforts at formulating and implementing various policies and procedures on human capital development. This is because human capital is the foundation that determines the capability of the public service, and indeed the country, to respond effectively to the challenges ahead.*

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*In this context, the Public Service Department (PSD), as a central agency, is a driving force that ensures human capital in the public service is capable of managing customers' and stakeholders' expectations and the demands of globalisation. Efforts at strengthening the competency of public service employees and to enhance organisational capacity and service schemes will go on to produce employees and organisations that are flexible, highly responsive and proactive in improving public service delivery.*

*Accordingly, competency development of PSD employees is itself an important agenda that needs to be met in ensuring the capability of the whole public service. The PSD constantly focuses its energy on the creation of a high-performance work culture so that its employees are always able to anticipate any change before it happens and, subsequently, be able to plan the necessary actions to enable the public service to confront such changes whenever they occur.*

*In 2006, the PSD focused its efforts on the implementation of projects that significantly contribute to human resource development in the public service. Among such projects were the improvements to the processing of pension documents and pension benefits through the Pensions Online Workflow Environment System. This system won the Premier Award for Information Technology in 2006. The implementation of the Human Resource Management Information System (HRMIS) was extended to all public agencies to enhance the management of information. Training was carried out in line with the current needs of the public service in implementing*

*government policies including the 9MP. The PSD's "A Day with Clients" programme was upgraded with the launching of the virtual system whereby customers who are unable to be physically present at the counters to have their problems solved, can now have their queries entertained online. The customer service function was further strengthened to improve customer relationship management. Research on various aspects of human resource management to ensure an optimum structure and size of the public service and the proposed contributory pensions scheme for new public service employees also featured among the main programmes of the PSD in 2006.*

*In 2007, the PSD will continue to develop its institutional and human capital capability through restructuring its organisation. This is to ensure that the PSD remains relevant in changing times. The implementation of the PSD Training Road Map aims to systematically and effectively build human capital that is capable of value creation and value addition to the PSD specifically and to the public service generally. Additionally, research in strengthening human resource management in areas such as Competency Assessment, HRMIS and competency-based human resource management will be continued.*

*There is a possibility that developments in public human resource management might bypass or clash with existing norms and procedures. However, openness and creativity need to be engendered in finding sensible solutions to ensure that developmental efforts are not wasted and that these do result in building human capital excellence.*

Tan Sri Ismail Adam  
April 2007



ASDALLAH

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# MAKLUMAT KORPORAT JPA

*Corporate Information*

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Kiri/*Left*

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**Kunjungan Y.A.B. Perdana Menteri ke JPA Sempena Mesyuarat Jawatankuasa Kabinet Mengenai Perjawatan dan Gaji Sektor Awam pada 24 April 2006**

*The Rt. Hon. Prime Minister's Visit to the PSD in Conjunction with the Meeting of the Cabinet Committee on Public Sector Establishment and Salaries on 24 April 2006*

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## Pengurusan Tertinggi JPA 2006 *PSD's Top Management 2006*



Dari Kiri/*From Left*

Duduk/*Seated*: Dato' Dr. Hj. Malek Shah Hj. Mohd Yusoff (PI), Dato' Hj. Ahmad Said [TKPPA(O)], Tan Sri Ismail Adam (KPPA), Datuk Ab Khalil Ab Hamid [TKPPA(P)], Dato' Mohtar Abas (PBK sehingga 4.10.2006), dan Dato' Normah Md Yusof (PBO).

Berdiri/*Standing*: En. Sabri Omar (PBM), Tn. Hj. Lamien Sawiyo (PBL), Dr. John Antony Xavier (PBPP mulai 28.6.2006), Datin Madinah Mohamad (PBU), Puan Sri Zaiton Mhad. Ali (PBG sehingga 26.10.2006), Dr. Ismail Alias (PBPs sehingga 9.10.2006), En. Yeow Chin Kiong (PBP), dan Tn. Hj. Abd. Jalil Khalid (PHRMIS).

Selatan/*Inset*: Dr. Hj. Mohd Azhar Hj. Yahaya – PBPs mulai/*as of* 12.10.2006  
En. Yap Kin Sian – PBG mulai/*as of* 26.11.2006

Ringkasan:	KPPA	– Ketua Pengarah Perkhidmatan Awam/ <i>Director-General of Public Service</i>
<i>Abbreviation</i>	TKPPA(P)	– Timb. Ketua Pengarah Perkhidmatan Awam (Pembangunan)/ <i>Deputy Director-General of Public Service (Development)</i>
	TKPPA(O)	– Timb. Ketua Pengarah Perkhidmatan Awam (Operasi)/ <i>Deputy Director-General of Public Service (Operations)</i>
	PI	– Pengarah INTAN/ <i>Director of INTAN</i>
	PBO	– Pengarah Bahagian Pembangunan Organisasi/ <i>Director of Organisational Development Division</i>
	PKB	– Pengarah Bahagian Perkhidmatan/ <i>Director of Service Division</i>
	PBG	– Pengarah Bahagian Gaji dan Elaun/ <i>Director of Salaries and Allowances Division</i>
	PBP	– Pengarah Bahagian Pencen/ <i>Director of Pensions Division</i>
	PBU	– Pengarah Bahagian Sumber Manusia dan Khidmat Pengurusan/ <i>Director of HRM and Management Services Division</i>
	PBL	– Pengarah Bahagian Latihan/ <i>Director of Training Division</i>
	PBPP	– Pengarah Bahagian Penyelidikan dan Perancangan/ <i>Director of Research and Planning Division</i>
	PBPs	– Pengarah Bahagian Perkhidmatan Psikologi/ <i>Director of Psychological Services Division</i>
	PBM	– Pengarah Bahagian Teknologi Maklumat/ <i>Director of Information Technology Division</i>
	PHRMIS	– Pengarah Pejabat Projek Sistem Maklumat Pengurusan Sumber Manusia/ <i>Director of Human Resource Management Information System Project (HRMIS)</i>

## *Vision*

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

## **Visi**

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

## *Mission*

*To enhance the effectiveness of the public service human capital towards achieving public service excellence through the following functions:*

- *To be the main advisor to the government in the management of public service personnel;*
- *To formulate policies on public service personnel with regard to employment, emplacement, promotion, training, salaries, allowances, pension benefits, accident claims, working environment, motivation, incentives and recognition;*
- *To plan for quality public service manpower requirements;*
- *To determine the optimum size and appropriate organisational structure of the public service; and*
- *To manage employer-employee relations towards creating a harmonious working environment.*

## **Misi**

Untuk meningkatkan keberkesanan modal insan sektor awam demi kecemerlangan perkhidmatan awam melalui fungsi-fungsi berikut:

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

## *Objective*

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

## **Objektif**

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

## Plagam Pelanggan

### Clients' Charter

We pledge to provide professional services and advice on the formulation and implementation of policies and regulations pertaining to human resource management (HRM) in the public service as follows:

- To formulate and coordinate human resource policy for the public service and enhance the image and corporate relations of the PSD;
- To ensure that public organisations are equipped with suitable structure, establishment and schemes of service so as to function at an optimum level;
- To supply public service organisations with, at minimum, 80% competent common user service personnel from full requirements;
- To formulate policies on salaries, allowances and perquisites for public service personnel and to ensure harmonious employer-employee relationship;
- To develop training programmes for public service personnel and champion the pre-service and in-service training programmes;
- To implement at least 950 courses with 280,000 participant days per year;
- To provide effective psychological and counselling services to public service personnel that are governed by the principles, ethics and standard practices of the public service;
- To regulate public service pensions regulations and ensure that pension benefits are payable to qualified receivers;
- To plan, develop and service ICT requirements and application systems of the PSD's divisions, and to manage the personnel information of civil servants in 719 public agencies;
- To provide support services and responsibility for the PSD's human resource management;
- To monitor and coordinate the development as well as the implementation of the Human Resource Management Information System at all public service agencies.

Kami berjanji akan memberi khidmat dan nasihat secara profesional dalam menggubal dan melaksanakan dasar serta peraturan Pengurusan Sumber Manusia (PSM) bagi perkhidmatan awam dengan sentiasa mengalu-alukan pelanggan, memberikan senyuman, mendengar dan memberi layanan mesra merangkumi fungsi-fungsi berikut:

- Menggubal dan menyelaras dasar sumber manusia perkhidmatan awam serta meningkatkan imej dan memantapkan hubungan korporat JPA;
- Memastikan organisasi perkhidmatan awam mempunyai skim perkhidmatan, struktur organisasi dan perjawatan yang sesuai supaya dapat berfungsi di tahap optimum;
- Membekalkan organisasi perkhidmatan awam dengan anggota perkhidmatan gunasama yang kompeten, sekurang-kurangnya 80 peratus daripada keperluan pengisian;
- Menggubal dasar gaji, elauan dan kemudahan bagi anggota perkhidmatan awam demi mengukuhkan perhubungan majikan-pekerja yang harmonis;
- Menjalankan sekurang-kurangnya 950 kursus dengan 280,000 hari peserta (*participant days*) setahun di INTAN;
- Membangunkan sumber manusia melalui pendekatan psikologi dan kaunseling kepada anggota perkhidmatan awam secara efektif berteraskan prinsip, etika dan piawaian amalan yang ditetapkan;
- Mentadbir undang-undang pencen sektor awam dan memastikan faedah persaraan dibayar kepada penerima yang layak;
- Merancang, membangun dan menyelenggara keperluan teknologi komunikasi dan maklumat, sistem aplikasi di Bahagian-bahagian di JPA serta mengurus maklumat anggota perkhidmatan awam bagi 719 agensi perkhidmatan awam;
- Memberi perkhidmatan sokongan dan bertanggung jawab terhadap pengurusan sumber manusia di JPA;
- Memantau dan menyelaras pembangunan serta memastikan pelaksanaan Projek Human Resource Management Information System di semua agensi awam.

# Pelanggan Clientele

JPA telah mengenal pasti empat kumpulan pelanggan luaran yang utama. Kategori dan bilangannya pada 31 Disember 2006 adalah seperti berikut:

*The PSD's main external clientele can be divided into four main categories. The categories and numbers of clients as of 31 December 2006 are shown as follows:*

## Agensi Kerajaan *Government Agencies*

Agensi Kerajaan <i>Government Agencies</i>	719
Perkhidmatan Awam Persekutuan <i>Federal Public Service</i>	139
Perkhidmatan Awam Negeri <i>State Public Service</i>	251
Badan Berkanun Persekutuan <i>Federal Statutory Bodies</i>	75
Badan Berkanun Negeri <i>State Statutory Bodies</i>	110
Pihak Berkuasa Tempatan <i>Local Authorities</i>	144

## Pesara dan Penerima Pencen *Pensioners and Pension Recipients*

Pesara dan Penerima Pencen <i>Pensioners and Pension Recipients</i>	470,883
Pesara <i>Pensioners</i>	334,228
Penerima Pencen <i>Pension Recipients</i>	136,655

## Pelajar Tajaan *Sponsored Students*

Pelajar-pelajar Tajaan <i>Sponsored Students</i>	33,015
Program Dalam Negara <i>Local Programmes</i>	16,813
Program Luar Negara <i>Overseas Programmes</i>	9,155
Program Dasar Pandang Ke Timur <i>Look East Policy Programmes</i>	1,974
Program Penajaan Dalam Perkhidmatan <i>In-Service Sponsored Programmes</i>	5,073

## Keanggotaan *Manpower*

Anggota Sektor Awam <i>Public Sector Personnel</i>	1,142,783
Perkhidmatan Awam Persekutuan <i>Federal Public Service</i>	907,417
Perkhidmatan Awam Negeri <i>State Public Service</i>	84,580
Badan Berkanun Persekutuan <i>Federal Statutory Bodies</i>	94,623
Badan Berkanun Negeri <i>State Statutory Bodies</i>	14,195
Pihak Berkuasa Tempatan <i>Local Authorities</i>	41,968



# Sejarah dan Semasa

## Past and Present

*The Public Service Department (PSD) was established in 1934 and was then known as the Malayan Establishment Office (MEO). The MEO was based in Singapore and was responsible for all personnel matters. The office was moved to Kuala Lumpur in 1946. Subsequently, the functions of the MEO and the Establishment Division of the Federal Treasury was merged in 1954 and named "The Federal Establishment Office". On 15 August 1968, this office was renamed as the PSD. Between 1993–2001 the PSD operated from its own complex at Jalan Tun Ismail Kuala Lumpur before shifting to Complex C of the Federal Government Administrative Centre in Putrajaya.*

*In line with national development, the functions and responsibilities of the PSD have since expanded and become more complex. As a central agency involved in public service human resource management (HRM), the PSD plays a strategic role in policy formulation and development of human capital.*

*As a central agency, the PSD has a role in meeting new challenges that will have an impact on the public service. The process of globalisation and liberalisation, convergence of IT, telecommunications and multimedia, transition towards a knowledge-based economy, call for good governance, and increasing stakeholder and client expectations have driven the PSD to continuously improve HRM policies and approaches towards making the Malaysian public service capable of providing high quality services.*

Jabatan Perkhidmatan Awam (JPA) ditubuhkan pada tahun 1934 di Singapura dengan nama *Malayan Establishment Office* (MEO). Tujuannya adalah untuk menguruskan personel perkhidmatan awam. Pejabat MEO berpindah ke Kuala Lumpur pada tahun 1946 dan kemudiannya pada tahun 1954, digabungkan dengan *Establishment Division* di *Federal Treasury* dan dinamakan *Federal Establishment Office* (FEO). FEO kemudiannya ditukar sebagai JPA mulai 15 Ogos 1968. JPA pada tahun 1993 - 2001 beroperasi di Kompleks JPA, Jalan Tun Ismail Kuala Lumpur sebelum berpindah ke Kompleks C, Pusat Pentadbiran Kerajaan Persekutuan, Putrajaya.

Fungsi dan tanggung jawab JPA telah berkembang dan menjadi lebih kompleks selari dengan tahap kemajuan negara. Peranan JPA telah menjadi lebih mencabar dan berubah dari sebuah agensi kawal selia kepada sebuah agensi pusat. Peranan yang strategik dan utama adalah merangkumi aspek penggubalan dasar dan pembangunan modal insan sektor awam.

JPA berperanan dalam menangani perubahan-perubahan persekitaran yang memberi implikasi dan cabaran baru kepada Perkhidmatan Awam. Proses globalisasi dan liberalisasi, *convergence* dalam bidang teknologi maklumat, telekomunikasi dan multimedia, peralihan kepada ekonomi berdasarkan pengetahuan, tekanan kepada kecekapan urus tadbir, dan ekspektasi *stakeholder* dan pelanggan memerlukan JPA secara berterusan menambahbaik dasar dan kaedah pengurusan sumber manusia demi membentuk perkhidmatan awam Malaysia yang berkeupayaan memberi perkhidmatan berkualiti tinggi.

Kiri/*Left*

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**Pelancaran Buku Pentadbiran dan Pengurusan Awam Malaysia oleh Ketua Setiausaha Negara, Y.Bhg. Tan Sri Mohd. Sidek Hassan pada 19 September 2006**

*The Launching of The Malaysian Public Administration and Management Book by The Chief Secretary to the Government, the Hon. Tan Sri Mohd. Sidek Hassan on 19 September 2006*

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JPA menyedari bahawa untuk memainkan peranan baru dan seterusnya menangani cabaran-cabaran persekitaran secara cekap dan berkesan, perkhidmatan awam memerlukan anggota yang berdaya saing, berdaya tahan dan berdaya maju. JPA sebagai peneraju dalam pengurusan dan pembangunan modal insan mengambil inisiatif dalam penyediaan bakal pemimpin yang berfikiran strategik dan mampu bertindak dalam apa jua situasi.

Perkhidmatan awam memerlukan pekerja berpengetahuan, kompeten dan proaktif; mempunyai pelbagai kemahiran dan keterampilan untuk memahami serta menyelesaikan sesuatu isu. Berkaitan itu JPA sentiasa berusaha memastikan agensi-agensi awam adalah dibekalkan dengan personel dan struktur yang berupaya bertindak-balas dengan berkesan terhadap cabaran-cabaran yang dihadapi.

Implikasi-implikasi ini memerlukan dasar, strategi dan amalan pengurusan sumber manusia dikaji secara dinamik untuk menjadikannya lebih relevan dan dapat berfungsi dalam senario perkhidmatan awam yang baru. Apa yang diperlukan adalah pendekatan inovatif, strategi yang realistik; dan amalan PSM yang terbaik bagi membolehkan perkhidmatan awam Malaysia setaraf dengan yang terbaik di dunia.

*The PSD acknowledges the need for competitive, durable and viable personnel for the public service to perform the new roles and meet the environmental challenges efficiently and effectively. As such, the PSD has taken the initiative in developing future leaders who can think strategically and act in whatever situation.*

*The public service needs workers who are knowledgeable, competent, proactive, multi-skilled and have the potential to understand and resolve any emerging issues creatively. As such, the PSD has undertaken measures in ensuring that all public agencies are equipped with capable personnel and appropriate structures to manage challenges effectively.*

*The above scenario warrants HRM policies, strategies and practices to be reviewed dynamically. What is needed for the Malaysian public service to be among the world's best are innovative approaches, a realistic strategy and HRM best practices.*

# Peranan Masa Hadapan

## Future Role

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

- i. As the main advisor, leader and implementor;
- ii. As the facilitator, pacesetter and regulator; and
- iii. As the strategic integrator and negotiator.

JPA sebagai tulang belakang kerajaan telah membuktikan kemampuan dalam memainkan peranan dan tanggung jawab. JPA akan sentiasa memandu perkhidmatan awam dalam mengharungi perubahan dan memainkan pelbagai peranan tradisi dan baru seperti berikut:

- i. Sebagai penasihat utama, pemimpin dan pelaksana;
- ii. Sebagai fasilitator, pacesetter serta pengawal selia; dan
- iii. Sebagai penyelaras strategik dan negotiator.



# Kod Etika

## Code of Ethics

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

### Profesionalisme

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

### Bertindak sebagai Satu Pasukan

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

### Kecemerlangan dan Keunggulan

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

### Berhemah dan Berwibawa

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

### Berilmu melalui Pembelajaran Berterusan

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

*The PSD nurtures a high-performance work culture which is manifested by the following code of ethics:*

### *Professionalism*

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

### *Act as a Team*

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

### *Excellence and Distinction*

*Ensuring the excellence through best work performance, putting customers first, acquiring various skills to perform better and being dedicated and highly disciplined.*

### *Courteous and Credible*

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

### *Knowledgeable through Continuous Learning*

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

# Slogan Kualiti

## Quality Slogan

*“Customer Satisfaction Is Our Priority” was made the Quality Slogan to be practised by all levels of staff and manifested by the following quality features:*

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

“Kepuasan Pelanggan Keutamaan Kami” telah dijadikan slogan kualiti bagi maksud penghayatan oleh semua lapisan warga kerja. Ciri-ciri kualiti ditetapkan seperti berikut:

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



# Struktur Organisasi dan Keanggotaan

## *Organisational Structure and Staffing*

Dalam menangani cabaran alaf baru, struktur organisasi JPA telah mengalami penyusunan semula pada tahun 1998 di mana JPA dibahagikan kepada tiga (3) program dan sepuluh (10) bahagian. Di samping itu satu struktur khas iaitu Pejabat Projek ICT diwujudkan bagi pelaksanaan projek HRMIS. Perubahan kecil turut diadakan pada tahun 2001 untuk memantapkan lagi fungsi-fungsi di setiap Bahagian.

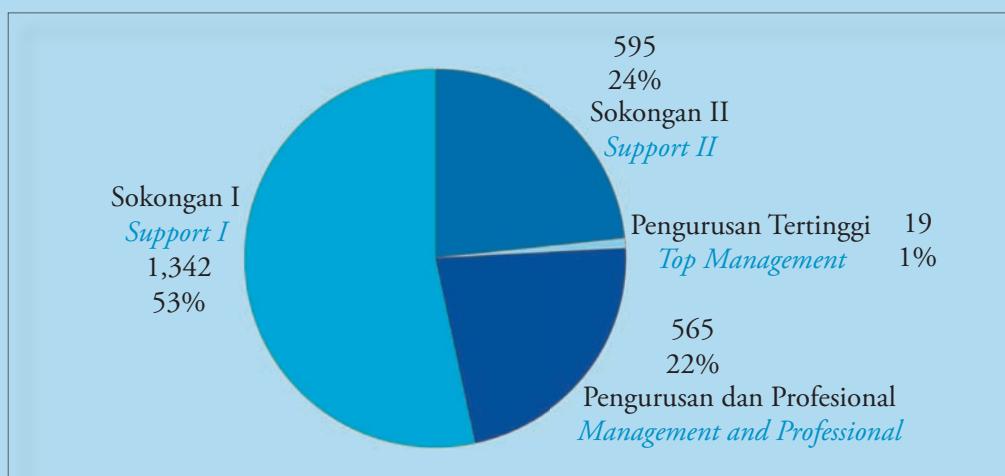
Pada tahun 2003, JPA melaksanakan urusan penggredan semula jawatan-jawatan selaras dengan pelaksanaan Sistem Saran Malaysia. JPA juga sedang dalam tindakan mengkaji semula fungsi-fungsi Bahagian bagi maksud penstrukturan semula yang dicadang akan dilaksana pada tahun 2007. Struktur organisasi semasa JPA adalah seperti Rajah 2.

Pada tahun 2006, JPA dilengkapi dengan 2,521 orang anggota untuk mencapai visi, misi dan objektifnya serta memberi perkhidmatan kepada para pelanggan. Pecahan keanggotaan mengikut kumpulan ialah seperti di Rajah 1:

*In striving to meet the challenges of the new millennium, the PSD underwent an organisational restructuring exercise in 1998 which divided the PSD into three (3) programmes and ten (10) divisions. A special ICT office was established to manage the implementation of the HRMIS Project. In enhancing the functions of each division, minor structural changes were made in 2001.*

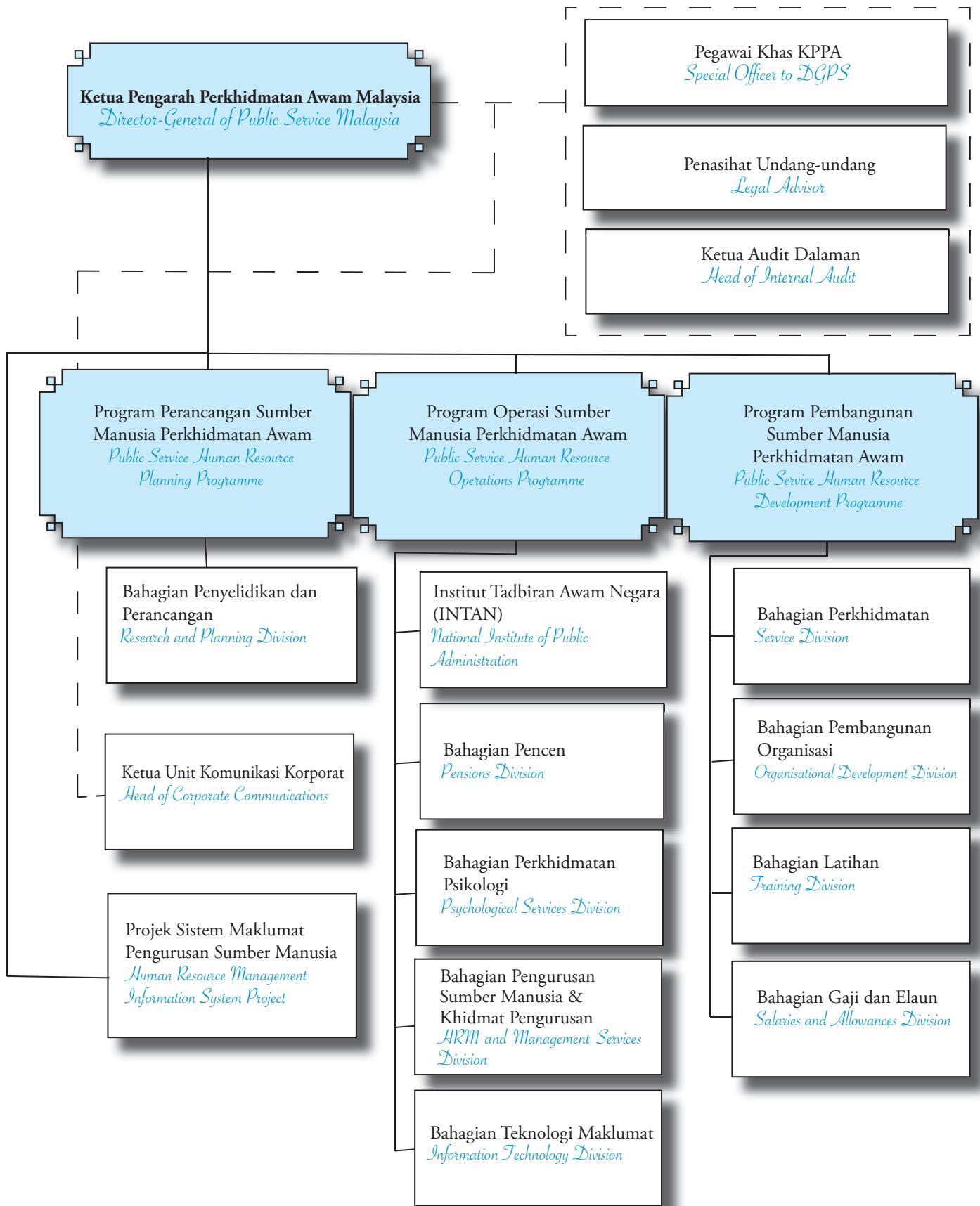
*In 2003, the PSD carried out a regrading exercise for all posts in line with the implementation of the Malaysian Remuneration System. The current PSD organisational structure is as in Figure 2. The PSD is in the process of reviewing the functions of each division for the purpose of another restructuring exercise targeted to be held in 2007.*

*In 2006, the PSD was equipped with 2,521 personnel to achieve its vision, mission and objectives as well as to provide service to customers. The breakdown of the PSD's personnel by group is as shown in Figure 1:*



Rajah 1: Keanggotaan JPA

*Figure 1: PSD Staffing*



Rajah 2: Carta Organisasi JPA  
*Figure 2: PSD Organisational Chart*

# Kuasa dan Undang-undang

## *Laws and Regulations*

Dalam mengurus sumber manusia sektor awam, JPA menjalankan kuasanya berasaskan peruntukan undang-undang berikut:

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

*The following are the laws and regulations implemented by the PSD in carrying out its role in managing the public service human resource:*

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

*Publications produced by the PSD serve as a platform to disseminate information on human resource management besides encouraging a culture of reading and writing among civil servants. Among the publications produced in 2006 are as follows:*

Penerbitan-penerbitan JPA dihasilkan sebagai landasan untuk penyebaran maklumat mengenai pengurusan sumber manusia serta menggalakkan budaya pembacaan dan penulisan di kalangan penjawat awam. Antara penerbitan yang dihasilkan dalam tahun 2006 ialah seperti berikut:

Tajuk/ <i>Title</i>	Penerbit/ <i>Publisher</i>
Laporan Tahunan JPA <i>PSD Annual Report</i>	
Buku Korporat JPA <i>PSD Corporate Book 'Unleashing Human Potential'</i>	
Jurnal Pengurusan Awam Jilid 5(1) <i>Public Management Journal Volume 5(1)</i>	
Buku Panduan Pelaksanaan/ <i>Implementation Handbook on 'Manpower Planning Framework'</i>	Bahagian Penyelidikan dan Perancangan <i>Research and Planning Division</i>
Pelan Perancangan Sumber Manusia JPA 2006-2010 <i>PSD Human Resource Planning 2006-2010</i>	
Berkhidmat Untuk Negara <i>Service for the Nation</i>	
Brosur JPA Bersama Pelanggan <i>A Day With Clients Programme Brochure</i>	
Brosur Ringkasan Maklumat Korporat JPA <i>PSD Corporate Information Briefs</i>	
Gagasan Pemimpin <i>Leadership Thoughts</i>	

Tajuk/ <i>Title</i>	Penerbit/ <i>Publisher</i>
<p>Koleksi Ucapan/<i>Compilation of Speeches by</i> Y.A.B Dato' Seri Abdullah Ahmad Badawi</p> <p>Pentadbiran dan Pengurusan Awam <i>Public Administration and Management</i></p> <p>Perancangan Untuk Kecemerlangan: Pengurusan Strategik Untuk Organisasi Sektor Awam <i>Planning for Excellence: Strategic Management for Public Sector Organisations</i></p> <p>Protokol dan Etiket Dalam Pengacaraan Majlis <i>Protocol and Etiquette in Event Management</i></p> <p>Penerapan Budaya Terbilang INTAN <i>Inculcating INTAN's Glorious Culture</i></p>	INTAN
Jurnal Psikologi Jilid 1 <i>Journal of Psychology Volume 1</i>	Bahagian Perkhidmatan Psikologi <i>Psychological Services Division</i>



## PRESTASI KESELURUHAN

*Overall Performance*



MAMPU



## Inisiatif ICT JPA dan APTM 2006

### *PSD's ICT Initiatives and APTM 2006*

*The Development of the PSD's computerised application system was carried out as a supplementary effort to improve and enhance the quality of the government delivery system. The ICT project of Pensions On-line Workflow Environment system (POWER), fully operational since 2004, has successfully modernised the administration of pensions as well as enhanced the level of customer satisfaction.*

*The POWER project, which involved a comprehensive technical innovation related to applications integration, network, security, work process and recovery, was declared as the winner of the Information Technology Premier Award 2006 (APTM '06). The conceptual architecture of 'one system many users' which integrates all pension businesses, successfully shortened the work process. This concept was one of the important elements that secured the government's most prestigious recognition.*

*The announcement and presentation of the APTM 2006 Award by the Hon. PM was held on 28 November 2006. The Director-General of Public Service Malaysia was present to receive the winner's award comprising a trophy, certificate and cash of RM10,000.*

Pembangunan sistem-sistem aplikasi berkomputer adalah usaha pelengkap JPA untuk menambah baik dan meningkatkan kualiti penyampaian perkhidmatan kerajaan. Projek ICT sistem *Pensions On-line Workflow Environment* (POWER) yang beroperasi sepenuhnya pada Oktober 2004 terbukti telah berjaya memodenkan pentadbiran pencen dan juga meningkatkan tahap kepuasan pelanggan.

Sistem POWER melalui pendekatan inovasi teknikal yang menyeluruh dengan penekanan kepada aspek-aspek yang berkaitan pengintegrasian aplikasi, rangkaian, keselamatan, proses kerja dan pemulihan telah diumumkan sebagai pemenang Anugerah Perdana Teknologi Maklumat (APTM) 2006. Konsep 'satu sistem banyak pengguna' melalui penyatuan semua urusan pencen telah berjaya menjimatkan tempoh masa urusan. Konsep ini adalah antara faktor kunci kepada pengiktirafan tertinggi oleh kerajaan.

Kemuncak kepada inisiatif JPA ialah acara pengumuman dan penyampaian APTM 2006 oleh Y.A.B. Perdana Menteri yang telah berlangsung pada 28 November 2006. Ketua Pengarah Perkhidmatan Awam Malaysia bagi pihak JPA telah menerima hadiah-hadiah pengiktirafan mengandungi Piala, Sijil Penghargaan dan wang tunai RM10,000.

## Lain-lain Pengiktirafan

### *Other Recognitions*

JPA juga telah mencapai pelbagai kejayaan pada tahun 2006. Antaranya ialah:

- Johan Anugerah Perpustakaan Cemerlang Sektor Awam Peringkat Wilayah Persekutuan
- Tempat Kedua Konvensyen KMK Peringkat Wilayah Persekutuan
- Tempat Kedua Laman Web Terbaik Peringkat JPM
- Pemenang Tempat Kedua Bagi Kempen Kitar Semula Sempena Karnival Putrajaya 2006
- Juara Liga Perdana Kuala Lumpur anjuran Persatuan Bola Sepak KL

*In 2006, the PSD was a recipient of several awards. Among these are:*

- *Winner of the Federal Territory's Excellent Library Award for the Public Sector*
- *First Runner-up in the Federal Territory's QCC Convention*
- *First Runner-up in the Best Portal Competition in the Prime Minister's Department*
- *First Runner-up in the Recycling Campaign held in conjunction with the 2006 Putrajaya Carnival*
- *Kuala Lumpur Premier League Champion organised by the KL Football Association*

# Program/Sasaran Kerja

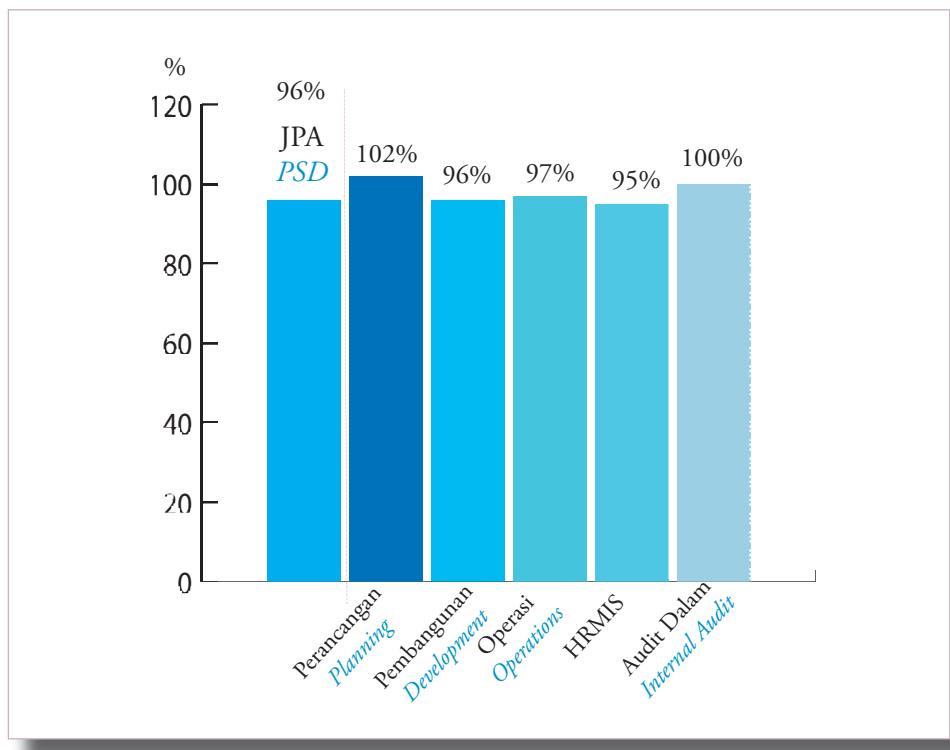
## Programmes/Work Targets

The PSD completed a total of 11,172 programmes/work targets for 2006. Out of the total number, 8,659 projects/activities were initially planned, 2,847 were additional/new projects and 334 activities had to be dropped or deferred during the mid-term review.

For 2006, the overall achievement of the PSD annual programmes/work targets was 96%. The overall achievement according to the PSD's main programmes, the HRMIS and the Internal Audit Unit are shown in Figure 3.

Pencapaian bilangan program/sasaran kerja tahunan JPA 2006 ialah sebanyak 11,172. Jumlah ini mengambil kira sebanyak 8,659 projek/aktiviti asal yang dirancang pada awal tahun; 2,847 tambahan/baru dan 334 aktiviti yang digugur dan ditangguhkan semasa kajian separuh penggal.

Secara keseluruhan, analisis mendapati pencapaian program/sasaran kerja tahunan bagi program-program JPA adalah sebanyak 96%. Rajah 3 menunjukkan pencapaian keseluruhan program/sasaran kerja tahunan JPA mengikut program-program JPA, HRMIS dan Unit Audit Dalam.



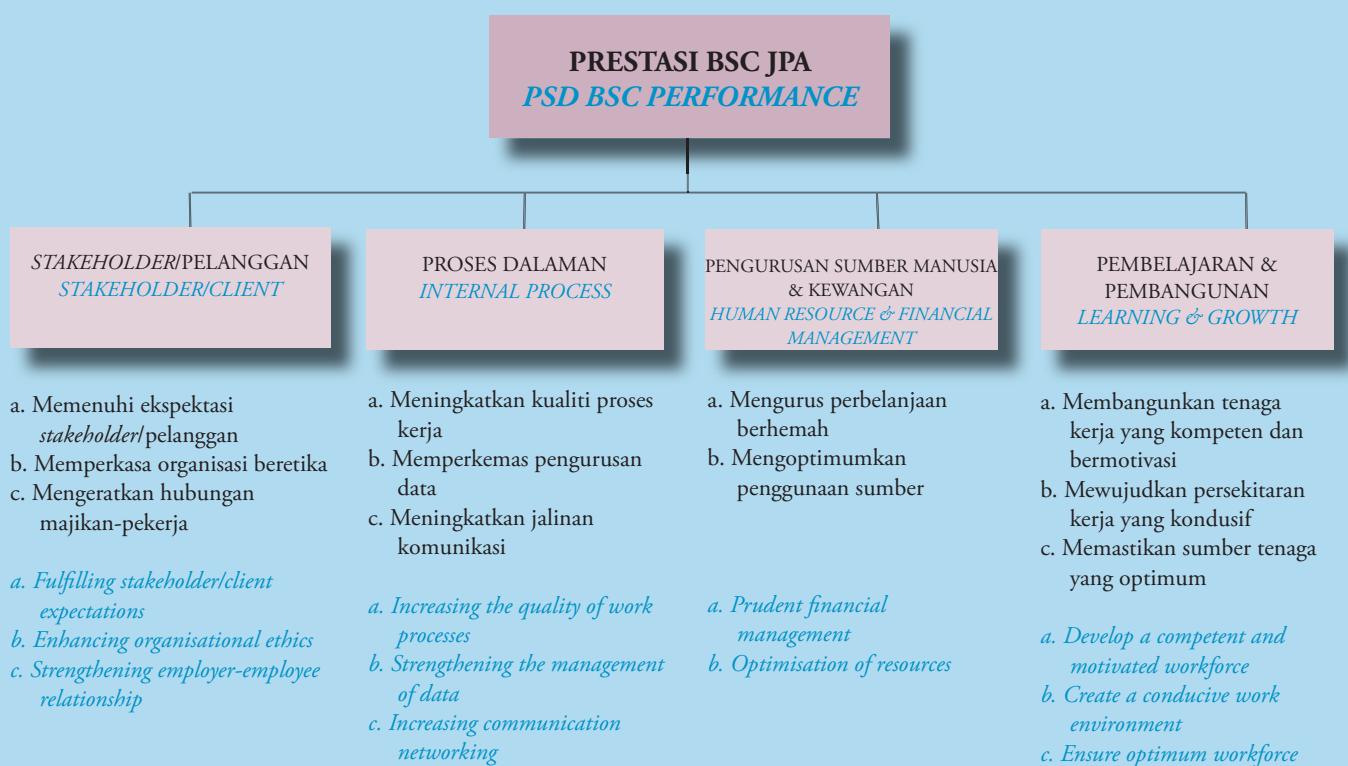
Rajah 3: Pencapaian Keseluruhan Program/Sasaran Kerja  
Figure 3: Overall Programme/Work Targets Achievement

# Analisis Prestasi ala Balanced Scorecard

## *Performance Analysis á la Balanced Scorecard*

Mulai Januari 2005, JPA telah menggunakan *Balanced Scorecard* (BSC) sebagai satu lagi sistem dalam memantau pelaksanaan strategi dan menguruskan prestasi organisasi. Selaras dengan Pekeliling Kemajuan Perkhidmatan Awam Bilangan 2 Tahun 2005 sebanyak 33 KPI yang dikelompokkan dalam empat (4) perspektif telah pun dibangunkan. Butiran adalah seperti yang ditunjukkan dalam Rajah 4.

*Beginning January 2005, the PSD introduced the Balanced Scorecard (BSC) as an additional system of monitoring and evaluating organisational performance. Thirty-three (33) KPIs clustered under four (4) perspectives were developed in accordance with the guidelines provided by the Development Administration Circular No.2 of 2005. Details are as shown in Figure 4.*



Rajah 4: Pengukuran Prestasi ala BSC  
Figure 4: Performance Measurement á la BSC

*The overall performance score of 7.1 for 2006 shows an increase of 1.3 (23%) over the 2005 score of 5.8. The scores for the four (4) perspectives are as shown in Figure 5:*

Pencapaian JPA pada keseluruhannya berada pada skor 7.1 iaitu pada tahap baik dan meningkat sebanyak 1.3 (23%) berbanding tahun 2005 iaitu 5.8 (sederhana baik). Butiran skor mengikut setiap satu perspektif adalah seperti di Rajah 5:

Perspektif/ <i>Perspective</i>	Pencapaian/ <i>Achievement</i>		
	2006	2005	+/- (%)
Stakeholder/Pelanggan <i>Stakeholder/Client</i>	7.0	4.5	2.5 (56%)
Proses Dalaman <i>Internal Process</i>	6.8	7.4	0.6 (8%)
Pengurusan Sumber Manusia dan Kewangan <i>Human Resource and Financial Management</i>	7.0	5.6	1.4 (25%)
Pembelajaran dan Pembangunan <i>Learning and Growth</i>	7.7	5.8	1.9 (33%)
Keseluruhan <i>Overall</i>	7.1	5.8	1.3 (23%)

Rajah 5: Prestasi ala BSC JPA 2006  
*Figure 5: PSD's 2006 Performance á la BSC*

# Prestasi Kewangan

## Financial Performance

### Peruntukan dan Perbelanjaan Mengurus

Peruntukan asal di bawah Perbelanjaan Mengurus bagi tahun 2006 ialah sebanyak RM1,091.4 juta dan tambahan sebanyak RM183.1 juta melalui kelulusan peruntukan tambahan oleh Parlimen. Tambahan peruntukan yang diperoleh adalah bagi membayai keperluan Bayaran Istimewa Penerima Pencen dan bayaran biasiswa. Keseluruhan perbelanjaan JPA daripada peruntukan mengurus dan pembangunan adalah berjumlah RM1,317.8 juta (97%).

### Allocation and Expenditure

*The original amount allocated for the operating expenditure in 2006 was RM1,091.4 million and an additional amount of RM183.1 million was approved by Parliament. This additional amount was used to cover the cost of Special Payment for Pension Recipients and payment of scholarships. The PSD's total expenditure from the operating and development budgets was RM1,317.8 million (97%).*

### Peruntukan dan Perbelanjaan Pembangunan

Pada keseluruhannya, JPA telah diperuntukkan sebanyak RM90 juta untuk projek-projek pembangunan iaitu RM75 juta untuk INTAN dan RM15 juta untuk pembangunan sistem komputer induk JPA. Prestasi perbelanjaan pembangunan ialah sebanyak RM49.6 juta atau 55% daripada keseluruhan peruntukan.

### Allocation and Development Expenses

*The PSD was given a total allocation of RM90 million for development projects; out of which RM75 million was for INTAN and RM15 million was for the development of the PSD's main computer system. The development expenditure was RM49.6 billion or 55% of the total amount allocated.*

# Komunikasi Korporat

## Corporate Communications

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

### **Customer Relationship Management**

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

- Managing telephone calls;
- Managing counter services and clientele inquiries;
- Managing clientele data; and
- Providing advisory services.

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

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

### **Pengurusan Perkhidmatan Pelanggan**

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

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

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

## **Pengurusan Aduan**

Keseluruhannya, sebanyak 45 aduan oleh pelanggan yang tidak berpuas hati dengan kualiti perkhidmatan JPA dan yang menepati definisi Aduan Pelanggan yang ditetapkan dalam Manual Kualiti MS ISO 9000:2000 JPA telah direkodkan dalam Daftar Berpusat Berkomputer JPA. Kesemua aduan dan lain-lain ketidakpuasan hati telah dapat diselesaikan dan diberi maklum balas dalam masa 14 hari bekerja.

Analisis kepada setiap satu aduan, didapati hanya sebanyak 19 (42%) adalah aduan yang berasas dan berpunca daripada proses/sistem kerja/petugas JPA. Isu dan punca aduan terbanyak ialah yang berkaitan kualiti perkhidmatan tidak memuaskan iaitu sebanyak 14 (31%) di mana bilangan yang berasas adalah sekadar enam (6) (13%). Sumber aduan adalah melalui Biro Pengaduan Awam, Jabatan Perdana Menteri, Portal Laman Interaktif JPA, akhbar, surat serta program JPA Bersama Pelanggan.

## **Pengurusan Media**

Pelaksanaan aktiviti ini adalah secara berterusan bagi maksud jalinan hubungan yang mantap. Pendekatan tahun 2006 adalah melalui aktiviti-aktiviti formal dan separa formal kepada kumpulan sasaran berikut:

- Ketua biro dan koresponden Putrajaya;
- Wartawan/penulis rencana mengenai perkhidmatan awam; dan
- Wartawan meja berita.

Sesi formal JPA Bersama Media telah diadakan empat (4) kali dan diikuti dengan Sidang Media mengenai isu-isu popular seperti program penajaan, pelaksanaan PTK, perkhidmatan kaunseling dan hubungan majikan-pekerja.

## **Complaints Management**

*In 2006, 45 customers' grousing that were classified as complaints, as defined in the PSD MS ISO 9000:2000 Manual Quality, were registered in the central registry system. Follow-up action to resolve these complaints were taken within 14 working days.*

*Upon analysis, it was found that only 19 (42%) complaints against work processes/systems/PSD personnel were found to have a basis. The highest number of complaints i.e. 14 (31%) pertained to unsatisfactory quality of service of which only six (6) (13%) had any merit. Complaints were received through the Public Complaints Bureau of the PM's Department, the PSD interactive portal, newspapers, letters and the PSD's A Day With Clients Programme.*

## **Media Relations**

*Media relations activities were held on a continuous basis towards building and enhancing rapport with the media. Formal and informal approaches in 2006 were geared towards the following target audiences:*

- Putrajaya bureau chief and correspondents;
- Journalists/feature writers on the public service;
- News desk journalists.

*Four (4) formal meetings with media representatives and press conferences thereafter were held to explain issues popularly raised covering subjects such as the sponsorship programme, competency assessment, counselling services and public service employer-employee relationship.*

### **Managing Visits**

*The PSD receives visits from foreign and local delegations. The main objective of foreign delegations is to learn about HRM best practices in Malaysia as well as to enhance existing networking and cooperation. Local delegations take the opportunity to share experiences and best practices. Compared to the previous year, the total number of visitors increased in 2006 with 28 visits from abroad and another 19 visits from local agencies. Further details are shown in the Appendix.*

### **Publicity and Corporate Communications**

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

*Fourteen (14) press releases from the PSD generated 67 headlines in the national newspapers and in the web blogs. Most of the newspaper coverage was related to the PSD's sponsorship programmes, recognition of qualifications and repayment of the PSD education loans. The overall newspaper coverage was of a positive nature. Only 8% of the 2,791 news clippings were negative towards the PSD.*

### **Pengurusan Lawatan**

JPA sering menerima kunjungan para pelawat daripada delegasi luar negara dan agensi-agensi tempatan. Melalui program lawatan belajar oleh delegasi luar negara, amalan-amalan terbaik dalam PSM yang diterajui JPA sering dijadikan penanda aras; di samping menambah jaringan dan mengeratkan lagi hubungan kerjasama. JPA juga terus menjadi pusat rujukan dan berkongsi pengalaman bagi amalan pengurusan sumber manusia di kalangan agensi-agensi tempatan. Jumlah lawatan delegasi pada tahun 2006 meningkat, iaitu sebanyak 28 siri lawatan daripada delegasi luar negara dan 19 lagi lawatan dari agensi-agensi dalam negara. Senarai penuh adalah seperti di Lampiran.

### **Publisiti dan Komunikasi Korporat**

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

Sejumlah 67 tajuk liputan oleh akhbar nasional dan laman blog mengenai JPA telah dikesan ekoran daripada pengeluaran 14 siaran akhbar. Liputan terbanyak adalah mengenai program-program penajaan JPA dan pengiktirafan serta aktiviti bayaran balik pinjaman pelajaran JPA. Secara keseluruhannya, liputan adalah baik kepada imej JPA. Bilangan yang dianggap sebagai negatif adalah sekadar 7.9% daripada keseluruhan 2,791 tajuk-tajuk liputan.



### Program JPA Bersama Pelanggan

Pada tahun 2006, sebanyak 11 siri program khas bertemu pelanggan telah diadakan pada setiap hari Jumaat terakhir setiap bulan. Keseluruhannya seramai 3,509 iaitu pada purata 319 orang sebulan telah hadir secara bersemuka untuk mendapatkan khidmat nasihat dan juga menyelesaikan masalah yang berkaitan JPA melalui penyediaan perkhidmatan khas secara setempat.

JPA mulai bulan September 2006 mempelbagaikan konsep pelaksanaan secara maya dengan menyediakan kemudahan *chatting* menerusi portal [www.jpa.gov.my](http://www.jpa.gov.my). Projek penambahbaikan yang dibangun menggunakan kepakaran dalaman telah membolehkan para pelanggan di luar kawasan berkomunikasi dengan pegawai JPA tanpa perlu hadir di Putrajaya. Keseluruhannya seramai 626 orang pelanggan telah hadir secara maya menerusi tiga (3) siri program tahun 2006.

Penilaian oleh pelanggan dengan menggunakan borang soal-selidik mendapati lebih 90% daripada pelanggan yang hadir menyatakan permasalahan yang dibawa telah diselesaikan dengan segera. Skor keseluruhan akan tahap kualiti perkhidmatan kaunter ialah 88% atau pada aras Sangat Memuaskan.

### PSD's A Day With Clients Programme

*In 2006, a total of 3,509 clients attended the 11 programmes of "A Day With Clients" held on the last Friday of every month. On average, 319 clients attended each programme, organised through the provision of one-stop service centres, either to get advice or to resolve problems/issues related to the PSD's functions.*

*Beginning September 2006, the On-line PSD with Clients programme was introduced through the [www.jpa.gov.my](http://www.jpa.gov.my) portal. The additional approach has enabled outstation clients to interact with PSD officers without having to come to Putrajaya. Since its launch, 626 clients have had their queries answered on-line.*

*An analysis of the evaluation provided by the respondents found that more than 90% were satisfied with the services provided. Much of the satisfaction stemmed from the prompt resolution of their problems/issues. As for the evaluation of the quality of the counter services, 88% of the respondents were Very Satisfied.*

### **PSD Suggestion System**

*The suggestion system was implemented as a form of an internal communications activity to collect and coordinate staff suggestions to improve service quality as well as enhance the image of the department. Sixty-five (65) suggestions were submitted by 45 personnel. These were evaluated and taken action accordingly. Appreciation for participation is shown through letters of appreciation from the Task Force on Productivity and Quality and a one Ringgit incentive payment for those suggestions judged eligible to receive that payment.*

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

### **Sistem Cadangan JPA**

Sistem Cadangan JPA yang mengumpulkan idea-idea berasal warga JPA diteruskan pelaksanaannya pada tahun 2006. Sebanyak 65 cadangan daripada 45 pencadang di kalangan warga JPA telah dibuat penilaian dan diambil tindakan yang sewajarnya. Penghargaan JPA kepada penyertaan ialah dalam bentuk Surat Penghargaan PPQ (Pasukan Petugas Produktiviti dan Kualiti) dan insentif RM1.00 untuk setiap satu cadangan yang dinilai sebagai layak.

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



WELCOME TO PSD



H.E. HE XIAN

VICE MINISTER  
MINISTRY OF PERSONNEL  
PEOPLE'S REPUBLIC OF CHINA

& DELEGATION  
December, 19th 2006

WELCOME TO PSD



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December, 19th 2006



# PROGRAM PERANCANGAN SUMBER MANUSIA

*Human Resource Planning Programme*

# Dasar dan Penyelidikan

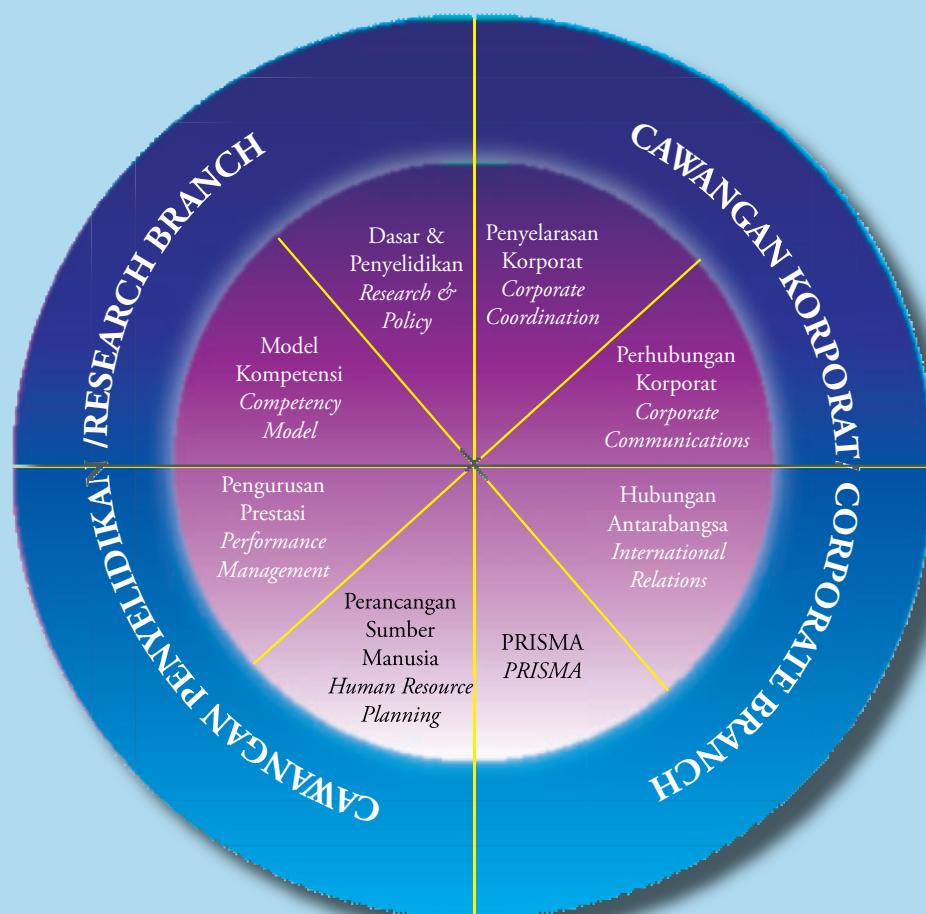
## *Policy and Research*

### Perancangan Sumber Manusia

Program Perancangan Sumber Manusia JPA menentukan hala tuju strategik pengurusan sumber manusia perkhidmatan awam bagi memastikan pembangunan modal insan perkhidmatan awam yang berprestasi tinggi. Ia dilakukan melalui perancangan sumber manusia dan penyelidikan bertujuan mencernakan idea untuk memajukan lagi pengurusan sumber manusia. Program ini meliputi aktiviti-aktiviti yang tersenarai di Rajah 6 di bawah.

### *Human Resource Planning*

*The Human Resource Planning Programme sets the strategic direction for human resource management in the public service to ensure the development of a high-performance human capital in the public service. The programme covers the activities shown below in Figure 6.*



Rajah 6: Aktiviti-aktiviti Program Perancangan Sumber Manusia  
Figure 6: Activities under the Human Resource Planning Programme

## *Strategic Planning*

*Strategic planning is carried out to ensure that the department's direction is in line with the public service human resource management direction which emphasises human capital development in an effort to improve service delivery. This is done through the work programme planning carried out at the beginning of each year, and is aligned to the PSD's Five-Year Strategic Plan (2006-2010). A mid-year review is conducted to ensure that the annual action plan set earlier in the year can be implemented according to present needs and current environment.*

*Throughout 2006, this programme upheld the national vision which is based on a tradition of excellence that fosters a high-performance culture among civil servants. Three strategic planning programmes were implemented:*

- *Seminar for Top Management on 9 – 10 February 2006;*
- *2006 Mid-Year Review on 13 – 14 July; and*
- *Focus Group Discussion for Middle Management and Support Group on 23 January 2006.*

## **Perancangan Strategik**

Perancangan strategik dijalankan untuk menjajarkan hala tuju Jabatan dengan hala tuju pengurusan sumber manusia (PSM) perkhidmatan awam iaitu penekanan kepada pembangunan modal insan dalam usaha meningkatkan penyampaian perkhidmatan. Penetapan ini dibuat melalui perancangan penyediaan program kerja pada setiap awal tahun; serta disemak dan dikaji semula pada pertengahan tahun bagi memastikan pelan tindakan tahunan yang ditetapkan benar-benar boleh dilaksanakan mengikut keperluan dan persekitaran semasa.

Sepanjang tahun 2006, program ini telah mendukung wawasan negara berdasarkan kepada tradisi kecemerlangan yang memupuk budaya kerja berprestasi tinggi di kalangan anggota perkhidmatan awam. Sebanyak tiga program perancangan strategik telah dilaksanakan seperti berikut:

- Seminar Pengurusan Atasan pada 9 dan 10 Februari 2006;
- Kajian Separuh Penggal 2006 pada 13 dan 14 Julai 2006; dan
- Perbincangan *Focus Group* Kumpulan Pertengahan dan Sokongan pada 23 Januari 2006.

## Kajian

Sepanjang tahun 2006, beberapa kajian telah dilaksanakan bagi memastikan PSM di perkhidmatan awam berupaya menangani cabaran-cabaran persekitaran yang semakin mencabar. Antaranya adalah:

### 1. Kajian Tahap Pelaksanaan Pengurusan Ilmu dalam Sektor Awam

Matlamat kajian ini adalah untuk melihat kesedaran dan tanggapan unit-unit PSM sektor awam di Malaysia serta gelagat organisasi terhadap faktor-faktor yang diketengahkan dalam amalan pengurusan ilmu. Kajian mendapati bahawa:

- Aspek-aspek yang menjadi asas kepada pembentukan sebuah organisasi yang berasaskan ilmu adalah meliputi aspek dasar, strategi kepimpinan, pengumpulan dan pencapaian maklumat, pendidikan dan komunikasi; dan
- Pengurusan ilmu berpotensi sebagai salah satu elemen dalam peningkatan pengurusan sumber manusia di perkhidmatan awam.

Hasil kajian diharapkan menjadi panduan dalam menjayakan pelan pembangunan amalan pengurusan ilmu di peringkat organisasi pada masa-masa akan datang.

## Studies

*Throughout 2006 several studies were carried out to ensure that human resource management in the public service was able to cope with an increasingly challenging environment. Among the studies carried out were:*

### 1. Study on the Level of Implementation of Knowledge Management in the Public Service

*The purpose of the study was to examine the level of awareness and views among the human resource management units in the public service and examine the organisational reaction towards factors emphasised in the practice of knowledge management. The study found that:*

- *Aspects that form the core of a knowledge-based organisation include policy, leadership strategy, access to and collection of information, education and communication; and*
- *Knowledge management has the potential to become one of the elements in improving human resource management in the public service.*

*It is hoped that the study findings will be a guide to successfully implementing the practice of knowledge management at the organisational level in the future.*

## 2. Study on Public Service Competency

The study aims to measure the level of public service leadership competency besides examining the competency gap between the level of competency among officers and that required by their post. The study found that:

- Seventy percent (70%) of the respondents were aware of the leadership competencies required to carry out their daily tasks. Please refer to Figure 7.
- Respondents felt that Grade 54 leaders had more of the required competencies as compared to those at Grade 48 and Grade 52.

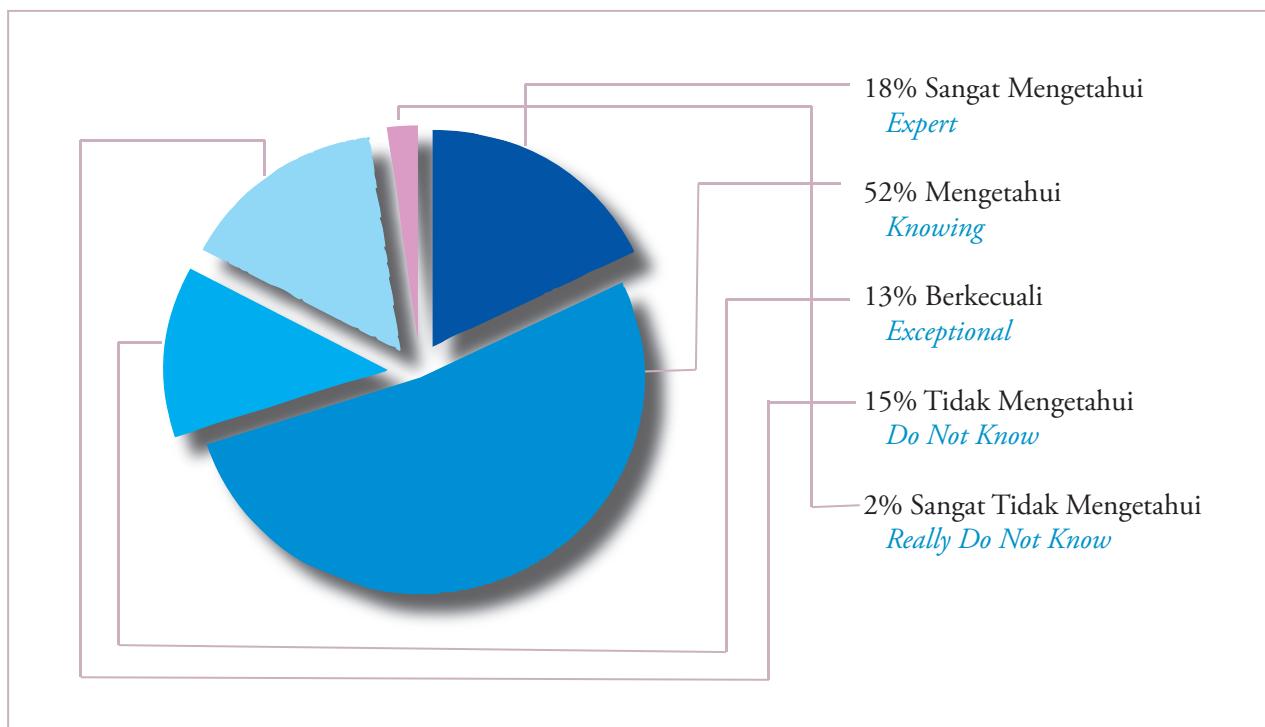
The study can contribute to building a more holistic perspective of public service leadership competencies and in the formulation of a training curriculum for leadership development.

## 2. Kajian Kompetensi Perkhidmatan Awam

Kajian ini bertujuan mengukur tahap kompetensi kepimpinan dalam perkhidmatan awam selain meneliti jurang antara tahap kompetensi pegawai dan kompetensi yang diperlukan jawatan. Kajian mendapati bahawa:

- Tujuh puluh peratus (70%) responden mengetahui kompetensi kepimpinan yang diperlukan dalam melaksanakan tugas harian mereka. Butiran seperti di Rajah 7.
- Responden merasakan pemimpin di Gred 54 mempunyai kompetensi yang melebihi apa yang diperlukan tetapi bagi pemimpin di Gred 52 dan Gred 48, terdapat kekurangan dalam kompetensi diri mereka.

Kajian ini membantu pembinaan perspektif yang lebih menyeluruh dalam penggembangan usaha meningkatkan kompetensi kepimpinan dalam perkhidmatan awam dan juga dalam penggubalan kurikulum latihan untuk pembangunan kepimpinan.



Rajah 7: Kompetensi Kepimpinan dan Tahap Pengetahuan  
*Figure 7: Leadership Competency and Knowledge Level*



### 3. Kajian Tahap Kefahaman dan Pelaksanaan Pengurusan Prestasi

Pengurusan Prestasi merupakan proses holistik yang menyumbang kepada pengurusan efektif di peringkat individu, kumpulan dan organisasi bagi menghasilkan organisasi berprestasi tinggi. Kajian ini meninjau tahap kefahaman dan pelaksanaan pengurusan prestasi di agensi sektor awam.

Lebih 70% daripada responden bersetuju bahawa komitmen, perancangan dan pemantauan merupakan elemen penting dalam pengurusan prestasi yang berkesan di organisasi masing-masing. Peratusan persetujuan responden terhadap kepentingan pewujudan elemen-elemen pengurusan prestasi adalah seperti Rajah 8.

Kajian mencadangkan bahawa pihak pengurusan perlu meningkatkan semua elemen pengurusan prestasi terutama komitmen, perancangan dan pemantauan dalam usaha memantapkan pelaksanaan pengurusan prestasi yang berkesan dan seterusnya meningkatkan penyampaian perkhidmatan awam.

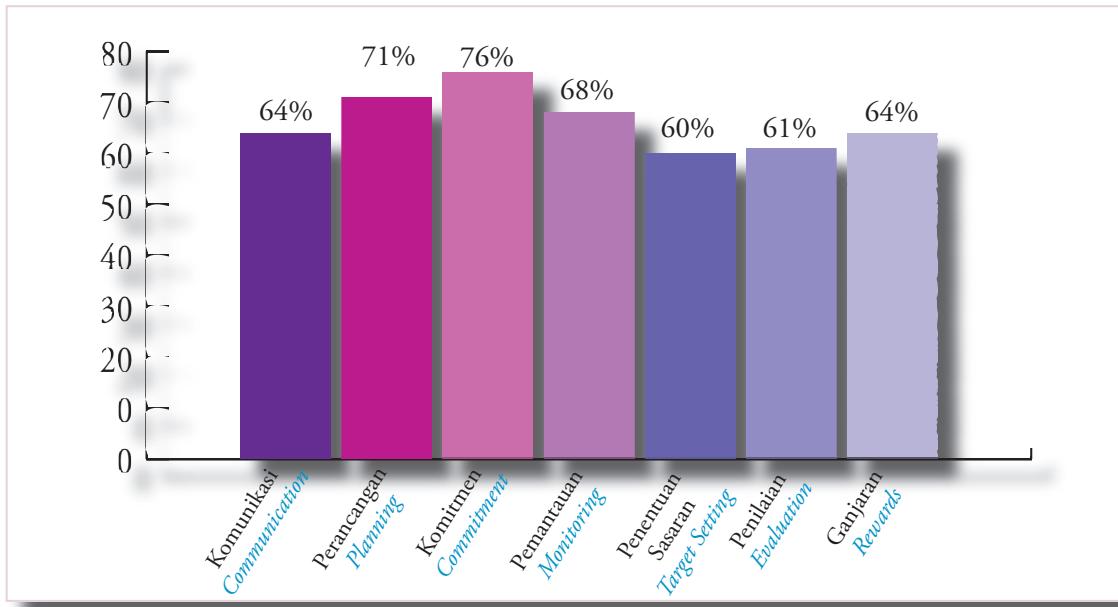
### 3. Study on the Level of Understanding and Implementation of Performance Management Practices in the Malaysian Public Service

*Performance management is a holistic process that contributes to effective management of individuals, teams and organisations to produce high-performance organisations. This study was an exploratory research carried out to gauge the level of understanding and implementation of performance management in the Malaysian public service.*

*Research findings show that the respondents had a high level (94%) of understanding of performance management in their organisations. More than 70% of the respondents agreed that the implementation of the various components of performance management, such as communication, planning, commitment, evaluation, target setting and rewards in public organisations was important and that it could be improved.*

*The percentage of responses towards the implementation of the performance measurement components is shown in Figure 8.*

*The study suggests that top management should intensify the implementation of all elements of performance management especially commitment, planning and evaluation in strengthening the implementation of an effective performance management to improve service delivery in the public service.*



Rajah 8: Respon kepada Komponen Pelaksanaan Pengukuran Prestasi  
*Figure 8: Responses to the Implementation of Performance Measurement Components*

### **Seminar on Human Resource Management**

*The seminar was aimed at exposing human resource managers in the federal and state public service agencies to recent experiences and best practices on human resource management. Seventy (70) participants attended the seminar which was held on the 4-7 July 2006 at INTAN's Eastern campus or INTIM in Terengganu.*

*The seminar focused on the identification of environmental changes that influence human resource management, the role of human resource management and strategies to improve public service performance. The human resource manager is now not only responsible for personnel information of employees in the organisation but also needs to focus more on human capital development. One of the strategies proposed to improve public service performance was the implementation of a systematic workforce performance management process.*

### **Seminar Pengurusan Sumber Manusia**

Seminar ini diadakan bertujuan memberi pendedahan dan perkongsian pengalaman serta amalan terbaik PSM di kalangan pengurus-pengurus sumber manusia di agensi-agensi awam peringkat persekutuan dan negeri. Seminar ini telah diadakan di Kampus INTAN Cawangan Timur pada 4 hingga 7 Julai dengan penyertaan 70 orang peserta.

Seminar ini telah membincangkan aspek-aspek pengenalpastian perubahan persekitaran yang mempengaruhi PSM, peranan pengurus sumber manusia dan strategi-strategi peningkatan prestasi perkhidmatan awam. Pengurus sumber manusia juga tidak lagi hanya berperanan menjaga maklumat peribadi warga organisasi tetapi perlu lebih fokus kepada pembangunan modal insan. Salah satu strategi yang dicadangkan dapat meningkatkan prestasi perkhidmatan awam adalah pelaksanaan pengurusan prestasi pekerja yang sistematik.

## **Pengurusan Prestasi Melalui *Balanced Scorecard***

*Balanced Scorecard* JPA yang bermula pada tahun 2005 akan ditambah baik pada tahun 2006 dan dimantapkan dalam tahun 2007 supaya ia benar-benar memberikan gambaran yang komprehensif dan jelas tentang prestasi Jabatan. Prestasi ini akan dijadikan sebagai asas dalam membuat keputusan.

Sebagai usaha memantapkan sistem ini, JPA telah mengadakan lawatan ke Kumpulan Wang Simpanan Pekerja (KWSP) pada 22 November 2006 dengan tujuan menanda aras sistem BSC yang diguna pakai oleh KWSP. Tiga bengkel aplikasi BSC juga telah diadakan pada 15 Mei, 23 dan 24 November; serta 27 Disember 2006 bagi memperluaskan perkongsian ilmu di kalangan warga JPA.

## **Model Kompetensi**

PSM berasaskan kompetensi telah dimulakan pada Julai 2004 selaras dengan objektif pelaksanaan Sistem Saran Malaysia (SSM) bagi membangunkan sumber manusia yang mempunyai kompetensi yang bersesuaian dengan jawatan yang disandang. Model ini membantu pengurusan sumber manusia dan individu terbabit mengenal pasti jurang-jurang kompetensi yang boleh dirapatkan melalui latihan dan pembangunan yang bersesuaian.

PSM berasaskan kompetensi merupakan elemen utama dalam Sistem Maklumat Pengurusan Sumber Manusia (Human Resource Management Information System atau HRMIS). Penggunaan HRMIS telah diperluaskan dari 10 agensi perintis ke semua Kementerian, Jabatan dan Agensi Kerajaan. Taklimat kepada Kementerian, Jabatan dan Agensi telah diadakan pada 14 hingga 16 Jun 2006 dan pada 13 hingga 15 Disember 2006 bertujuan menyebarkan dan memperkenalkan Model Kompetensi kepada Kementerian, Jabatan dan Agensi Kerajaan.

## ***Performance Management through the Balanced Scorecard***

*The PSD's Balanced Scorecard which was started in 2005, will be improved and strengthened in 2007 to ensure that it truly gives a clear and comprehensive picture of the department's performance. This performance will be used as a base for decision-making in the department.*

*In an effort to strengthen its system by benchmarking against that of the Employees Provident Fund (EPF), PSD officials visited the EPF on 22 November 2006. Additionally, a few application/hands-on workshops on the BSC were held on 15 May, 23-24 November and 27 December 2006 to widen the knowledge and understanding of the BSC among PSD employees.*

## ***Competency Model***

*Competency-based Human Resource Management (HRM) was started in July 2004 in line with the objective of the Malaysian Remuneration System to develop human resource competencies according to the requirements of the job. This model would help human resource managers and individuals involved in identifying gaps in competencies that can be addressed through appropriate training and development.*

*Competency-based HRM is a main element in HRMIS. As the use of HRMIS was extended from the 10 pilot agencies to all ministries and departments, the PSD has started training all agencies on competency-based HRM. Briefings to ministries and agencies were held on 14-16 June and 13-15 December 2006 aimed at introducing the model to all government agencies.*

### ***Human Resource Planning Model***

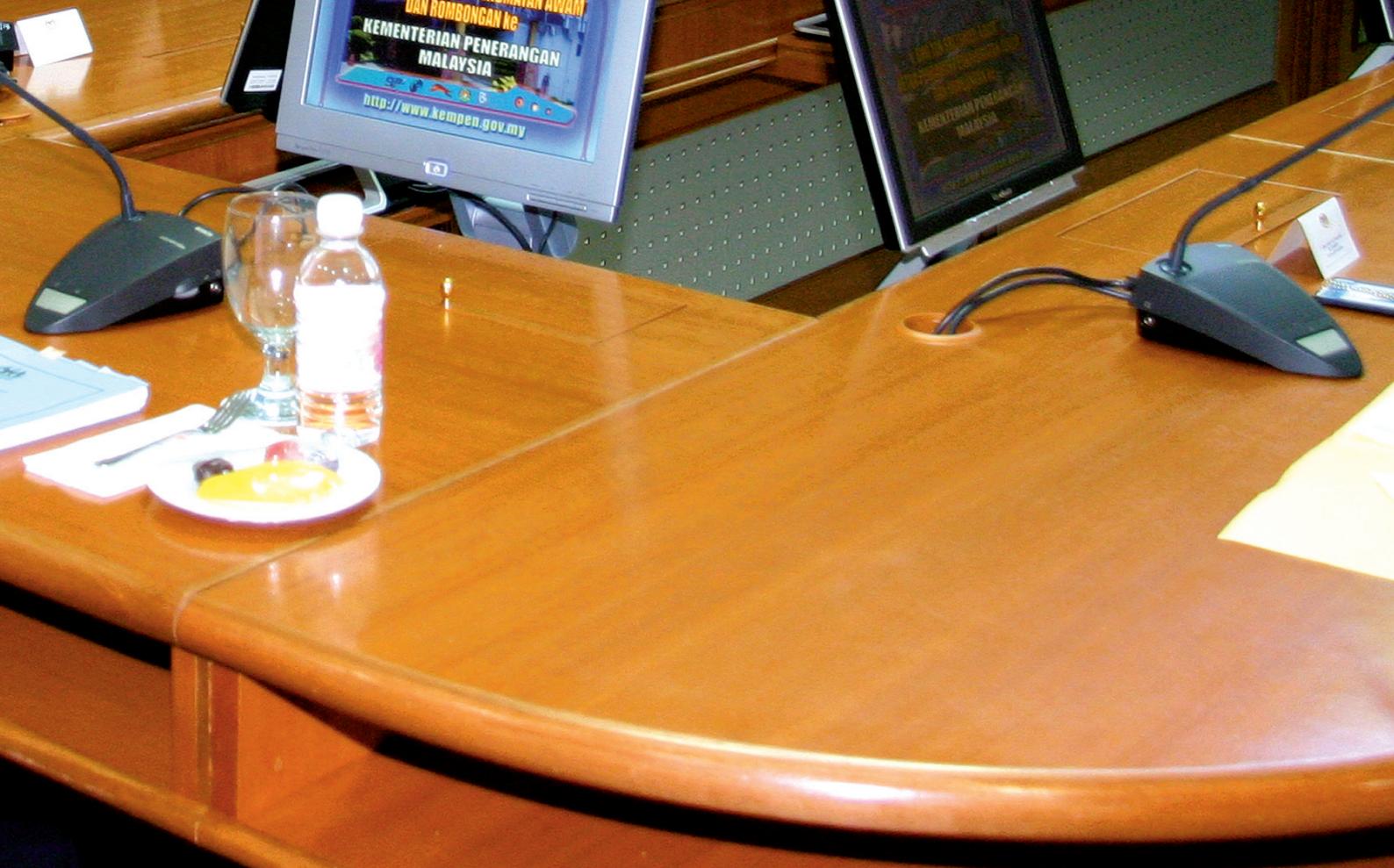
*The PSD is in the process of expanding the Human Resource Planning Model across public agencies. In 2006, six (6) workshops were held to share knowledge in the field of human resource planning. Research on human resource planning was more focused on human resource needs in the agricultural sector. However, in the coming years, human resource planning will not only focus on the size and number of personnel needed but will also identify critical expertise needed in the public service.*

### **Model Perancangan Sumber Manusia**

JPA sedang memperluaskan aplikasi Model Perancangan Sumber Manusia kepada agensi-agensi Kerajaan. Sepanjang tahun 2006, sebanyak enam (6) bengkel telah diadakan bagi memperluaskan perkongsian ilmu dalam bidang perancangan sumber manusia. Kajian perancangan sumber manusia juga lebih tertumpu pada keperluan di sektor pertanian. Pada masa hadapan perancangan tenaga manusia tidak lagi hanya tertumpu pada saiz atau bilangan yang diperlukan, tetapi akan menjurus kepada pengenalpastian kepakaran-kepakaran kritikal serta keperluan sumber manusia dalam perkhidmatan awam.



KELAR



# Penyelarasan Korporat

## Corporate Coordination

### PRISMA

*PRISMA or the Public Human Resource Knowledge Repository System was developed as an integrated system to identify, manage and share information in an organisation and to manage its dissemination electronically. A briefing on PRISMA was held on 22-24 November 2006 in Lumut, Perak to develop an operational pre-plan on PRISMA in the PSD. This briefing was attended by the members of the PSD's Working Committee on PRISMA. The operational pre-plan was developed by representatives from each division of the PSD for implementation in 2007.*

### PRISMA

Pangkalan Repositori Ilmu Sumber Manusia Sektor Awam (PRISMA) dibangunkan sebagai kaedah bersepodu untuk mengenal pasti, mengurus dan berkongsi aset maklumat dalam sesebuah organisasi serta mengurus penyebaran maklumat secara elektronik. Pada tahun ini satu Pra-pelan operasi PRISMA JPA telah dibangunkan di dalam sesi Taklimat PRISMA pada 22 hingga 24 November 2006 di Lumut, Perak. Taklimat ini telah dihadiri oleh ahli-ahli Jawatankuasa Kerja PRISMA JPA. Pra-pelan operasi PRISMA telah dibangunkan oleh wakil-wakil Bahagian dengan tujuan pelaksanaan pada tahun 2007.

### Coordination of Corporate Programmes

*As the programme responsible for the coordination of corporate affairs, the Human Resource Planning Programme coordinates various meetings to ensure that decisions made by top management are in line with current developments. Amongst the important meetings are as follows:*

### Penyelarasan Korporat

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

### PSD Management Meetings

*The PSD Management Meeting held on Wednesdays is the main forum for the PSD top management to discuss and plan actions that need to be taken in line with decisions made by the Cabinet and other stakeholders. This meeting also ensures that the planning and implementation of government decisions are effective. Forty-six (46) meetings were held throughout 2006.*

### Mesyuarat Pengurusan JPA

Mesyuarat Pengurusan JPA yang diadakan pada setiap Rabu merupakan wadah membuat keputusan oleh Pengurusan Atasan JPA. Ia memastikan aktiviti dan dasar JPA adalah selaras dengan keputusan-keputusan Jemaah Menteri dan stakeholders lain. Mesyuarat ini juga memastikan segala perancangan dan pelaksanaan terhadap keputusan kerajaan adalah berkesan. Sepanjang tahun 2006, sebanyak 46 mesyuarat telah diadakan.

Kiri/ Left

Lawatan Pengurusan Atasan JPA ke Kementerian Penerangan Malaysia pada 4 September 2006

Visit by the PSD Senior Management to the Ministry of Information Malaysia on 4 September 2006

## **Mesyuarat Perhubungan**

Mesyuarat Jawatankuasa Perhubungan Antara JPA dengan Pentadbiran Kerajaan Negeri Sabah dan Sarawak diadakan bagi membincangkan isu-isu PSM serta meningkatkan persefahaman dan kerjasama antara pihak-pihak yang terlibat. Mesyuarat bersama Pentadbiran Kerajaan Negeri Sarawak telah diadakan pada 9 Jun 2006 di Melaka.

Mesyuarat Perhubungan Pengurus Sumber Manusia Kementerian/Kerajaan Negeri Dengan JPA telah diadakan pada 20 Mac dan 10 November 2006. Mesyuarat ini bertindak sebagai forum yang memperkuuhkan peranan dan tanggung jawab pengurus-pengurus sumber manusia dalam membangunkan potensi sumber manusia di agensi masing-masing. Pada tahun 2006, mesyuarat menekankan kepentingan pematuhan kepada arahan-arahan yang berkaitan pengurusan pencen, pelaksanaan sistem HRMIS dan urusan tatatertib.

## **Mesyuarat Jawatankuasa Pemandu Saiz Perkhidmatan Awam**

Mesyuarat Jawatankuasa Pemandu Saiz Perkhidmatan Awam dipengerusikan oleh Ketua Setiausaha Negara. Mesyuarat ini berperanan menilai serta memperakulkan kesesuaian permohonan Pihak Berkuasa Tempatan untuk mewujud, memperluas atau menaik taraf sesuatu kawasan di bawah pentadbiran masing-masing sebelum dikemukakan kepada Jemaah Menteri. Sebarang permohonan akan dikaji dari pelbagai aspek seperti implikasi kewangan, perjawatan dan dasar semasa kerajaan, khususnya yang berkaitan dengan kepentingan rakyat. Jawatankuasa ini telah bermesyuarat pada 2 Mei 2006.

## **Liaison Meetings**

*The liaison committee meetings between the state governments of Sabah and Sarawak and the PSD are held to discuss issues on HRM and to enhance understanding and cooperation between the parties. The meeting with the Sarawak state government was held on 9 June 2006 in Melaka.*

*The liaison meetings between HRM managers in ministries and state governments and the PSD were held twice, i.e., on 20 March and 10 November 2006. These meetings were used as a forum to strengthen the role and responsibilities of human resource managers in developing the human resource in their agencies. In 2006, the meetings also stressed the importance of adherence to directives involving pensions, implementation of HRMIS and discipline.*

## **Steering Committee Meeting on the Size of the Public Service**

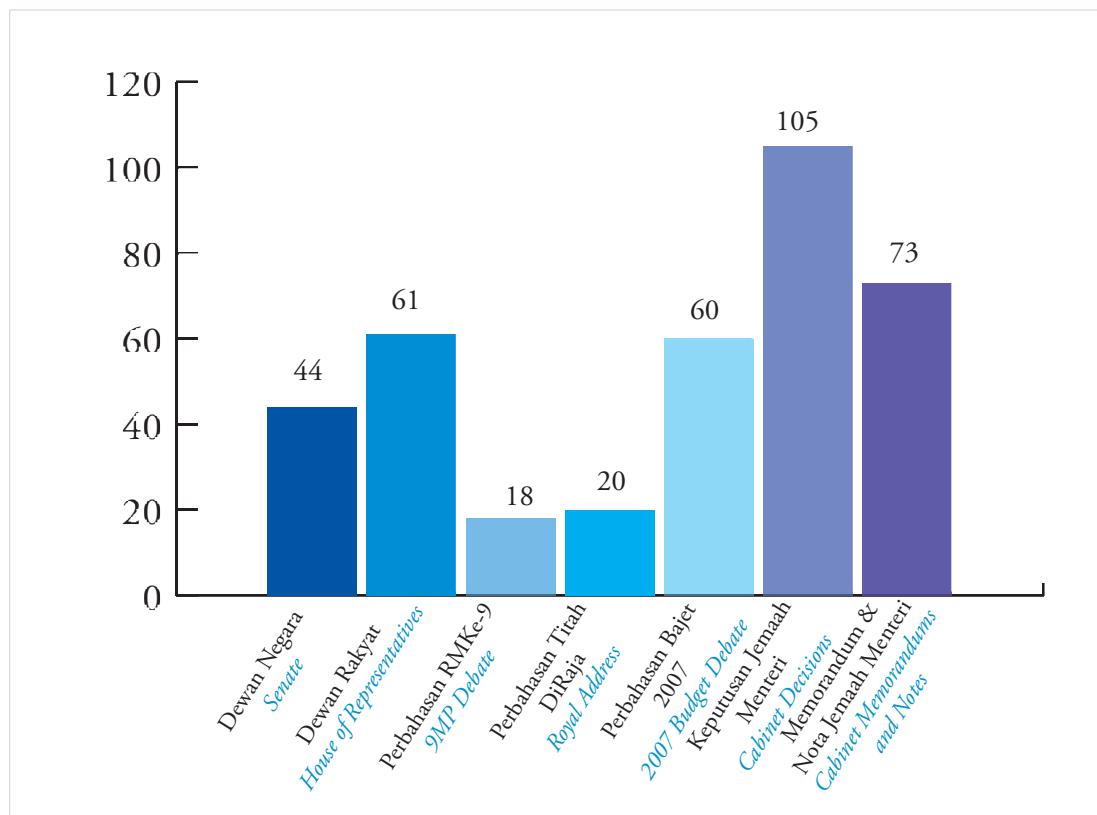
*Chaired by the Chief Secretary to the Government, the role of the Steering Committee Meeting on the Size of the Public Service is to evaluate and certify the suitability of applications from local authorities to create, increase the size or upgrade the status of areas under their administration, prior to submission to the Cabinet. Each application will be evaluated from various aspects such as financial implications, organisational structure and current government policies, especially those related to public interest. The committee met on 2 May 2006.*

### *Coordination of Parliamentary Questions and Matters Related to the Cabinet*

*A total of 105 implementation reports on Cabinet decisions and 203 replies to parliamentary questions related to the PSD was prepared in 2006. The breakdown of these reports and replies is shown in Figure 9.*

### **Penyelarasan Jawapan Parlimen dan Perkara Berkaitan Jemaah Menteri**

Sepanjang tahun 2006 sebanyak 105 maklum balas terhadap keputusan Jemaah Menteri dan 203 jawapan Parlimen berkaitan JPA telah disediakan. Pecahan kepada penyelarasan maklum balas dan jawapan yang dibuat adalah seperti di Rajah 9.



Rajah 9: Jumlah Maklum Balas Jemaah Menteri dan Jawapan Parlimen  
*Figure 9: Number of Cabinet Feedback and Parliamentary Questions*



## **Hubungan Antarabangsa**

Dalam usaha menjadikan JPA sebagai organisasi bertaraf dunia tercapai, penglibatan aktif dalam forum-forum antarabangsa seperti seminar, mesyuarat dan persidangan-persidangan di luar dan dalam negara diteruskan dalam tahun 2006. Antaranya ialah:

- *Asean Conference on Civil Service Matters (ACCSM)* di Phnom Penh, Cambodia dari 6 hingga 9 September 2006. Dalam persidangan ini wakil-wakil dari pelbagai agensi perkhidmatan awam berkongsi idea dan membangunkan pelan tindakan kerjasama antara negara ASEAN bagi membantu negara-negara ini meningkatkan prestasi dalam perkhidmatan awam;
- *Commonwealth Association for Public Administration and Management (CAPAM)* pada 21 hingga 25 Oktober 2006 di Sydney, Australia; dan
- *Eastern Regional Organisation for Public Administration (EROPA)* pada 13 hingga 17 November 2006 di Brunei Darussalam.

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

## ***International Relations***

*In the efforts to achieve the vision of making the PSD a world-class organisation, active participation in international forums such as seminars, meetings and conferences both locally and internationally is important. PSD officers attended various international seminars and forums in 2006.*

- *One such forum was the ASEAN Conference on Civil Service Matters (ACCSM) in Phnom Penh, Cambodia from 6 to 9 September 2006. During this conference, public service representatives shared ideas and developed an action plan on cooperation among ASEAN countries to help these countries increase the performance of the public service in this region.*
- *PSD officers also attended the Commonwealth Association for Public Administration and Management (CAPAM) Biennial Conference in Sydney, Australia on 21- 25 October 2006.*
- *From 13-17 November 2006, PSD officers also participated in the Seminar and Executive Meeting of the Eastern Regional Organisation for Public Administration (EROPA) in Brunei Darussalam.*

*Apart from providing exposure to PSD officers, these meetings provided the base for the sharing of experiences and knowledge in human resource development among the countries involved.*

# PROGRAM PEMBANGUNAN SUMBER MANUSIA

*Human Resource Development Programme*



Malaysia  
1957

Malaysia  
1957

*In an effort to develop the excellence of public sector human capital and ensure that it possesses excellent officers especially in the common-user services, the PSD, through the Service Division, has undertaken these functions:*

- Recruitment, placement and transfers;
- Management of personnel data and information;
- Strategic planning and career development;
- Planning and implementation of training programmes and courses;
- Secretariat services, processing and coordination;
- Processing and analysing annual performance appraisal;
- Advisory services, counselling, consultation and providing guidance;
- Management of resignation/relinquishing of posts and optional retirement; and
- Planning and coordinating the Malaysian Remuneration System.

Dalam usaha membangunkan kecemerlangan modal insan sektor awam dan memastikan perkhidmatan awam mempunyai pegawai yang cemerlang khususnya pegawai perkhidmatan gunasama, JPA melalui Bahagian Perkhidmatan telah melaksanakan fungsi-fungsi berikut:

- Pengambilan, penempatan dan pertukaran;
- Pengurusan data dan maklumat personel;
- Perancangan strategik dan pembangunan kerjaya;
- Perancangan dan pelaksanaan program latihan dan kursus;
- Khidmat keurusetaian, pemprosesan dan penyelarasan;
- Pemprosesan dan penganalisisan Laporan Nilaian Prestasi Tahunan;
- Khidmat nasihat, kaunseling, runding cara dan bimbingan;
- Peletakan atau pelepasan jawatan dan persaraan pilihan; dan
- Perancangan dan penyelarasan Sistem Saraan Malaysia.

#### ***Formulation of Service Policies, Management Guidelines and Advisory Services***

*The new service circulars issued were Declaration of Counsellor and Assistant Counsellor Service in Ministries and Federal Departments as a Common User Service under the Director-General of Public Service (Service Circular No.11 of 2006) and Guidelines on the Establishment of Search Committees and Succession Planning (Service Circular No. 3 of 2006) at ministries and departments.*

#### **Penggubalan Dasar Perkhidmatan, Panduan Pengurusan dan Khidmat Nasihat**

Antara Pekeliling Perkhidmatan baru yang telah dikeluarkan ialah ‘Pengisytiharan Perkhidmatan Kaunselor Dan Penolong Kaunselor Di Pelbagai Kementerian dan Jabatan Persekutuan Sebagai Perkhidmatan Gunasama Persekutuan Di Bawah Ketua Pengarah Perkhidmatan Awam’ (Pekeliling Perkhidmatan Bil. 11 Tahun 2006) dan ‘Panduan Mewujudkan Search Committee dan Proses Pelan Penggantian’ (Pekeliling Perkhidmatan Bil. 3 Tahun 2006) di peringkat kementerian dan jabatan.

JPA turut menganjurkan empat (4) kursus naik pangkat melibatkan penyertaan daripada pelbagai agensi/jabatan untuk meningkatkan kefahaman mengenai pengurusan kenaikan pangkat. Selain itu, satu garis panduan telah dikeluarkan yang bertujuan untuk membantu pengurus-pengurus sumber manusia di Bahagian Pengurusan Sumber Manusia Kementerian/Jabatan/Agensi dalam melaksanakan peranan mereka sebagai ‘Mini-JPA’ dan mempertingkatkan kecekapan dan keberkesanan pengurusan sumber manusia sektor awam. Dari segi khidmat nasihat, pada tahun 2006, sebanyak 1,109 khidmat nasihat telah diberi kepada pegawai awam melalui surat dan sesi mesyuarat/perbincangan.

#### **Pengurusan dan Pembangunan Perkhidmatan Gunasama**

Sepanjang tahun 2006, seramai 4,068 anggota perkhidmatan gunasama telah dilantik, yang terdiri daripada 1,033 pegawai Kumpulan Pengurusan dan Profesional, dan 3,035 pegawai Kumpulan Sokongan.

Pengambilan Pegawai Tadbir Diplomatik (PTD) masih mengamalkan kaedah Pusat Penilaian (*Assessment Centre*) di mana calon dinilai dalam aspek-aspek tertentu melalui aktiviti-aktiviti yang telah ditetapkan. Calon-calon yang berjaya dalam penilaian ini dipanggil untuk ditemuduga dan dilantik dalam perkhidmatan sekiranya berjaya. Sepanjang tahun 2006, seramai 686 orang panel penilai dan fasilitator telah dilantik untuk terlibat dalam proses penilaian yang diadakan pada bulan April dan September.

Sehingga 31 Disember 2006, keanggotaan perkhidmatan gunasama yang meliputi 13 jenis perkhidmatan ialah seramai 41,640. Butiran statistik perkhidmatan gunasama adalah seperti dalam Rajah 10.

*The PSD conducted four (4) promotion courses, which involved the participation of various agencies/departments, to improve understanding regarding managing promotions. A guideline was also issued to assist human resource managers at the HR divisions in the ministries/departments/agencies in carrying out their roles as ‘Mini-PSD’s and to enhance the efficiency and effectiveness of HRM in the public service. In terms of advisory services, in 2006, 1,109 advisory services were given to officers through letters and meeting/discussion sessions.*

#### **Management and Development of the Common User Services**

*Throughout 2006, 4,068 common user personnel were appointed, consisting of 1,033 officers from the professional and management group, and 3,035 officers from the support group.*

*Officers from the Administrative and Diplomatic Service (ADS) were still recruited using the Assessment Centre where candidates are evaluated on specific aspects through various activities. Candidates who passed this stage were called for interview and appointed into service if successful. Throughout 2006, 686 panel members and facilitators were appointed to be involved in the evaluation process which was conducted in April and September.*

*Up to 31 December 2006, the common user services included 13 types of services and numbered 41,640 personnel. Details of the types of services and numbers are as in Figure 10.*

Bil. <i>No.</i>	Jenis-jenis Perkhidmatan Gunasama <i>Types of Common User Service</i>	Jumlah Pegawai <i>Number of Officers</i>
1	Pegawai Tadbir dan Diplomatik (PTD) <i>Administrative and Diplomatic Officer (ADO)</i>	5,367
2	Pegawai Teknologi Maklumat (PTM) <i>Information Technology Officer (ITO)</i>	1,447
3	Penolong Pegawai Teknologi Maklumat (PPTM) <i>Assistant Information Technology Officer (AITO)</i>	1,584
4	Pegawai Latihan Vokasional (PLV) <i>Vocational Training Officer (VTO)</i>	578
5	Penolong Pegawai Latihan Vokasional (PPLV) <i>Assistant Vocational Training Officer (AVTO)</i>	1,573
6	Pembantu Pegawai Latihan Vokasional (Pemb. PLV) <i>Junior Assistant Vocational Training Officer (JAVTO)</i>	763
7	Penolong Pegawai Tadbir (PPT) <i>Administrative Assistant (AA)</i>	2,843
8	Pembantu Tadbir (Kesetiausahaan)[PT(K)] <i>Administrative Assistant (Stenography) [AA(S)]</i>	3,430
9	Pembantu Tadbir (Perkeranian/Operasi)[PT(P/O)] <i>Administrative Assistant (Clerical/Operation) [AA(C/O)]</i>	12,025
10	Pembantu Tadbir (Kewangan)[PT(Kew)] <i>Administrative Assistant (Finance) [AA(F)]</i>	4,159
11	Juruteknik Komputer (JTK) <i>Computer Technician (CTS)</i>	715
12	Pegawai Khidmat Pelanggan (PKP) <i>Customer Service Officer (CSO)</i>	508
13	Pembantu Tadbir Rendah [PTR(Jurutaip)] <i>Junior Administrative Assistant (Typist) [JAA(Typist)]</i>	6,618
Jumlah/ <i>Total</i>		41,640

Rajah 10: Statistik Personel Perkhidmatan Gunasama  
*Figure 10: Statistics of Common User Personnel*

Bagi melahirkan anggota perkhidmatan gunasama yang berkualiti dan produktif, pelan komprehensif perkhidmatan gunasama melalui perancangan strategik dengan program-program pembangunan kerjaya dan latihan yang disusun secara sistematik telah disediakan. Pelan komprehensif ini memberi penekanan kepada aspek pembangunan kerjaya, perancangan penggantian dan latihan.

Aspek latihan turut 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. Bilangan kursus jangka panjang di bawah Pelan Latihan Perkhidmatan Gunasama adalah seperti yang ditunjukkan di Rajah 11; manakala butiran tawaran tempat Hadiah Latihan Persekutuan seperti di Rajah 12.

*A comprehensive strategic plan which seeks to ensure that career development and training programmes are systematically designed was formulated for the common user services. This comprehensive plan emphasises aspects related to career development, succession planning and training.*

*Career development includes competency requirements, acting and promotion exercises. Common user services personnel, especially those in the management and professional group, are given opportunities to hold positions either at the national or international level through secondment or temporary transfers.*

*Training has also been prioritised in an effort to improve the quality of officers. This includes short-term courses under the training road map for common user services and long-term courses such as Master's and PhD under the federal training scholarship programme. The number of long-term courses under the common user training road map is shown in Figure 11; whereas the number of places offered for the federal training scholarship is shown in Figure 12.*

Bil. No.	Skim Perkhidmatan Gunasama <i>Common User Service Scheme</i>	Bil. Kursus <i>No. of Courses</i>	Bil. Pegawai <i>No. of Officers</i>
1	Perkhidmatan Tadbir dan Diplomatik <i>Administrative and Diplomatic Service</i>	35	1,078
2	Perkhidmatan Teknologi Maklumat dan Perkhidmatan Latihan Vokasional <i>Information Technology Service and Vocational Training Service</i>	35	1,689
3	Perkhidmatan Sokongan <i>Supporting Service</i>	47	2,225
<b>Jumlah/ Total</b>		117	4,992

Rajah 11: Kursus Di bawah Pelan Latihan Perkhidmatan Gunasama  
*Figure 11: Courses Under the Training Road Map for Common User Services*

Bil. <i>No.</i>	Skim Perkhidmatan Gunasama <i>Common User Service</i>	Bil. Tempat Yang Ditawarkan <i>No. of Places Offered</i>	
		Sarjana <i>Masters</i>	Ijazah Kedoktoran <i>Ph.D</i>
1	Perkhidmatan Tadbir dan Diplomatik <i>Administrative and Diplomatic Service</i>	100	15
2	Perkhidmatan Teknologi Maklumat <i>Information Technology Service</i>	28	7
3	Perkhidmatan Latihan Vokasional <i>Vocational Training Service</i>	15	2
Jumlah/ <i>Total</i>		143	24

Rajah 12: Bilangan Tempat Ditawarkan Untuk Hadiah Latihan Persekutuan

*Figure 12: Number of Places Offered for the Federal Training Scholarship*

#### *Recruitment/Appointment Process Through Contract, Secondment and Temporary Transfers*

*Throughout 2006, 1,588 persons were appointed on a contractual basis at various public agencies. This included 863 citizens (194 pensioners and 669 non-pensioners) and 725 non citizens. Additionally, 190 officers were appointed through secondment/temporary transfer at various agencies including international agencies, statutory bodies and local authorities.*

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

Sepanjang tahun 2006, seramai 1,588 orang telah dilantik secara kontrak di pelbagai agensi awam; iaitu melibatkan seramai 863 warganegara (194 pesara dan 669 bukan pesara) serta 725 bukan warganegara. Di samping itu, seramai 190 orang telah dilantik secara pinjaman/pertukaran sementara di pelbagai agensi termasuklah ke agensi antarabangsa, badan berkanun dan pihak berkuasa tempatan.

## Pengurusan Naik Pangkat dan Prestasi

Urusan kenaikan pangkat merupakan aspek penting pengurusan sumber manusia dalam menghasilkan pegawai yang bermotivasi dan cemerlang. Sepanjang tahun 2006, Lembaga Kenaikan Pangkat Perkhidmatan Awam dan Perkhidmatan Pendidikan telah bermesyuarat sebanyak lapan belas (18) kali dan telah meluluskan pemangkuhan dan kenaikan pangkat ke gred jawatan lebih tinggi seramai 18,166 pegawai Kumpulan Pengurusan dan Profesional.

Pada tahun 2006, seramai 5,164 pegawai dari perkhidmatan gunasama telah terlibat dalam urusan pemangkuhan dan kenaikan pangkat. Butiran lanjut adalah seperti di Rajah 13.

## Promotion and Performance Management

*Promotions are an important aspect of human resource management in producing motivated and excellent officers. Throughout 2006, the promotions board for the public service and the education service held eighteen (18) meetings and approved acting and promotions to a higher grade for 18,166 officers from the management and professional group.*

*2006 also saw promotions and acting exercises involving 5,164 officers from the common user services. Details are as in Figure 13.*

Bil. No.	Urusan <i>Exercise</i>	Bil. Urusan <i>No. of Exercises</i>			Bil. Pegawai <i>No. of Officers</i>		
		PTD <i>ADO</i>	PTM/PLV <i>ITS/VTO</i>	Sokongan <i>Support Service</i>	PTD <i>ADO</i>	PTM/PLV <i>ITS/VTO</i>	Sokongan <i>Support Service</i>
1	Kenaikan Pangkat <i>Promotion</i>	12	13	17	1,391	735	729
2	Pemangkuhan <i>Acting</i>	11	7	8	1,838	401	70
<b>Jumlah/<i>Total</i></b>		<b>23</b>	<b>20</b>	<b>25</b>	<b>3,229</b>	<b>1,136</b>	<b>799</b>

Rajah 13: Bilangan Urusan dan Pegawai Dalam Urusan Kenaikan Pangkat/Pemangkuhan

*Figure 13: Number of Exercises and Officers in Promotion/Acting Exercises*

Untuk meningkatkan pemahaman dan kemahiran pegawai perkhidmatan awam dalam melaksanakan penilaian prestasi, sebanyak 30 siri taklimat dan kursus berkenaan sistem penilaian prestasi telah diadakan dan melibatkan penyertaan kira-kira 2,500 pegawai yang terdiri daripada Ketua Jabatan, Urus setia Panel Pembangunan Sumber Manusia dan Pegawai Penilai daripada Kementerian dan Jabatan.

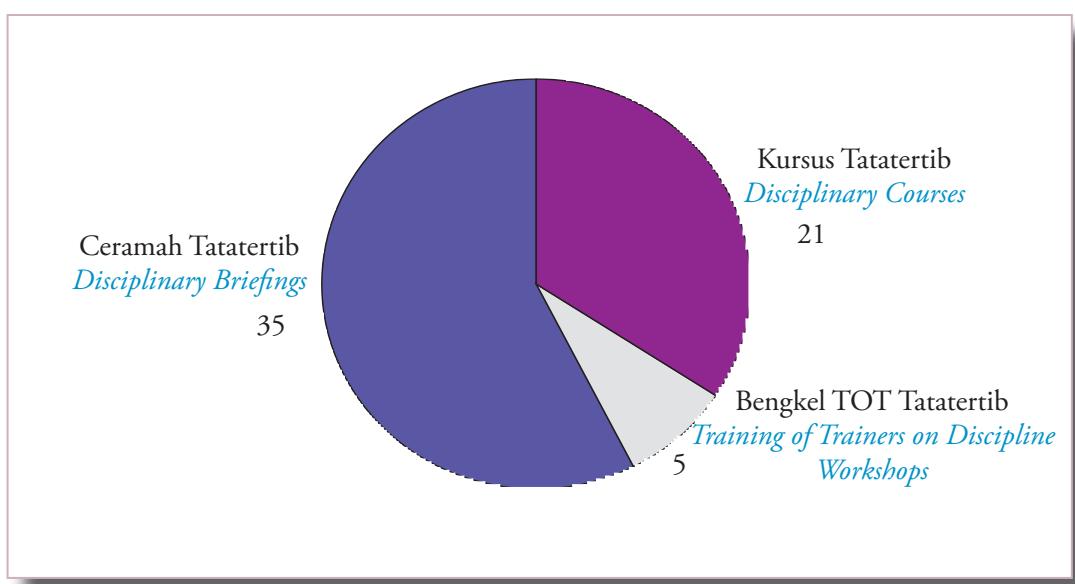
*To improve the level of understanding and skills of government officers in implementing performance appraisal, 30 lectures and courses were held in 2006. This involved the participation of about 2,500 officers comprising heads of departments, secretariats to human resource development panels and appraisers from various ministries and departments.*

### **Management of Disciplinary Matters**

*To ensure that public agencies have a better comprehension regarding the regulations pertaining to the code of conduct and discipline, the PSD prepared a training kit which was provided during the Management Workshop for the Training of Trainers as well as during briefings and courses held for human resource managers at the agencies. The number of workshops, briefings and courses are shown in Figure 14.*

### **Pengurusan Tatatertib**

Sebagai usaha untuk membantu kementerian/jabatan/agensi memahami peraturan-peraturan tatatertib dengan lebih jelas, JPA telah menyediakan kit latihan yang telah disampaikan dalam Bengkel Pengurusan ‘*Training of Trainers*’, kursus dan ceramah kepada Pengurus Sumber Manusia di agensi. Pecahan bilangan kursus, ceramah dan bengkel adalah seperti di Rajah 14.



Rajah 14 : Aktiviti Pengurusan Tatatertib 2006  
*Figure 14: Management of Disciplinary Matters 2006*

## **Pengurusan Penilaian Kompetensi**

Pada tahun 2006, usaha telah dibuat bagi memantapkan lagi pelaksanaan Penilaian Tahap Kecekapan (PTK) di peringkat Kementerian/Negeri/Agensi iaitu dengan memperoleh penglibatan yang lebih menyeluruh oleh Ketua Setiausaha Kementerian, Setiausaha Kerajaan Negeri dan Ketua Agensi. Surat Pekeliling Perkhidmatan Bil. 2 Tahun 2006 telah dikeluarkan bagi menjelaskan tanggung jawab Ketua Setiausaha Kementerian, Setiausaha Kerajaan Negeri dan Ketua Agensi bagi mempermengerusikan Lembaga Penilaian Kompetensi di peringkat Kementerian/Negeri/Agensi.

Selain itu, peluang pegawai untuk menduduki PTK ditingkatkan dengan menambah kekerapan pelaksanaan sebanyak empat (4) kali setahun. Peraturan ini dibuat melalui Surat Pekeliling Perkhidmatan Bil. 4 Tahun 2006. Berkaitan itu sebanyak 144 peperiksaan dan 46 kursus PTK telah dilaksanakan untuk Perkhidmatan Gunasama Persekutuan. Bagi melicinkan lagi pelaksanaannya, sistem permohonan PTK secara on-line juga telah diperkenalkan pada tahun 2006 melalui portal [www.jpa.gov.my](http://www.jpa.gov.my).

Aktiviti peningkatan kepakaran pegawai yang terlibat dalam pelaksanaan PTK di peringkat Kementerian/Negeri/Agensi juga telah dipergiat. Sebanyak 58 taklimat/bengkel telah diadakan. Ia meliputi bengkel penggubalan soalan, bengkel pengawasan peperiksaan, bengkel pengurusan peperiksaan dan taklimat PTK. Usaha juga telah dibuat untuk membangunkan pangkalan data untuk soalan PTK bagi tujuan penyimpanan soalan secara lebih tersusun dan teratur.

## **Competency Assessment Management**

*In 2006, efforts were made to strengthen the implementation of the competency assessment (CA) at the ministries/states/agencies with greater involvement of secretaries-general, state secretaries and heads of agencies. Service Circular Letter No.2 of 2006 was circulated to clarify the responsibility of secretaries-general, state secretaries and heads of agencies as the chairman of the competency assessment board at their respective agencies.*

*In 2006, the frequency of CA was increased to four (4) times a year to provide more opportunities for civil servants to take the CA. The guidelines and regulations pertaining to this was explained in Service Circular Letter No 4 of 2006. In line with this, the PSD conducted four (4) CAs in 2006 for the common user services of which 144 were examinations and 46 were courses. To ensure the better implementation of the CA, an on-line application system available through the portal [www.jpa.gov.my](http://www.jpa.gov.my) was introduced in 2006.*

*Activities to enhance the expertise and skills of officers involved in the implementation of CA at the ministries/states/agencies were intensified throughout 2006. Fifty-eight (58) briefings/workshops were held including workshops on the formulation of questions, examination, invigilation, examination management and CA briefings. Efforts have also been made to develop a questions data bank to ensure a more orderly and structured storage of CA questions.*

*Priority was also given to other competency accreditations as an alternative or to complement the CA components. In 2006, the Public Service Competency Assessment Board chaired by the Director-General of Public Service agreed to endorse five (5) competency accreditations as follows:*

- i. *Examination Requirements for Incentive Payment for Financial Duties (BITK) to replace CA Level 3 (functional competency) for Grade W22 Assistant Accountants at the Accountant-General's Department*
- ii. *Malaysian Institute of Planners (MIP) Certificate to replace CA Level 1 (functional competency) for Grade J41 Town and Urban Planning Officers at the Town and Urban Planning Department*
- iii. *Test of Professional Competency Certificate from the Board of Valuers, Appraisers and Estate Agents, Malaysia to replace CA Level 1 (functional competency) for Valuation Officers at the Valuation and Property Service Department*
- iv. *Degree in Valuation to replace CA Level 1 (functional competency) for Grade W27 Assistant Valuation Officers at the Valuation and Property Service Department*
- v. *Diploma in Valuation to replace CA Level 1 (functional competency) for Grade W17 Assistant Valuation Officers at the Valuation and Property Service Department*

*In 2006, career talks were held in private and public institutions of higher learning with the aim of providing information to future graduates regarding career opportunities in the public service, especially in the ADS. Eight (8) career talks were held based on invitations from Universiti Teknologi MARA (UiTM), Universiti Kebangsaan Malaysia (UKM), Universiti Putra Malaysia (UPM), Universiti Islam Antarabangsa (UIA), Universiti Teknologi Petronas (UTP), Kolej Universiti Islam Antarabangsa (KUIM) dan Universiti Darul Iman Kampus KUSZA.*

Keutamaan juga telah diberikan kepada pemberian nilai taraf sebagai pengganti atau pelengkap komponen PTK. Pada tahun 2006, Lembaga Penilaian Kompetensi Perkhidmatan Awam yang dipengerusikan oleh Ketua Pengarah Perkhidmatan Awam telah bersetuju mengesahkan lima (5) pemberian nilai taraf berikut:

- i. Kelayakan peperiksaan Bayaran Insentif Tugas Kewangan (BITK) menggantikan peperiksaan PTK TK3 (khusus) bagi Pembantu Akauntan Gred W22 di Jabatan Akauntan Negara
- ii. Kelulusan Sijil Korporat Pertubuhan Perancang Malaysia (MIP) menggantikan peperiksaan PTK TK1 (khusus) bagi Pegawai Perancang Bandar dan Desa Gred J41 di Jabatan Perancang Bandar dan Desa
- iii. Kelayakan Sijil Penilai Berdaftar (*Test of Professional Competency*) Lembaga Penilai, Pentaksir dan Ejen Harta Tanah Malaysia (LPPEH) bagi menggantikan peperiksaan PTK TK1 (khusus) bagi Pegawai Penilai Gred W41 di Jabatan Penilaian dan Perkhidmatan Harta
- iv. Kelayakan Ijazah Bidang Penilaian menggantikan peperiksaan PTK TK1 bagi Penolong Pegawai Penilaian Gred W27 di Jabatan Penilaian dan Perkhidmatan Harta
- v. Kelayakan Diploma Bidang Penilaian menggantikan peperiksaan PTK TK1 bagi Pembantu Penilaian Gred W17 di Jabatan Penilaian dan Perkhidmatan Harta

Pada tahun 2006, 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; khususnya kerjaya sebagai pegawai PTD. Sebanyak lapan (8) ceramah kerjaya telah dilaksanakan atas jemputan daripada Universiti Teknologi MARA (UiTM), Universiti Kebangsaan Malaysia (UKM), Universiti Putra Malaysia (UPM), Universiti Islam Antarabangsa (UIA), Universiti Teknologi Petronas (UTP), Kolej Universiti Islam Antarabangsa (KUIM) dan Universiti Darul Iman Kampus KUSZA.



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**Y.Bhg. Tan Sri Mohd. Sidek Hassan, Ketua Setiausaha Negara Mempengerusikan Mesyuarat Bersama Pengurusan Kanan 2006 Semasa Lawatan Beliau ke JPA pada 20 September 2006**

*The Hon. Tan Sri Mohd. Sidek Hassan, The Chief Secretary to the Government, Chairing the Meeting with the PSD Senior Management During His Visit to the PSD on 20 September 2006*

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*In fulfilling the requirements of the HRMIS application and the guidelines regarding the formulation of a standard post, the Service Division, which represents the head of the common user services, was entrusted to formulate standard posts for all schemes under the common user services. Initially, the focus was on completing the description of the standard posts for the ADS.*

*The standard post is a description of all the main tasks for each post as defined by each scheme of service. The standard post was created to:*

- Standardise the responsibility of certain posts within certain fields;
- Conduct studies related to the creation and regrading of posts;
- Encourage career specialisation;
- Identify and develop competencies; and
- Plan and develop human resource.

*The Service Division also organised the Director-General of Public Service Inspectorate Visits to ministries/departments/ state secretariats. These visits were aimed at improving rapport and understanding between the PSD as a central agency and ministries/department/state secretariats particularly in HR management, and to coordinate the management of HR by the PSD and the agencies. Nine (9) agencies that were visited included the Ministry of Internal Security, Headquarters of the Road Transport Department, Ministry of Youth and Sports, Ministry of Plantation Industries and Commodities, Ministry of Entrepreneur and Cooperative Development, Ministry of Housing and Local Government, Ministry of Home Affairs, Ministry of Information and the Ministry of Federal Territories.*

Bagi memenuhi keperluan aplikasi HRMIS dan garis panduan pembentukan jawatan standard, Bahagian Perkhidmatan selaku wakil Ketua Perkhidmatan Gunasama telah dipertanggungjawabkan untuk membentuk jawatan standard bagi semua skim perkhidmatan gunasama. Sebagai permulaan, tumpuan diberikan kepada menyiapkan diskripsi jawatan standard untuk perkhidmatan PTD.

Jawatan standard merupakan diskripsi semua tugas-tugas utama sesuatu jawatan seperti yang ditetapkan dalam skim perkhidmatan. Jawatan standard diwujudkan untuk:

- Menyeragamkan tugas jawatan dalam sesuatu bidang;
- Menjalankan kajian perjawatan seperti pewujudan dan penggredan semula;
- Menggalak pengkhususan kerjaya;
- Mengenalpasti dan membangunkan kompetensi; dan
- Merancang dan membangunkan sumber manusia.

Bahagian Perkhidmatan juga menganjurkan Program Lawatan Naziran KPPA ke Kementerian/Jabatan/SUK untuk meningkatkan jalinan hubungan dan persefahaman di antara JPA sebagai agensi pusat dengan Kementerian/Jabatan/SUK khususnya dalam pengurusan sumber manusia. Ia juga untuk menyelaraskan pengurusan sumber manusia oleh JPA dan agensi. Sembilan (9) agensi telah terlibat dengan program lawatan ini iaitu Kementerian Keselamatan Dalam Negeri, Ibu Pejabat Jabatan Pengangkutan Jalan, Kementerian Belia dan Sukan, Kementerian Perusahaan Perladangan dan Komoditi, Kementerian Pembangunan Usahawan dan Koperasi, Kementerian Perumahan dan Kerajaan Tempatan, Kementerian Hal Ehwal Dalam Negeri, Kementerian Penerangan dan Kementerian Wilayah Persekutuan.



# Pembangunan Organisasi dan Skim Perkhidmatan

## *Organisational Development and Schemes of Service*

*The PSD is responsible for efficient organisational structures and appropriate schemes of service that will enable public agencies to fulfil their objectives. Throughout 2006 the main focus has been on strengthening organisational structures and schemes of service. There has been continuous improvement on schemes of service while organisations have undergone restructuring to improve service delivery results. The strategy of developing organisations through improvements in the schemes of service focused on six (6) main areas, namely, strengthening the public service delivery system at the district level, improving career opportunities, harmonious employer-employee relations, improvements to the existing schemes of service to ensure they remain relevant in line with the changing environment, implementing the decisions of the Cabinet Committee on Establishment and Salaries in the Public Sector and sharing knowledge on schemes of service.*

JPA bertanggung jawab untuk memastikan agensi perkhidmatan awam mempunyai struktur organisasi yang cekap dan berkesan serta skim perkhidmatan yang sesuai bagi membolehkan organisasi melaksanakan objektif penubuhannya. Dalam aspek keupayaan organisasi, pada tahun 2006 fokus utama adalah kepada pengukuhan struktur organisasi dan skim perkhidmatan, selaras dengan misi untuk memastikan agensi awam mempunyai skim perkhidmatan yang mantap dan struktur organisasi yang dinamik.

Pada tahun 2006, strategi pembangunan organisasi dalam aspek skim perkhidmatan memberi fokus kepada enam (6) perkara utama iaitu pemantapan sistem penyampaian sektor awam di peringkat daerah, penambahbaikan peluang kemajuan kerjaya, keharmonian perhubungan majikan-pekerja, penambahbaikan kepada skim-skim perkhidmatan yang masih berkuat kuasa supaya relevan dengan perubahan persekitaran, pelaksanaan keputusan Jawatankuasa Kabinet Mengenai Perjawatan dan Gaji Sektor Awam (JKK-MPGSA) dan perkongsian ilmu maklumat perskiman.

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Lawatan Y.B. Dato' Seri Rafidah Aziz, Menteri Perdagangan Antarabangsa dan Industri Sempena Hari Kualiti JPA pada 20 November 2006

*The Visit of the Hon. Dato' Seri Rafidah Aziz, Minister of International Trade and Industry on the Occasion of the PSD Quality Day on 20 November 2006*

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## **Program Kerja Pembangunan Organisasi**

Pada tahun 2006 JPA secara berterusan melaksanakan kajian perjawatan dan juga perskiman dengan memberi penekanan kepada meningkatkan sistem penyampaian perkhidmatan. Aktiviti utama pembangunan organisasi adalah meliputi kajian perjawatan yang merangkumi kajian struktur organisasi dan pengukuhan perjawatan, dasar serta naziran perjawatan. Manakala kajian skim perkhidmatan adalah meliputi aspek penggubalan, penambahbaikan, kelonggaran syarat, penyelidikan dan pembangunan. Secara umumnya, program kerja utama pencapaiannya adalah seperti ringkasan dalam Rajah 15.

### **A. Fokus Pembangunan Organisasi**

Pelaksanaan program/aktiviti yang melibatkan kajian struktur dan pengukuhan organisasi adalah melalui sembilan (9) fokus berikut:

#### **Fokus Pertama: Pembangunan Insan Dalam Sistem Pendidikan Negara**

Tumpuan adalah dalam berbagai aspek termasuk pembangunan insan dalam membentuk generasi yang bersatu padu, progresif, dinamik, produktif serta kehidupan rakyat yang harmoni ditambah dengan nilai moral yang tinggi, beretika serta mempunyai corak pemikiran minda kelas pertama dalam semua peringkat lapisan masyarakat dan kaum. Hasrat ini dijelaskan apabila di peringkat persekolahan beberapa institusi baru telah dibuka pada tahun 2006, iaitu Sekolah Rendah Bestari (3 buah), Sekolah Rendah (sebuah), Sekolah Menengah (6 buah) dan Sekolah Menengah Bestari (4 buah) dan Kelas pra-sekolah (1,600). Selain itu, sebanyak 200 buah sekolah bertaraf Pusat Tanggung Jawab (PTJ) juga telah ditambah, manakala sebanyak 123 buah kelas Mata Pelajaran Vokasional (MPV) telah diperluas.

## **Work Programme for Organisational Development**

*The PSD continued to carry out studies on establishment and schemes of service, with emphasis on improving the service delivery system. These involved studies on organisational structure and strengthening of establishment, policy and establishment inspections. Studies on schemes of service covered aspects of formulation, improvements, relaxation of conditions of service, research and development. The main achievements of the work programme are summarised in Figure 15.*

### **A. Focus on Organisational Development**

*The implementation of programmes/activities pertaining to studies on structure and organisational consolidation was through nine (9) focus areas as follows:*

#### **Focus One: Developing Human Capital in the National Education System**

*The focus is on the various aspects including human capital development to mould a united, progressive, dynamic generation, harmonious life and high moral values and ethics, with a first class mindset at all levels of society and races. This wish was realised when, at the school level, several new institutions were opened in 2006. These included smart primary schools (3), normal primary schools (1), secondary schools (6) and smart secondary schools (4) plus pre school classes (1,600). Besides that, 200 schools classified as centres of responsibility were also added while 123 vocational subject classes were expanded.*

Bil. No.	Program <i>Programme</i>	Rancang <i>Planned</i>	Pencapaian/ <i>Achieved</i>		Jumlah <i>Total</i>	% %
			Rancang <i>Planned</i>	<i>Ad-Hoc</i>		
1.	Dasar Baru/ <i>New Policy</i>					
	Kajian Perjawatan <i>Establishment Studies</i>	5	5	4	9	100.0
	Kajian Skim Perkhidmatan <i>Studies on Schemes of Service</i>	10	9	0	9	90.0
2.	Dasar Sedia Ada/ <i>Existing Policy</i>					
	Kajian Struktur <i>Structural Studies</i>	115	115	4	119	100.0
	Pengukuhan Perjawatan <i>Consolidating Establishment</i>	136	136	61	197	100.0
	Perancangan dan Pembangunan Perjawatan <i>Planning and Development of Posts/Establishment</i>	104	103	211	313	99.4
	Naziran/ <i>Inspectorate</i>	1	1	0	1	100.0
	Penambahbaikan Skim Perkhidmatan/ <i>Improvement to Schemes of Service</i>	17	13	0	13	76.4
3.	Pengurusan Skim Perkhidmatan/ <i>Management of Schemes of Service</i>					
	MBK/ Mesyuarat Perhubungan/ <i>NJC/Liaison Meetings</i>	3	2	12	14	93.3
	Kelonggaran Syarat Skim Perkhidmatan/ <i>Flexibility in Terms and Conditions</i>	3	3	52	55	100.0
	Pengurusan Perskiman <i>Management of Schemes</i>	3	3	58	61	100.0
	Penyelidikan dan Pembangunan Skim Perkhidmatan/ <i>Research and Development of Schemes of Service</i>	28	22	0	22	78.5
	Jumlah/ <i>Total</i>	425	411	402	813	98.3

Rajah 15: Perancangan dan Pencapaian Pembangunan Organisasi  
*Figure 15: Organisational Development Planning and Achievement*



*The “smartening” of schools has been expanded to 500 schools. Eight (8) MARA Junior Science Colleges have also been set up. As a result of this expansion, the PSD has created personal-to-holder posts for the promotion of educational service officers.*

*At the higher education level, a total of 5,147 posts was created at 18 public universities and three (3) university hospitals. To strengthen skills and enhance the national vocational education system, the structure and establishment for the Skills Development Department (formerly known as the National Vocational Training Board) have been improved with the setting up of branch regional offices and the creation of 252 new posts.*

Pembestarian Sekolah (Model Bestari) telah diperluas kepada 500 buah. Sebanyak lapan (8) buah Maktab Rendah Sains MARA (MRSRM) baru juga telah diwujudkan. Hasil perkembangan ini juga, JPA telah mewujudkan jawatan secara Khas Untuk Penyandang (KUP) bagi kenaikan pangkat Pegawai Perkhidmatan Pendidikan melalui kaedah Pengetua/Guru Cemerlang (sebanyak 1,071 calon) dan juga kaedah Mengikut Tempoh Perkhidmatan (sebanyak 98,309 calon). Bagi Program Pensisiwazahan Guru yang mensasarkan 50% guru siswazah ditempatkan di sekolah rendah menjelang 2010, sejumlah 10,266 jawatan Pegawai Perkhidmatan Pendidikan Lepasan Diploma (PPLD) Gred DGA29 akan ditukar ganti dengan jawatan PPPS Gred DG41 pada tahun 2007.

Di peringkat pengajian tinggi pula, sebanyak 5,147 jawatan telah diwujudkan di 18 buah institusi pengajian tinggi awam dan tiga (3) buah Hospital Universiti. Bagi memperkuatkan institusi latihan kemahiran pula, struktur dan perjawatan bagi Jabatan Pembangunan Kemahiran (dahulunya dikenali sebagai Majlis Latihan Vokasional Kebangsaan) turut dipermantapkan lagi dengan penubuhan pejabat-pejabat cawangan di peringkat wilayah. Ini dapat mempertingkat dan memantapkan lagi sistem pendidikan vokasional negara. Sebanyak 252 jawatan baru telah diluluskan bagi tujuan tersebut.

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Pelajar-pelajar Tajaan JPA Membaca Ikrar Pelajar Sempena Upacara Pra-Pelepasan ke Luar Negara pada 24 Ogos 2006

*The PSD Scholars Taking the Student's Oath During the Pre-Departure Programme on 24 August 2006*

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## Fokus Kedua: Perkembangan Bidang Sains dan Teknologi

Pemantapan organisasi turut tertumpu kepada agensi-agensi yang menerajui bidang sains dan teknologi dalam menghadapi cabaran-cabaran baru di era globalisasi yang sarat dengan ledakan teknologi maklumat dan komunikasi serta pengembangan dalam industri angkasa dan nano teknologi. Usaha ini dijelaskan dengan urusan pemantapan struktur organisasi beberapa agensi seperti Institut Penyelidikan dan Kemajuan Pertanian Malaysia (MARDI), Institut Penyelidikan Teknologi Nuklear Malaysia (MINT) dan Pusat *Remote Sensing* Negara (MACRES). Selain itu, JPA turut meluluskan pewujudan sebanyak tiga (3) jawatan Pegawai Penyelidik Gred Q47/48 bagi program Angkasawan Negara. Kesemuanya, urusan tersebut telah melibatkan pertambahan sebanyak 282 jawatan.

## *Focus Two: Development of Science and Technology*

*Organisational strengthening has focused on agencies involved in science and technology. This has been done through the strengthening of the organisational structure of various agencies such as the Malaysian Agricultural Research and Development Institute, the Malaysian Institute of Nuclear Technology and the Malaysian Centre for Remote Sensing. The PSD has also created three posts for Grade Q47/48 research officers for the national astronaut programme. The entire exercise involved the creation of 282 posts.*

***Focus Three: Development of the National Monetary and Economic System***

*Organisational development for institutions involved in trade and industrial activities, continue to be emphasised in an effort to realise the government's aspiration in providing able, versatile economic and monetary structures. The strengthening of the organisational structures of these institutions is important to guarantee national economic development.*

*The PSD's contribution towards realising this goal is through the organisational restructuring of Penang Regional Development Authority, branch offices of the Inland Revenue Board, the Procurement Division of the Treasury, the Information Technology Division of the Accountant-General's Department, the Ministry of International Trade and Industry, the Malaysian Industrial Development Authority, the Malaysian External Trade Development Corporation, Small and Medium Industries Development Corporation and the Ministry of Plantation, Industries and Commodities. The entire exercise resulted in the creation of 1,000 new posts.*

**Fokus Ketiga: Perkembangan Sistem Kewangan dan Ekonomi Negara**

Pembangunan organisasi bagi institusi-institusi yang berlatarbelakang aktiviti perdagangan dan perindustrian turut diberi perhatian bagi merealisasikan aspirasi kerajaan dalam menyediakan struktur ekonomi dan kewangan yang mampan lagi *versatile*. Pemantapan struktur organisasi institusi-institusi ini penting bagi menjamin pertumbuhan ekonomi negara yang turut menyumbang kepada kemajuan sosio-ekonomi rakyat dengan mengambilkira pembangunan ekonomi di bandar mahupun luar bandar.

Sumbangan JPA ke arah merealisasikan matlamat ini ialah dengan menyusun semula struktur organisasi Lembaga Kemajuan Wilayah Pulau Pinang (PERDA), cawangan syarikat Lembaga Hasil Dalam Negeri Malaysia (LHDN), Bahagian Perolehan Perbendaharaan Malaysia, Bahagian Pengurusan Teknologi Maklumat Jabatan Akauntan Negara Malaysia (JANM), Kementerian Perdagangan Antarabangsa dan Industri (MITI), Lembaga Kemajuan Perindustrian Malaysia (MIDA), Perbadanan Pembangunan Perdagangan Luar Malaysia (MATRADE), Perbadanan Pembangunan Industri Kecil dan Sederhana (SMIDEC) serta Kementerian Perusahaan, Perlادangan dan Komoditi. Kesemua urusan tersebut melibatkan pertambahan sebanyak 1,000 jawatan baru.

## **Fokus Keempat: Pembangunan Fizikal Dan Infrastruktur**

JPA turut berperanan merealisasikan usaha kerajaan dalam memantapkan pembangunan fizikal dan infrastruktur kemudahan-kemudahan awam yang bertaraf dunia; serta dalam masa yang sama menitikberatkan pemeliharaan dan pemuliharaan alam sekitar agar terus menyediakan suasana kehidupan yang kondusif. Bagi meningkatkan kemudahan prasarana dan infrastruktur negara, JPA telah memperkuatkannya perjawatan di Kementerian Kerja Raya, Jabatan Kerja Raya dan Lembaga Lebuh Raya Malaysia. Ia juga bagi meningkatkan kapasiti dan keupayaan ketiga-tiga organisasi ini dalam melaksanakan projek-projek RMKe-9.

JPA juga telah meluluskan penubuhan Pasukan Petugas Khas RMKe-9 yang melibatkan pewujudan sebanyak 104 jawatan dari pelbagai gred di Jabatan Ketua Pengarah Tanah dan Galian, Kementerian Sumber Asli dan Alam Sekitar serta penubuhan Institut Penyelidikan Keselamatan Jalan Raya (IPKJR). Penyusunan semula Jabatan Perancang Bandar dan Desa Negeri Pahang dan Negeri Kelantan pula melibatkan pewujudan sebanyak 19 jawatan baru dan kenaikan gred dua (2) jawatan sedia ada. Usaha ini akan memantapkan pembangunan fizikal di kedua-dua negeri tersebut serta meningkatkan kesejahteraan sosial dan ekonomi kawasan.

## ***Focus Four: Physical and Infrastructure Development***

*The PSD is involved in the government efforts to enhance physical development and the public facilities infrastructure while at the same time placing importance on conserving and preserving the environment for a more conducive living environment. To support these efforts, the PSD has strengthened the establishment at the Ministry of Works, the Public Works Department and the Malaysian Highway Authority. This has also increased the capacity and capability of these three organisations in implementing projects under the Ninth Malaysia Plan (9MP).*

*The PSD has also approved the creation of a special 9MP task force which involved the creation of 104 posts at various grades at the Department of the Director-General of Lands and Mines, Ministry of Natural Resources and Environment and the establishment of the Institute of Road Safety Research. The restructuring of the Pahang and Kelantan Town and Country Planning Departments involved the creation of 19 new posts and the upgrading of two (2) existing posts. These efforts will enhance the physical development in both states and improve the social and economic welfare of the areas.*

### ***Focus Five: Strengthening the Public Delivery System***

*The effective strengthening of the public service delivery system in ensuring transparency and fulfilling the priorities of various parties is one of the main national agendas. The PSD has restructured various organisations such as the land and district offices in Peninsular Malaysia. A total of 4,790 posts was created at the land and district offices in Peninsular Malaysia, the Peninsular Malaysia Land and Mines Office, Kelantan Development Department, the Implementation and Coordination Unit, the Prime Minister's Department and the Federal Land Development Authority besides the local authorities. The Public Complaints Bureau was also restructured to enable it to implement the public opinion poll system which involved the creation of 80 new posts.*

### **Fokus Kelima: Pemantapan Sistem Penyampaian Perkhidmatan**

Pemantapan kepada elemen sistem penyampaian perkhidmatan yang berkesan di perkhidmatan awam dalam menjamin ketelusan serta memenuhi kepentingan pelbagai pihak dan rakyat turut menjadi agenda utama. JPA telah menyusun semula struktur beberapa buah organisasi seperti Pejabat-Pejabat Daerah dan Tanah Semenanjung Malaysia. Sejumlah 4,790 jawatan telah pun diwujudkan di Pejabat-pejabat Daerah dan Tanah Semenanjung Malaysia, Pejabat Tanah dan Galian (PTG) Semenanjung, Jabatan Pembangunan Persekutuan Kelantan (JPPK), ICU, JPM serta Lembaga Kemajuan Tanah Persekutuan Malaysia (FELDA) dan juga pihak berkuasa tempatan (PBT). Biro Pengaduan Awam (BPA) juga telah disusun semula bagi membolehkannya melaksanakan Sistem Maklum Balas Awam (*Public Poll*). Untuk itu, sebanyak 80 jawatan baru telah pun diwujudkan.



## **Fokus Keenam: Pemantapan Sistem Penguatkuasaan, Keselamatan, Perundangan dan Kepolisan**

JPA turut memberi perhatian kepada usaha-usaha pemantapan sistem penguatkuasaan, keselamatan, perundangan dan kepolisan bagi menjamin kesejahteraan rakyat serta keadilan sejagat. Ia dapat dilihat melalui penyusunan semula struktur organisasi Jabatan Siasatan Jenayah, Polis Diraja Malaysia (PDRM) dan penubuhan Mahkamah Khas Trafik di seluruh negara. Beberapa jawatan tambahan juga telah diwujudkan di pintu-pintu masuk utama di Jabatan Imigresen Malaysia dan di Unit Kereta Peronda Polis, PDRM. Sepanjang tahun 2006 sebanyak 7,586 jawatan telah diwujudkan untuk PDRM.

Bagi mengawal dan menangani kemasukan rakyat asing tanpa izin ke negara ini pula JPA telah meluluskan perwujudan sebanyak 45 jawatan Timbalan Pendakwaraya serta penubuhan Mahkamah Khas Pendatang Tanpa Izin (PATI). Struktur organisasi dan fungsi Tribunal Tuntutan Pembeli Rumah juga telah dilihat semula pada tahun 2006 bagi memastikan kelancaran perkhidmatan perundangan oleh agensi tersebut. Bagi meluaskan juga jangkauan perkhidmatannya, Tribunal Tuntutan Pembeli Rumah di peringkat Zon Utara, Selatan dan Timur telah diwujudkan. Selain itu, perjawatan di Mahkamah Perusahaan juga telah dimantapkan lagi bagi meningkatkan mutu perkhidmatan yang diberikan. Secara keseluruhan sebanyak 64 jawatan baru telah diwujudkan.

## ***Focus Six: Strengthening the Enforcement, Security, Judiciary and Policing System***

*The PSD supports efforts at strengthening this focus area as it ensures the welfare of the public and contributes to universal peace. This can be seen from the restructuring of various organisations including the Criminal Investigation Department of the Royal Malaysian Police (PDRM) and the creation of special traffic courts all over the country. Additional posts have also been created at the main entry points into the country under the Immigration Department and the mobile patrol units of the PDRM. Throughout 2006, a total of 7,586 posts was created for the PDRM.*

*To control and curb the influx of illegal immigrants into the country, the PSD approved the creation of 45 Deputy Public Prosecutor posts and the setting up of the Special Court for Illegal Immigrants. The organisational structure and functions of the Tribunal for Home Buyers' Claims also came under scrutiny, to ensure the provision of smooth legal services by the agency. Regional offices of the tribunal were also set up in the northern, southern and eastern region to expand the tribunal's services. The Industrial Court was also strengthened in an effort to improve the quality of services provided. These exercises resulted in the creation of 64 new posts.*

***Focus Seven: Strengthening of Welfare and Health Activities***

*The social welfare aspect, including improving the level of public health to ensure the quality of life for the people, was also the main agenda for 2006. This resulted in the creation of the Secretariat for Early Childhood Education in the Prime Minister's Department.*

*The PSD also took steps to improve the health service delivery to the people which involved the creation of 13,367 posts. The Paramedic and Auxiliary Group recorded an increase of 6,170 posts; the Professional and Management Group, an increase of 4,495 posts and the Support Group, an increase of 2,633 posts. In 2006, the PSD also approved 69 posts for three new health clinics.*

*The PSD created 591 posts for the Juvenile Division in the Department of Social Welfare to strengthen the social and welfare services provided. The creation of this division enabled the Community Services Order to be implemented as a choice of rehabilitation for young offenders between 18 and 21 years.*

**Fokus Ketujuh: Pemantapan Aktiviti Kebajikan dan Kesihatan**

Aspek kebajikan sosial termasuk meningkatkan tahap kesihatan awam dalam menjamin kualiti kehidupan rakyat juga menjadi agenda tahun 2006. Berkaitan itu, Sekretariat Pendidikan Awal Kanak-Kanak (PERMATA) di Jabatan Perdana Menteri telah diwujudkan.

JPA turut mengambil langkah bagi memantapkan penyampaian perkhidmatan kesihatan kepada rakyat melibatkan pewujudan sebanyak 13,367 jawatan. Kumpulan Paramedik dan Auksiliari mencatatkan pertambahan sebanyak 6,170 jawatan; Kumpulan Pengurusan dan Profesional sebanyak 4,495 jawatan; dan Kumpulan Sokongan pula, sebanyak 2,633 jawatan. Pada tahun 2006 juga, JPA telah meluluskan perjawatan bagi tiga (3) buah Klinik Kesihatan baru yang melibatkan sebanyak 69 jawatan.

JPA telah mewujudkan Bahagian Juvenil di Jabatan Kebajikan Masyarakat bagi memantapkan perkhidmatan kebajikan dan sosial, melibatkan sebanyak 591 jawatan baru. Impak terhadap pewujudan bahagian ini membolehkan Perintah Khidmat Masyarakat dilaksanakan sebagai suatu pilihan pemulihan kepada pesalah muda yang berumur di antara 18 hingga 21 tahun.

## **Fokus Kelapan: Pengukuhan Hubungan Antarabangsa**

JPA turut menyusun semula penumpuan kepada peranan kerajaan dalam hubungan antarabangsa demi meningkatkan imej negara di kaca mata dunia. Antara aktiviti yang terlibat ialah Penyusunan Semula Kementerian Luar Negeri yang melibatkan pewujudan sebanyak 258 jawatan. Sementara itu, penubuhan Konsulat Jeneral di tiga buah negara turut melibatkan pertambahan sebanyak 32 jawatan dengan pecahan sebanyak lapan (8) di Dubai UAE; serta masing-masing sebanyak 12 di Frankfurt, Jerman dan Mumbai, India.

## **Fokus Kesembilan: Pengukuhan Sistem Sokongan Sosial dan Perkhidmatan Sosial**

JPA juga memberi penumpuan kepada pengukuhan sistem sokongan sosial dan perkhidmatan sosial dalam pembangunan belia, wanita dan keluarga melalui program-program kebudayaan, agama dan sukan bagi mewujudkan masyarakat yang bebas dari gejala sosial. JPA telah menyusun semula struktur organisasi dan fungsi Kementerian Belia dan Sukan (KBS) bagi memantapkan perkhidmatan pembangunan belia dan sukan di negara ini. Secara keseluruhannya urusan ini melibatkan pewujudan 254 jawatan baru.

JPA telah menjalankan kajian bagi memantapkan penyampaian perkhidmatan pemeliharaan dan pemuliharaan seni budaya dan warisan negara. Penubuhan Jabatan Pesuruhjaya Warisan (JPW) serta pemantapan Balai Seni Lukis Negara dan Istana Budaya adalah selari dengan hasrat Kerajaan menyemarakkan dan merakyatkan seni dan budaya serta mengekalkan warisan Negara. Bagi tujuan tersebut sebanyak 62 jawatan telah diwujudkan.

## **Focus Eight Strengthening International Relations**

*The PSD also focused on the government's role in international relations to enhance the country's image in the international arena. Among the activities carried out were the restructuring of the Ministry of Foreign Affairs which involved the creation of 258 posts. The creation of Consulates-General in three (3) countries also involved an increase of 32 posts, namely, 8 posts in Dubai, UAE, and 12 posts each for Frankfurt, Germany and Mumbai, India.*

## **Focus Nine: Strengthening the Social Support and Services System**

*Focus on strengthening the social support and services system was on the development of youth, women and family through cultural, religious and sports programmes intended to create a society free from social ills. The PSD restructured the organisational structure and functions of the Ministry of Youth and Sports in an effort to strengthen the development of services for youths and sports in the country. The exercise involved the creation of 254 new posts.*

*The PSD carried out a study on ways to strengthen the delivery of services related to the preservation and conservation of national culture and heritage. The creation of the Department of Commissioner of Heritage and the improvements to the National Art Gallery and the National Theatre were in line with the government's desire to glorify and popularise arts and culture besides preserving our national heritage. This involved the creation of 62 new posts.*

**B. Focus on Schemes**

*Based on the focus outlined, the main achievements for 2006 pertaining to schemes of service are as follows:*

***Strengthening of Service Delivery at the District Level***

*The strengthening of service delivery at the district level was done by strengthening the Penghulu (chieftain/headman) service through changes in the conditions of appointment. This change was to select qualified and experienced candidates in areas of societal development, customs and traditions, religion and local social culture which would improve service delivery at the district and grass roots levels.*

***Enhancing Career Development Opportunities***

*To motivate personnel to improve their productivity and service delivery, improvement to career development opportunities were carried out through the creation of integrated schemes of service for medical assistants at grades U29, U32, U36, U41/42, U44, U48, U52, U54 and for Assistant Superintendent of Immigration/Immigration Superintendent grades KP27, KP23, K38, KP41/42, KP44, KP48, KP52 and KP54.*

**Fokus Perskiman:**

Bersandarkan fokus yang telah digariskan, pencapaian utama tahun 2006 urusan perskiman adalah dihuraikan melalui enam (6) aspek berikut:

**Pemantapan Sistem Penyampaian Peringkat Daerah**

Pemantapan perkhidmatan Penghulu telah dilakukan melalui perubahan syarat lantikan yang menetapkan pemilihan calon yang berkelayakan dan berpengalaman luas dalam pembangunan masyarakat, adat istiadat, agama dan sosio budaya tempatan bagi meningkatkan sistem penyampaian di peringkat daerah/mukim/akar umbi.

**Penambahbaikan Peluang Kemajuan Kerjaya**

Penambahbaikan peluang kemajuan kerjaya melalui pewujudan skim perkhidmatan bersepadu Pembantu Perubatan Gred U29, U32, U36, U41/42, U44, U48, U52, U54 dan Penolong Pengguna Imigresen/Pengguna Imigresen Gred KP27, KP32, KP38, KP41/42, KP44, KP48, KP52, KP54 sebagai unsur motivasi kepada anggota ke arah peningkatan produktiviti dan sistem penyampaian.

## Keharmonian Perhubungan Majikan-Pekerja

Dalam menjamin keharmonian perhubungan majikan-pekerja, sebanyak 15 isu yang dibangkitkan oleh pihak Pekerja dalam MBK Pengurusan dan Profesional, MBK Sains dan Teknologi, MBK Am dan JP-MBK telah dikaji dan diselesaikan. Antara isu utama ialah:

- Peluang kerjaya Perkhidmatan Imigresen di peringkat Kumpulan Pengurusan dan Profesional
- Penetapan Kumpulan Perkhidmatan pemegang sijil kejuruteraan politeknik kepada Kumpulan Perkhidmatan berkelayakan diploma
- Tuntutan elauan insentif perkhidmatan kritikal untuk kakitangan sokongan penyelidikan (Q)
- Cadangan penukaran skim perkhidmatan Pembantu Am Rendah Gred N1 yang bertugas di makmal sains Kementerian Pelajaran kepada nama jawatan Pembantu Makmal Sains Gred C9/C11
- Cadangan mewujudkan skim perkhidmatan N1 bagi Pengasuh di Hadhanah Pusat Islam USM dan taska di tempat kerja yang kini secara kontrak ke jawatan tetap
- Cadangan pelarasaran tanggagaji Pembantu Veterinar di Institut Haiwan
- Permohonan pewujudan daripada jawatan Pembantu Tadbir Rendah Gred N11 ke jawatan Penyelia Meter Gred N17
- Cadangan untuk menetapkan gaji permulaan dan penyelarasan gaji Pelukis Pelan Gred J17

## Harmonious Employer-Employee Relations

*In ensuring harmonious employer-employee relations, 15 issues raised by the employees during the Professional and Management National Joint Council (NJC), the Science and Technology NJC, the General NJC and the Coordinating Committee NJC were examined and resolved. Among the main issues were:*

- *Career opportunities for the Professional and Management Group of the Immigration Service*
- *Regrouping the service classification of those with a certificate of engineering from polytechnics to service classification of those with the diploma qualification*
- *Incentive allowance for critical services to the research support group (Q)*
- *Upgrading the Grade N1 Junior General Assistant scheme of service who are attached to the Ministry of Education science labs to Grade C9/C11 of the Assistant Science Lab Assistant scheme of service*
- *Formulation of Grade N1, Child Minders scheme of service for those working at the USM Hadhanah Islamic centres and workplace child care centres from a contract basis to permanent posts*
- *Salary adjustment for Veterinary Assistants at the Veterinary Institute*
- *Application for the creation of Grade N17 Meter Supervisor post from the General Administrative Assistant post at Grade N11*
- *Determining the starting salary and salary adjustment for Grade J17, Draughtsman*



### *Strengthening Schemes of Service*

*The dynamic public sector environment requires academically qualified public servants who possess the relevant competencies needed by the service. In line with this requirement, the entry qualifications for the Information Officers, Assistant Information Officers, Information Technology Officers, Assistant Information Technology Officers and Computer Technicians have been successfully reviewed.*

### *Implementing the 2006 Decisions of the Cabinet Committee on Establishment and Salaries in the Public Sector (JKK-MPGSA)*

*A total of 12 service circulars and service circular letters was issued in implementing the decisions of the JKK-MPGSA which met on 24 April 2006 and 28 September 2006. Details of all service circulars issued by the PSD in 2006 are shown in the Appendix.*

### **Pemantapan Skim Perkhidmatan**

Persekutuan sektor awam adalah dinamik dan dengan itu memerlukan anggota yang memiliki kelayakan akademik dan kompetensi yang relevan mengikut keperluan perkhidmatan. Untuk itu, urusan memantapkan syarat lantikan skim-skim perkhidmatan Pegawai Penerangan, Penolong Pegawai Penerangan, Pegawai Sistem Maklumat, Penolong Pegawai Sistem Maklumat dan Juruteknik Komputer telah berjaya dilaksanakan.

### **Pelaksanaan Keputusan JKK-MPGSA Tahun 2006**

Sebanyak 12 pekeliling perkhidmatan dan satu (1) surat pekeliling perkhidmatan telah dihasilkan dalam melaksanakan keputusan Mesyuarat JKK-MPGSA pada 24 April 2006 dan 28 September 2006. Butiran semua Pekeling Perkhidmatan keluaran JPA tahun 2006 adalah seperti di Lampiran.

## **Perkongsian Ilmu Maklumat Perskiman**

Dua (2) Buku Maklumat Skim Perkhidmatan dan Buku Penghuraian Kerja Skim Perkhidmatan bagi 21 perkhidmatan telah dikeluarkan sebagai usaha meningkatkan kefahaman serta kesedaran Pengurus Sumber Manusia Kementerian/Jabatan/Agensi sejarah dengan keperluan Perkara 5(1) Peraturan-peraturan Pegawai Awam (Pelantikan, Kenaikan Pangkat dan Penamatian) 2005 yang menetapkan bahawa semua pelantikan ke dalam perkhidmatan awam hendaklah mengikut syarat yang dinyatakan dalam skim perkhidmatan yang sedang berkuat kuasa pada masa itu. Skim perkhidmatan yang terlibat adalah:

- Pembantu Veterinar
- Renjer Hutan dan Pengawas Hutan
- Pembantu Teknik Lanskap dan Juruteknik Lanskap
- Penguasa Bomba, Penolong Penguasa Bomba dan Pegawai Bomba
- Penguasa Penjara, Penolong Penguasa Penjara dan Pegawai Penjara
- Jurubahasa
- Pengurus Asrama dan Penolong Pengurus Asrama
- Pustakawan dan Penolong Pegawai Perpustakaan
- Pegawai Antidadah, Penolong Pegawai Antidadah dan Pembantu Antidadah
- Pegawai Dietetik
- Pembantu Kesihatan Awam

## ***Sharing of Knowledge About Schemes***

*Two (2) publications about schemes of service and job descriptions for 21 schemes of service were issued as part of the efforts to increase understanding and awareness among human resource managers at the ministries/departments/agencies. This is in line with the requirement set out under Article 5 (1) of the Public Officers (Appointment, Promotion and Termination of Service) Regulations, 2005 which stipulates that all appointments to the civil service have to be in accordance with the terms and conditions specified in the scheme of service in force. The schemes of service involved are those for:*

- Veterinary Assistants
- Forest Rangers and Foresters
- Technical Landscape Assistants and Landscape Technicians
- Superintendent of Fire Brigade, Assistant Superintendent of Fire Brigade and Fire Brigade Officers
- Superintendent of Prisons, Assistant Superintendent of Prisons and Prison Officers
- Language Interpreters
- Hostel Managers and Assistant Hostel Managers
- Librarians and Assistant Librarians
- Anti Narcotic Officers; Assistant Anti Narcotic Officers and Anti Narcotic Assistants
- Dietitians
- Public Health Assistants

**C. Establishment Planning and Development**

*The establishment inspectorate activities were conducted to ensure that public service agencies are optimizing their existing human resource. They were conducted at the District and Land Office of Seberang Prai North in Penang. The establishment studies that were conducted include:*

- *Study on contract appointment for a specific purpose under the standard object of expenditure (OS) 29000;*
- *Study on the creation of counsellor posts in each ministry; and*
- *Study on guidelines for recommendation of establishment warrants/letters of authority.*

*A total of six (6) meetings of the Special Committee on Reviewing Premier Grade Posts were held. Seven (7) meetings of the Working Committee on Organisational Development were held. A total of 34,546 posts was reviewed during these meetings which involved RM833.7 million.*

**C. Perancangan dan Pembangunan Perjawatan:**

Aktiviti naziran perjawatan bagi memastikan agensi di sektor awam mengoptimumkan sumber tenaga sedia ada telah berjaya diadakan di Pejabat Daerah dan Tanah Seberang Prai Utara, Pulau Pinang. Selain itu, kajian strategik yang berjaya dilaksanakan ialah:

- Kajian Pelantikan Jawatan Kontrak untuk Tujuan Tertentu di Bawah Perbekalan OS 29000;
- Kajian Pewujudan Jawatan Kaunselor di Setiap Kementerian; dan
- Kajian Garis Panduan Surat Perakuan Waran Perjawatan/Surat Kuasa.

Sebanyak enam (6) Mesyuarat Jawatankuasa Khas Bagi Mengkaji Jawatan-Jawatan Tingkatan Tertinggi (JKTT) telah diadakan bagi pertimbangan Jawatan Utama Sektor Awam (JUSA) dan Gred Khas. Sebanyak tujuh (7) Mesyuarat Jawatankuasa Kerja Pembangunan Organisasi (JKK-PO) telah diadakan bagi pertimbangan Jawatan Gred 54 dan ke bawah. Jumlah bersih perjawatan ialah 34,546 jawatan dan melibatkan implikasi kewangan sebanyak RM833.7 juta.

## Data Perjawatan dan Pengisian

Ringkasan data perjawatan berbanding pengisian dan skim perkhidmatan awam ialah seperti di bawah.

Bilangan perjawatan ialah 1,366,079 dan pengisian adalah sebanyak 1,142,783. Butiran pecahan perjawatan dan personel mengikut jenis agensi adalah seperti di Rajah 16.

## *Data on Establishment and Personnel*

*A summary of establishment data and personnel according to schemes of service is as follows:*

*The number of posts were 1,366,079 and a total of 1,142,783 of these was filled. Details of the establishment and personnel according to types of agencies are as shown in Figure 16.*

Bil. No.	Agensi <i>Agency</i>	Perjawatan <i>Post</i>	Pengisian <i>Personnel</i>	%
1	Perkhidmatan Awam Persekutuan <i>Federal Public Service</i>	1,074,076	907,417	79
2	Perkhidmatan Awam Negeri <i>State Public Service</i>	108,164	84,580	8
3	Badan-badan Berkanun Persekutuan <i>Federal Statutory Bodies</i>	113,121	94,623	8
4	Badan-badan Berkanun Negeri <i>State Statutory Bodies</i>	18,583	14,195	1
5	Pihak Berkua Tempatan <i>Local Authorities</i>	52,135	41,968	4
Jumlah/ <i>Total</i>		1,366,079	1,142,783	100

Rajah 16: Jumlah Perjawatan dan Pengisian Mengikut Jenis Agensi  
*Figure 16: Total Number of Posts and Personnel According to Types of Agencies*

*Details of establishment and personnel according to service groupings is as shown in Figure 17.*

Butiran pecahan perjawatan dan personel mengikut Kumpulan Perkhidmatan adalah seperti di Rajah 17.

Bil. No.	Kumpulan Perkhidmatan <i>Group of Service</i>	Perjawatan <i>Post</i>	Pengisian <i>Personnel</i>	%
1	Pengurusan Tertinggi <i>Top Management</i>	2,030	1,729	1
2	Pengurusan dan Profesional <i>Management and Professional</i>	294,788	254,044	22
3	Sokongan <i>Support</i>	1,069,261	887,610	77
<b>Jumlah/Total</b>		<b>1,366,079</b>	<b>1,142,783</b>	<b>100</b>

Rajah 17: Personel Mengikut Kumpulan Perkhidmatan

*Figure 17: Personnel According to Groups of Service*

*The total number of personnel according to gender found that men made up 58% or 664,157 compared to 42% or 478,626 women personnel. Details are as shown in Figure 18.*

Jumlah personel mengikut jantina mendapat keseluruhan lelaki adalah sebanyak 664,157 (58%) berbanding personel wanita yang berjumlah 478,626 (42%). Butiran personel mengikut jantina dan kumpulan perkhidmatan adalah seperti di Rajah 18.

Kumpulan Perkhidmatan <i>Service Group</i>	Jantina <i>Gender</i>				Jumlah <i>Total</i>	
	Lelaki <i>Male</i>	%	Perempuan <i>Female</i>	%	Bil. No.	%
Pengurusan Tertinggi <i>Top Management</i>	1,304	75	425	25	1,729	1
Pengurusan dan Profesional <i>Management and Professional</i>	121,207	48	132,837	52	254,044	22
Sokongan <i>Support</i>	541,646	61	345,364	39	887,010	77
<b>Jumlah/ Total</b>	<b>664,157</b>	<b>58</b>	<b>478,626</b>	<b>42</b>	<b>1,142,783</b>	<b>100</b>

Rajah 18: Personel Mengikut Jantina dan Kumpulan Perkhidmatan

*Figure 18: Personnel According to Gender and Service Groups*



Jumlah perjawatan tidak termasuk PDRM dan ATM adalah sebanyak 1,116,578 di mana pengisian adalah sebanyak 947,875. Butiran personel mengikut jantina dan kumpulan perkhidmatan adalah seperti di Rajah 19.

*The total number of establishment, not including the Police Force and the Malaysian Armed Forces, is 1,116,578 posts with 947,875 personnel. Details of personnel according to gender and service groups, excluding the Police Force and the Armed Forces, are as shown in Figure 19.*

Kumpulan Perkhidmatan <i>Service Group</i>	Jantina <i>Gender</i>				Jumlah <i>Total</i>
	Lelaki <i>Male</i>	%	Perempuan <i>Female</i>	%	
Pengurusan Tertinggi <i>Top Management</i>	1,259	75	425	25	1,684
Pengurusan dan Profesional <i>Management and Professional</i>	111,392	46	132,227	54	243,619
Sokongan <i>Support</i>	371,032	53	331,540	47	702,572
Jumlah/ <i>Total</i>	483,683	51	464,192	49	947,875

Rajah 19: Personel (Tanpa ATM dan PDRM) Mengikut Jantina dan Kumpulan Perkhidmatan  
*Figure 19: Personnel (Excluding ATM and PDRM) According to Gender and Service Groups*

*There are 719 public sector agencies and details based on the five (5) categories of agencies are as shown in Figure 20. The overall agency categories and level of agencies are shown in Figure 21.*

Jumlah agensi sektor awam semasa ialah sebanyak 719. Pecahan berdasarkan lima (5) kategori agensi ialah seperti di Rajah 20. Jumlah keseluruhan mengikut kategori dan peringkat agensi adalah seperti di Rajah 21.

Bil. <i>No.</i>	Agensi <i>Agencies</i>	Bil. <i>No.</i>	%
1	Persekutuan <i>Federal</i>	139	19
2	Negeri <i>State</i>	251	35
3	Badan Berkanun Persekutuan <i>Federal Statutory Bodies</i>	75	10
4	Badan Berkanun Negeri <i>State Statutory Bodies</i>	110	16
5	Pihak Berkuasa Tempatan <i>Local Authorities</i>	144	20
Jumlah/ <i>Total</i>		719	100

Rajah 20: Jumlah Keseluruhan Agensi Sektor Awam Mengikut Peringkat  
*Figure 20: Overall Total of Public Sector Agencies According to Levels*



Bil. No.	Agensi <i>Agencies</i>	Kem./Jabatan <i>Min./Departments</i>	Badan Berkanun <i>Statutory Bodies</i>	Penguasa Tempatan <i>Local Authorities</i>	Jumlah <i>Total</i>
1	Persekutuan <i>Federal</i>	139	75	1	215
2	Negeri-negeri di Semenanjung <i>Peninsular State</i>	170	75	96	341
3	Negeri Sabah <i>Sabah</i>	47	14	22	83
4	Negeri Sarawak <i>Sarawak</i>	34	21	25	80
Jumlah/ <i>Total</i>		390	185	144	719

Rajah 21: Bil. Agensi Sektor Awam Mengikut Kategori  
*Figure 21: No. of Public Sector Agencies According to Categories*

Jumlah skim perkhidmatan yang sedang berkuatkuasa ialah 290. Butiran mengikut klasifikasi dan kumpulan perkhidmatan adalah seperti di Rajah 22.

*A total of 290 schemes of service is currently in force. Details according to classification and grouping are shown in Figure 22.*

Klasifikasi Perkhidmatan <i>Service Classification</i>	Kumpulan Perkhidmatan <i>Service Group</i>			Jumlah <i>Total</i>
	Pengurusan dan Profesional <i>Management and Professional</i>	Sokongan <i>Support</i>	Bersepadu <i>Integrated</i>	
1 Pengangkutan (A) <i>Transport</i>	7	13		20
2 Bakat dan Seni (B) <i>Arts and Talent</i>			7	7
3 Sains (C) <i>Science</i>	8	13		21
4 Pendidikan (D) <i>Education</i>	7	2		9
5 Ekonomi (E) <i>Economy</i>	2	5		7
6 Teknologi Maklumat (F) <i>Information Technology</i>	1	3		4
7 Pertanian (G) <i>Agriculture</i>	7	17		24
8 Kejuruteraan (J) <i>Engineering</i>	9	14	1	24
9 Keselamatan dan Pertahanan Awam (K) <i>Security and Civil Defense</i>	5	16		21
10 Perundangan dan Kehakiman (L) <i>Legal and Judicial</i>	2	5		7
11 Tadbir dan Diplomatik (M) <i>Administration and Diplomatic</i>	1			1
12 Pentadbiran dan Sokongan (N) <i>Administration and Support</i>	7	36		43
13 Penyelidikan dan Pembangunan (Q) <i>Research and Development</i>	2	2		4
14 Mahir/Separuh Mahir/Tidak Mahir (R) <i>Skilled/Semi Skilled/Unskilled</i>		11		11
15 Sosial (S) <i>Social</i>	13	26		39
16 Perubatan dan Kesihatan (U) <i>Medical and Health</i>	7	12	3	22
17 Kewangan (W) <i>Finance</i>	7	11		18
18 Penguatkuasaan Maritim (X) <i>Maritime Enforcement</i>		1	1	2
19 Polis (Y) <i>Police</i>		3	1	4
20 Tentera (Z) <i>Army</i>		1	1	2
Jumlah/ <i>Total</i>	85	191	14	290

Rajah 22: Skim Perkhidmatan Mengikut Klasifikasi dan Kumpulan Perkhidmatan  
*Figure 22: Schemes of Service According to Classifications and Groups*

Selaras dengan perubahan persekitaran yang semakin mencabar dan bagi memenuhi aspirasi negara sepetimana yang digariskan dalam RMKe-9, JPA secara berterusan melaksanakan kajian perjawatan dan skim perkhidmatan bagi tujuan memperkasakan fungsi serta struktur organisasi awam. Struktur organisasi yang mantap dan modal insan yang kompeten akan meningkatkan sistem penyampaian perkhidmatan yang seterusnya membawa kepada peningkatan tahap dan kemampuan kualiti hidup.

Bagi maksud kesinambungan, strategi perancangan dan pelan tindakan JPA bagi tahun 2007 akan berfokus kepada dasar-dasar utama Kerajaan yang telah ditetapkan. Tumpuan khusus ialah kepada strategi pelaksanaan RMKe-9 bagi tempoh 2006–2010.

*In line with the changing environment which is becoming more challenging and to fulfil national aspirations as laid out in the 9MP, the PSD will continue to conduct studies on establishment and schemes of service in an effort to strengthen the functions and organisational structures of the public service. A resilient structure and competent human capital will improve the service delivery system, leading to improvements in the standard and quality of life.*



# **Dasar Latihan, Penajaan dan Pengiktirafan**

## *Training Policies, Sponsorship and Recognition of Qualifications*

*In accordance with the issuance of the training policy on human resource in the public sector, efforts have been intensified to ensure its smooth implementation. In addition, the PSD-sponsored students in five (5) countries, namely South Korea, Australia, New Zealand, Indonesia and Egypt enjoyed an increase in their allowances as scholarship rates were successfully reviewed in 2006.*

Selaras dengan terbitnya Dasar Latihan Sumber Manusia Sektor Awam, usaha telah dijalankan bagi memastikan pelaksanaannya berjalan dengan lancar. Di samping itu, bagi memastikan pelajar-pelajar tajaan di luar negara mengikuti pengajian dengan selesa, kerajaan telah bersetuju dengan cadangan JPA untuk menaikkan kadar biasiswa di lima (5) buah negara iaitu Korea Selatan, Australia, New Zealand, Indonesia dan Mesir.

### **Evaluation and Recognition of Qualifications**

*In 2006, 117 qualifications from public institutions of higher learning, 212 qualifications from private institutions of higher learning and nine (9) qualifications from foreign universities were recognised by the government. The PSD also approved nine (9) policies and principles related to the recognition of qualifications.*

*In ensuring the quality of qualifications from local and foreign universities, the policies and principles related to the recognition of qualifications are continuously reviewed. To assist appointing authorities and the public, the PSD has set up a website that lists qualifications from local and foreign universities that have been recognised by the government, for the purpose of appointment to the civil service.*

### **Penilaian dan Pengiktirafan Kelayakan**

Pada tahun 2006, sebanyak 117 kelayakan dari institusi pengajian tinggi awam, 212 kelayakan dari institusi pengajian tinggi swasta dan sembilan (9) kelayakan dari universiti luar negara telah diiktiraf oleh Kerajaan. Selain itu, JPA juga telah meluluskan sembilan (9) dasar dan prinsip pengiktirafan kelayakan.

Dasar dan prinsip pengiktirafan kelayakan juga dikaji secara berterusan bagi menjamin kualiti kelayakan-kelayakan dari universiti tempatan dan luar negara. JPA telah mewujudkan laman web bagi memudahkan Pihak Berkuasa Melantik (PBM) dan orang ramai untuk menyemak senarai kelayakan dari universiti tempatan dan luar negara yang telah diberi pengiktirafan oleh kerajaan bagi maksud lantikan dalam perkhidmatan awam.

### **Program Penajaan Ijazah Luar Negara**

JPA menawarkan tajaan dalam bentuk biasiswa kepada seramai 1,500 orang pelajar pada tahun 2006 bagi mengikuti kursus ijazah pertama di luar negeri dalam pelbagai bidang yang diperlukan oleh perkhidmatan awam dan negara seperti perubatan, pergigian, farmasi, kejuruteraan, bioteknologi; serta kursus-kursus profesional seperti ACCA/CIMA/CLP/RIBA.

JPA juga menyediakan kemudahan pinjaman kepada pelajar-pelajar persendirian untuk mengikuti pengajian di peringkat ijazah pertama di luar negara. Kemudahan pinjaman yang disediakan adalah berbentuk perkongsian kos di mana JPA akan membiayai yuran pengajian sahaja tertakluk kepada jumlah maksimum sebanyak RM 200,000. Lain-lain kos seperti kos sara hidup dan sebagainya adalah di bawah tanggung jawab pelajar sendiri.

### **Program Penajaan Biasiswa Dalam Negara**

JPA juga menyediakan biasiswa kepada pelajar-pelajar cemerlang untuk melanjutkan pelajaran di institusi pengajian tinggi tempatan dalam pelbagai bidang yang diperlukan oleh perkhidmatan awam dan negara. Antara bidang utama yang ditaja ialah perubatan, pergigian, farmasi, sains dan teknologi, kejuruteraan dan teknologi maklumat. Peringkat pengajian yang sedang ditaja adalah diploma, ijazah pertama, sarjana dan profesional. Bilangan pelajar yang ditaja pada 31 Disember 2006 adalah seramai 16,813 pelajar.

### **Sponsorship Programme for Study in Foreign Universities**

*In 2006, the PSD offered scholarships to 1,500 students to pursue their first degree overseas in various fields such as medicine, dentistry, pharmacy, engineering, biotechnology and also professional courses such as the ACCA/CIMA/CLP/RIBA.*

*The PSD also provided study loans for individual students who wished to pursue their first degree overseas. The loans provided were on a cost-sharing basis where the PSD pays for the study fees up to a maximum of RM200,000. Other costs such as the cost of living are the student's responsibility.*

### **Sponsorship Programme for Study in Local Universities**

*The PSD also provides scholarships for outstanding students to pursue their studies in local universities in various fields of importance to the public service and nation such as medicine, dentistry, pharmacy, science and technology, engineering and information technology. Scholarships are provided for studies at the diploma level, first degree level, master's level and for professional qualifications. Altogether 16,813 students were sponsored during 2006.*

### **Look East Policy Programme**

*In 2006, 577 students and officers were sent to Japan and 81 students and officers were sent to the Republic of Korea to further their studies or to attend courses under the Look East Policy Programme. Details of the training programmes and the number of participants are shown in Figure 23.*

*Beginning 2006, the Economic Partnership Programme under the Japan-Malaysia Economic Partnership Agreement was implemented. Under this programme 100 trainees/officers will be sent to Japan each year to undergo training in various fields.*

### **Dasar Pandang ke Timur**

Pada tahun 2006, seramai 577 pelajar dan pegawai telah dihantar ke Jepun manakala seramai 81 pelajar dan pegawai telah dihantar ke Republik Korea untuk melanjutkan pelajaran ataupun menjalani latihan lanjutan melalui pelbagai program di bawah Dasar Pandang Ke Timur. Butiran program latihan dan bilangan penyertaan adalah seperti di Rajah 23.

Mulai tahun 2006, Program Perkongsian Ekonomi di bawah Perjanjian Kerjasama Ekonomi Jepun-Malaysia telah dilaksanakan di mana 100 orang pelatih/pegawai akan dihantar ke Jepun setiap tahun untuk menjalani latihan dalam pelbagai bidang.

<b>PROGRAM/KURSUS PROGRAMMES/COURSES</b>	<b>JUMLAH PENYERTAAN NO. OF PARTICIPANTS</b>
Program Pengajian Akademik Jepun <i>Japanese Academic Education Programme</i>	182
Program Pengajian Teknikal Jepun <i>Japanese Technical Education Programme</i>	61
Program Pengajian Guru Bahasa Jepun <i>Japanese Language Programme for Malaysian Teachers</i>	7
Program Politeknik Universiti Jepun <i>Japanese Polytechnic University Programme</i>	1
Program Lepasan Ijazah <i>Post-Graduate Programme</i>	18
Program Perkongsian Ekonomi <i>Economic Partnership Programme</i>	53
Seminar Pengurusan Eksekutif <i>Executive Management Seminar</i>	20
Program Persahabatan Belia Jepun-ASEAN <i>Japan-ASEAN Youth Friendship Programme</i>	120
Kursus-kursus Anjuran Japan International Cooperation Agency <i>Courses organised by the Japan International Cooperation Agency</i>	115
Program Pengajian Teknikal Korea <i>Korean Technical Education Programme</i>	-
Program Latihan Eksekutif Korea <i>Korea Executive Development Programme</i>	60
Program Pertukaran Belia Malaysia-Korea <i>Malaysia-Korea Youth Exchange Programme</i>	15
Program Latihan-Korea International Cooperation Agency (KOICA) <i>Korean International Cooperation Agency Training Programme</i>	6
<b>Jumlah/Total</b>	<b>658</b>

Rajah 23: Program dan Penyertaan Program Dasar Pandang Ke Timur  
*Figure 23: Look East Policy Programmes and Participation*

## **Pengurusan Kerjaya**

Pengurusan Kerjaya merupakan fungsi terbaru yang diwujudkan di JPA. Fungsi utama adalah pemantauan lapor diri pelajar-pelajar tajaan JPA di bawah Program Ijazah Luar Negara (PILN) dan Program Ijazah Dalam Negara (PIDN) setelah menamatkan pengajian dan memastikan mereka memenuhi syarat-syarat yang terkandung dalam ikatan perjanjian penajaan.

Pelajar Ijazah Sarjana Muda tajaan JPA yang telah menamatkan pengajian dalam dan luar negara adalah seramai 6,084 orang bagi tahun berakhir 2006.

## **Program Latihan Dalam Perkhidmatan**

Program Latihan Dalam Perkhidmatan telah menyediakan sebanyak 40 program sepanjang tahun 2006 yang melibatkan pelbagai bentuk penajaan kepada 5,279 orang penjawat awam dan peruntukan sebanyak RM47.6 juta. Seramai 206 orang penjawat awam mengikuti latihan di luar negara manakala bakinya seramai 5,073 mengikuti latihan di pelbagai institusi dalam negara.

## **Career Management**

*Career management is the latest function undertaken by the PSD. Its main function is to monitor PSD-sponsored students under the overseas and local degree programmes who are reporting back to the PSD after completing their studies and to ensure that they have complied with all the conditions contained in their sponsorship agreement. A total of 6,084 PSD-sponsored undergraduates at overseas and local universities completed their studies at the end of 2006.*

## **In-Service Training Programme**

*The in-service training programme offered 40 programmes throughout 2006 which involved various forms of sponsorship to 5,279 civil servants and a budget of RM47.6 million. A total of 206 civil servants received training abroad while the balance of 5,073 received training at various local institutions.*



### *Specialisation Programme under the Ministry of Health*

*The PSD collaborated with the Ministry of Health to offer sponsorships for Master's, Ph.D and sub-specialist level courses. In 2006, the PSD sponsored 447 medical officers for courses at the Master's level in local universities enabling them to be recognized as specialists in various medical fields. The PSD also sponsored 50 health specialists such as pharmacists, engineers, dietitians, scientists and counsellors for further studies at Master's and Ph.D levels in local and foreign universities.*

*Seventy (70) medical specialists were also sponsored for sub-specialist courses in training institutes in Australia, New Zealand, the United Kingdom, Singapore, Korea and Germany.*

### **Program Kepakaran untuk Kementerian Kesihatan Malaysia**

JPA telah berganding bahu dengan Kementerian Kesihatan Malaysia dalam menyediakan penajaan di peringkat Sarjana, Ph.D serta sub-kepakaran. Sepanjang tahun 2006, JPA telah menaja seramai 447 orang Pegawai Perubatan untuk mengikuti kursus di peringkat Sarjana di universiti-universiti tempatan dan seterusnya melayakkan pegawai-pegawai tersebut diiktiraf sebagai pakar di dalam pelbagai bidang perubatan. JPA turut menaja seramai 50 orang pakar kesihatan seperti Pegawai Farmasi, Jurutera, Pegawai Pemakanan, Pegawai Sains dan Pegawai Kaunselor untuk mengikuti pengajian di peringkat Sarjana dan Ph.D sama ada di dalam maupun luar negara.

Seramai 70 orang pakar perubatan juga telah ditaja bagi mengikuti latihan di peringkat sub-kepakaran di pelbagai institusi latihan di Australia, New Zealand, United Kingdom, Singapura, Korea dan Jerman.



### **Attachment Programme for Senior Officers**

*The German attachment programme for senior public sector executives to German companies for 2006 was the sixth in the series. The main objective of the programme was to provide exposure to the participants about the system and management styles of the private sector, in this case, those of German multi-national companies.*

*In 2006, this module was for one-and-a-half months and in the first week, the 16 officers from various departments and statutory bodies attended a preparatory course in INTAN before their attachment to German companies in the second week. In the third week, they were sent to undergo a management module at the Carl Duisberg Centre in Cologne for two weeks before their attachment to selected companies in Germany. During the programme, participants were also taken for study visits to a number of German public sector departments.*

*Reports and presentations made by the participants at the end of the programme showed the value and benefits of this programme for both parties concerned.*

### **Program Sangkutan Pegawai-pegawai Kanan**

Program Sangkutan Pegawai Kanan Kerajaan di Syarikat-syarikat Jerman tahun 2006 merupakan program sangkutan yang keenam. Ia bertujuan memberi pendedahan kepada peserta mengenai amalan pengurusan sektor swasta, khususnya di syarikat-syarikat multinasional Jerman.

Pada tahun 2006 modul ini berlangsung selama empat puluh lima hari. Pada minggu pertama peserta mengikuti kursus persediaan di INTAN. Selepas itu para peserta yang terdiri daripada enam belas orang pegawai dari pelbagai jabatan dan badan berkanun menjalani latihan sangkutan di syarikat-syarikat Jerman di Malaysia.

Pada minggu ketiga peserta-peserta kursus telah dihantar mengikuti modul pengurusan di *Carl Duisberg Centre* di Cologne, Jerman selama dua minggu sebelum ditempatkan di syarikat-syarikat terpilih. Dalam program kali ini, peserta-peserta juga berpeluang melawat dan melihat dari dekat beberapa jabatan awam Persekutuan Republik Jerman.

Pembentangan dan laporan yang diberikan oleh peserta program yang mengikuti program sangkutan ini menunjukkan ia amat bermanfaat kepada kedua-dua belah pihak.



## Pelancaran Buku "Koleksi Ucapan Y.A.B. Perdana Menteri pada 30 Mei 2006

*The Book Launch of "Compilation of Speeches by the Rt. Hon. Prime Minister" on 30 May 2006*

### Kursus Khas Pegawai Pengurusan Tertinggi

Bagi memantapkan lagi keupayaan pegawai-pegawai pengurusan tertinggi dalam memimpin jabatan masing-masing ke arah menjadi sebuah jabatan yang dinamik dan berdaya tahan, JPA telah menyediakan satu program latihan *Advanced Management Programme* di beberapa universiti tersohor di dunia. Sepanjang tahun 2006, beberapa sesi kursus yang dinamakan *Advanced Management Programme* telah disertai oleh tiga belas (13) orang pegawai pengurusan tertinggi iaitu seramai tujuh (7) orang pegawai mengikuti kursus tersebut di *Harvard Business School*, USA manakala enam (6) orang lagi di Universiti Oxford, United Kingdom. Selain itu, program di dalam negara iaitu *The Global Leadership Development Programme* telah diikuti oleh seramai 3 orang pegawai pengurusan tertinggi.

### Kutipan Bayaran Balik Pinjaman dan Gantirugi

Fungsi ini adalah melibatkan kutipan bayaran balik pinjaman pelajaran JPA dan tuntutan gantirugi. Jumlah kutipan bayaran balik pinjaman pelajaran JPA bagi tahun 2006 ialah sebanyak RM 74.7 juta iaitu peningkatan sebanyak 22% berbanding kutipan tahun 2005 yang berjumlah RM61.3 juta. Perancangan telah dibuat bagi meluaskan kaedah pembayaran terutamanya melalui sistem perbankan internet.

Jumlah kutipan tuntutan gantirugi biasiswa bagi tahun 2006 ialah sebanyak RM9.9 juta iaitu peningkatan sebanyak 10% berbanding kutipan tahun 2005 yang berjumlah RM9.3 juta. Berbeza dengan kutipan balik pinjaman pelajaran JPA, tuntutan dan kutipan gantirugi biasiswa adalah bergantung kepada jumlah kes-kes pelanggaran ikatan kontrak JPA.

### Special Course for Senior Officers

*To strengthen the competency of top management officers in leading their departments towards the goal of becoming a dynamic and resilient department, the PSD structured a training programme that was conducted at several world renowned universities. Throughout 2006, these courses, better known as the advanced management programme, were attended by thirteen (13) top management officers, where ten (10) of them attended the course at the Harvard Business School in the USA while the remaining attended the course at Oxford University in the United Kingdom. The Global Leadership Development Programme which was conducted locally was attended by three (3) top management officers.*

### Collection of Loan Repayment and Indemnity

*This function involves the collection of repayment for study loans and indemnity claims. The amount of loan repayments collected by the PSD for the year 2006 was RM74.7 million which was an increase of 22% compared to RM61.3 million collected in 2005. The increase was due to the PSD's effort to make payment easier by increasing the methods of payment especially through the use of e-banking.*

*The amount of scholarship indemnity claims collected in 2006 was RM9.9 million which was an increase of 10% compared to RM9.3 million collected in 2005. This procedure differs from the collection of loan repayments as demand and indemnity claims depend on the number of students who breach their contract with the PSD.*



## Notis Amaran dan Senarai Hitam

JPA telah mengenal pasti peminjam yang tidak pernah membayar sebagai peminjam tegar. Antara langkah yang diambil untuk mengutip balik bayaran ialah mengeluarkan notis amaran kepada peminjam tegar tersebut. Sekiranya peminjam tegar ini gagal membuat bayaran, langkah-langkah berikut akan diambil:

- Menyenaraihitamkan nama-nama peminjam tersebut supaya anak-anak mereka tidak boleh mendapat sebarang tajaan daripada Kerajaan; dan
- Menarik balik kemudahan diskau 75% yang telah diberikan kepada peminjam peringkat Ijazah yang layak; atau tidak memberi diskau 75% kepada peminjam peringkat Ijazah yang layak tetapi belum memohon pengurangan.

Sekiranya peminjam gagal memberi maklum balas serta enggan membuat bayaran seperti yang ditetapkan, JPA akan mengemukakan nama peminjam kepada Jabatan PEGUAM NEGARA untuk tindakan undang-undang.

## Warning Letter and Blacklist

*The PSD borrowers who fail to pay any of the loan received have been defined as errant borrowers. Among the actions taken to collect those payments are warning letters issued to the defaulters. Should no payment be still received, further action taken against them are as follows:*

- *Those errant borrowers are blacklisted and their children will not be offered any sponsorship from the Government; and*
- *Withdrawal of the 75% discount already given to eligible borrowers who are first degree graduates, or denying them the discount if they have not yet applied for it.*

*If these errant borrowers fail to provide feedback and fail to make payments as required, the PSD will forward their names to the Attorney-General's Chambers so that legal action can be taken against them.*



## Gaji, Elaun dan Kemudahan *Salaries, Allowances and Perquisites*

*The PSD is responsible for the formulation of the remuneration packages and managing the relationship between the employer-employees of the public service. Activities in reviewing the current and new principles on remuneration were carried out to ensure an attractive remuneration system that can attract, develop and retain personnel. In maintaining a harmonious employer-employee relations, issues discussed in the National Joint Council were given due consideration.*

JPA bertanggung jawab untuk menggubal dasar mengenai saraan anggota perkhidmatan awam. Untuk memastikan sistem saraan yang dapat menarik dan mengekalkan anggota perkhidmatan awam, kajian ke atas dasar-dasar sedia ada dan juga dasar baru dibuat secara berterusan. Di samping itu, untuk menjaga keharmonian perhubungan antara majikan dan pekerja, isu-isu yang berbangkit melalui Mesyuarat Bersama Kebangsaan (MBK) turut diberi perhatian.

### ***Insurance Coverage for Civil Servants Travelling Overseas on Personal Matters***

*Medical insurance coverage is provided for civil servants who travel overseas on personal matters. The insurance premium will be borne by the government. Commerce Assurance Berhad has been appointed as the company underwriting this service. This perquisite was implemented via Service Circular Letter No. 5 of 2006 and is effective for three (3) years from 24 July 2006 to 23 July 2009.*

### **Kemudahan Perlindungan Insurans**

Kemudahan perlindungan insurans kesihatan ini disediakan kepada pegawai perkhidmatan awam yang berada di luar negara atas urusan persendirian. Premium insurans yang dikenakan akan ditanggung oleh Kerajaan. Syarikat Commerce Assurance Berhad telah dilantik sebagai syarikat penanggung insurans kesihatan. Kemudahan ini dilaksanakan melalui Surat Pekeliling Perkhidmatan Bilangan 5 Tahun 2006 dan berkuat kuasa untuk tempoh tiga (3) tahun mulai 24 Julai 2006 hingga 23 Julai 2009.



SIDEK

ABDULLAH

### **Acceptance of Private Medical Leave Certificate for the Purpose of Medical Leave**

*The Government has amended General Order 15 Chapter C regarding the acceptance of medical certificates issued by a private doctor for the purpose of medical leave through Service Circular No. 2 of 2006 as follows:*

- *for outpatient treatment at a private clinic or hospital, the medical certificate issued by a private doctor without endorsement by a government medical officer can be accepted if the medical leave recommended is for not more than 15 days in one calendar year; and*
- *for inpatient treatment at a private clinic or hospital, the medical certificate issued by a private doctor without endorsement by a government medical officer can be accepted if the medical leave recommended is for not more than 180 days in one calendar year.*

*The total number of days of medical leave that can be given whether based on medical certificates issued by a private doctor or a government medical officer shall not be for more than 180 days in one calendar year whereby the first 90 days can be approved by the head of department and the second 90 days shall be approved by the secretary-general.*

### **Annual Payment and Special Performance Payment**

*During the 2007 Budget Speech, the Hon. Prime Minister announced that the Government had agreed to grant an Annual Payment and a Special Performance Payment for the year 2006. This payment was given by the Government in recognition of the contributions and services made by civil servants. The rate of the annual payment for officers with salaries up to RM750 per month is two (2) months salary while for officers, whose salary is more than RM750 per month, it is one month salary or a minimum of RM1,500. This decision was implemented via Service Circular No. 8 of 2006.*

### **Penerimaan Sijil Cuti Sakit Swasta untuk Tujuan Kemudahan Cuti**

Kerajaan telah meminda Perintah Am 15 Bab C mengenai penerimaan sijil sakit swasta yang dikeluarkan oleh doktor swasta untuk tujuan kemudahan cuti sakit melalui Pekeliling Perkhidmatan Bilangan 2 Tahun 2006 seperti berikut:

- bagi pesakit luar, di hospital atau klinik swasta, sijil sakit yang dikeluarkan oleh doktor swasta tanpa sokongan oleh Pegawai Perubatan Kerajaan boleh diterima jika ia memberi jumlah cuti sakit yang tidak melebihi 15 hari dalam sesuatu tahun kalender; dan
- bagi pesakit dalam, di hospital atau klinik swasta, sijil sakit yang dikeluarkan oleh doktor swasta tanpa sokongan Pegawai Perubatan Kerajaan boleh diterima jika ia memberi jumlah cuti sakit yang tidak melebihi 180 hari dalam sesuatu tahun kalender.

Jumlah cuti sakit sama ada berdasarkan sijil sakit swasta atau sijil sakit kerajaan yang boleh diberikan adalah tidak melebihi 180 hari dalam sesuatu tahun kalender, di mana 90 hari pertama boleh diluluskan oleh Ketua Jabatan dan 90 hari seterusnya hendaklah diluluskan oleh Ketua Setiausaha.

### **Imbuhan Tahunan dan Bayaran Prestasi**

Semasa membentangkan Bajet 2007, Y.A.B. Perdana Menteri telah mengumumkan pemberian Imbuhan Tahunan dan Bayaran Khas Prestasi Awam dalam mencapai matlamat pembangunan negara. Kadar yang diluluskan bagi pegawai yang bergaji sehingga RM750 sebulan adalah sebanyak dua bulan gaji manakala pegawai yang bergaji RM750 ke atas adalah sebanyak satu bulan gaji atau minimum RM1,500. Keputusan ini telah dilaksanakan melalui Pekeliling Perkhidmatan Bilangan 8 Tahun 2006.

Kiri/*Left*

### **Kunjungan Y.A.B. Perdana Menteri ke JPA Sempena Mesyuarat Jawatankuasa Kabinet Mengenai Perjawatan dan Gaji Sektor Awam pada 28 September 2006**

*The Rt. Hon. Prime Minister's Visit to the PSD in Conjunction with the Cabinet Committee Meeting on Public Sector Establishment and Salaries on 28 September 2006*

### **Pemanjangan Bantuan Sara Hidup (BSH)**

Kerajaan telah bersetuju untuk memanjangkan Bantuan Sara Hidup kepada pegawai yang diperuntukkan Rumah Kerajaan dalam lingkungan 25 Kilometer dari tempat kerja. Kadar yang ditetapkan ialah sebanyak 50% daripada kelayakan pegawai yang tidak diperuntukkan Rumah Kerajaan. Pelaksanaan keputusan ini adalah melalui Surat Pekeliling Perkhidmatan Bilangan 7 Tahun 2006 berkuat kuasa mulai 1 September 2006.

### **Imbuhan Tetap Khidmat Awam**

Kerajaan telah bersetuju untuk menaikkan kadar Imbuhan Tetap Khidmat Awam (ITKA) bagi pegawai dalam Kumpulan Sokongan. Kadar baru ITKA adalah ditetapkan seperti di bawah.

Pelaksanaan keputusan ini adalah melalui Surat Pekeliling Perkhidmatan Bilangan 8 Tahun 2006 berkuat kuasa mulai 1 Januari 2007.

### ***Extension of Cost of Living Assistance (COLA)***

*Through Service Circular No. 7 of 2006, the Government has agreed to provide the Cost Of Living Assistance (COLA) to all officers who have been allocated with government quarters. The agreed rate is 50% of the rate being allocated to those who are staying in the quarters. This is effective from 1<sup>st</sup> September 2006.*

### ***Public Service Fixed Allowance***

*The Government has agreed to increase the rate of Public Service Allowance to the Support Group. The new implementation is stated through the Service Circular No. 8 of 2006 effective from the 1 January 2007. The new rates are as shown in Figure 24.*

GRED/ <i>GRADE</i>	KADAR SEBULAN / <i>MONTHLY RATE (RM)</i>	
	SEMASA/ <i>CURRENT (RM)</i>	BARU/ <i>NEW (RM)</i>
35-40	170	220
27-34	115	160
25-26	100	140
17-24	80	115
1-16	65	95

Rajah 24: Kadar Imbuhan Tetap Khidmat Awam

*Figure 24: Rates of the Public Service Fixed Allowance*



### Police Service Fixed Allowance

The Government has agreed to increase the rate of the Police Service Fixed Allowance which is as shown in Figure 25. This decision was implemented via Service Circular Letter No. 9 of 2006 effective from 1 January 2007.

### Imbuhan Tetap Khidmat Awam Polis

Kerajaan telah bersetuju untuk menaikkan kadar Imbuhan Tetap Khidmat Polis (ITKP) bagi Pegawai Rendah Polis dan Tentera. Kadar baru ITKP adalah ditetapkan seperti berikut.

Pelaksanaan keputusan ini adalah melalui Surat Pekeliling Perkhidmatan Bilangan 8 Tahun 2006 berkuat kuasa mulai 1 Januari 2007. Kadar ITKP adalah ditetapkan seperti di Rajah 25.

PANGKAT/RANK	KADAR SEBULAN/MONTHLY RATE (RM)	
	SEMASA/CURRENT (RM)	BARU/NEW (RM)
Ketua Inspektor/ Inspektor <i>Chief Inspector/ Inspector</i>	115	160
Sub Inspektor/ Sarjan Mejar/ Sarjan/ Koperal/ Lans Koperal/ Konstabel <i>Sub-Inspector/ Sergeant Major/ Sergeant/ Corporal/ Lance Corporal/ Constable</i>	80	115

Rajah 25: Kadar Imbuhan Tetap Khidmat Polis

Figure 25: Rates of the Police Service Fixed Allowance

## Imbuhan Tetap Khidmat Tentera

Kerajaan telah bersetuju untuk meminda kadar Imbuhan Tetap Khidmat Tentera bagi anggota lain-lain pangkat melalui surat JPA(BGE)223/5/4-3(5) berkuat kuasa mulai 1 Januari 2007. Kadar yang dipinda adalah seperti berikut:

## The Armed Forces Service Fixed Allowance

*Effective from 1 January 2007, the Government has agreed to increase the rates of the Armed Forces Service Fixed Allowance which are as shown in Figure 26.*

PANGKAT/POSITION	KADAR SEBULAN/MONTHLY RATE (RM)	
	SEMASA/CURRENT (RM)	BARU/NEW (RM)
Leftenan <i>Lieutenant</i>	115.00	160.00
Leftenan Muda <i>2nd Lieutenant</i>	115.00	160.00
Pegawai Waran I <i>Warrant Officer I</i>	80.00	115.00
Pegawai Waran II <i>Warrant Officer II</i>	80.00	115.00
Staf Sarjan <i>Staff Sergeant</i>	80.00	115.00
Sarjan/ <i>Sergeant</i>	80.00	115.00
Sarjan (Lantikan) <i>Sergeant (Appointment)</i>	80.00	115.00
Koperal/ <i>Corporal</i>	80.00	115.00
Koperal (Lantikan) <i>Corporal (Appointment)</i>	80.00	115.00
Lans Koperal/ <i>Lance Corporal</i>	80.00	115.00
Lans Koperal (Lantikan) <i>Lance Corporal (Appointment)</i>	80.00	115.00
Prebet/ <i>Private</i>	80.00	115.00

Rajah 26: Kadar Imbuhan Tetap Khidmat Tentera

*Figure 26: Rates of the Armed Forces Service Fixed Allowance*

### ***Staggered Working Hours***

*Staggered Working Hours has been implemented since 1 May 1998 through the Service Circular No. 1 of 1998 in Kuala Lumpur and then in Putrajaya in the subsequent year. The policy allows officers to choose between two staggered working hours. On 1 July 2005, when the government implemented the five (5) working days in a week, the staggered working hours policy was also amended accordingly by adjusting the starting hours for each existing staggered working hour and introducing an additional staggered working hours as working hours level three (3).*

*Two feasibility studies were carried out in 1999 and 2003 on staggered working hours. The findings showed that this policy is feasible and can be implemented in other states throughout Malaysia. Another study was also done to review the implication and method of implementation. The finding of this particular study was presented to the Special Cabinet Committee on Establishment and Salaries for the Public Sector (JKK-MPGSA) on 28 September 2006. Basically, the Committee agreed with the recommendations but the actual implementation would only be carried out after detailed discussions with all the state governments.*

### ***Extension of the Cost of Living Assistance for Officers Allocated with Quarters***

*The cost of living assistance is given to officers from Grade 1 to Grade 54 through Service Circular No. 28 of 2005, effective from 1 January 2006. All civil servants are eligible except those allocated with quarters and receiving the Regional Incentive Allowance.*

### ***Waktu Bekerja Berperingkat***

Waktu Bekerja Berperingkat (WBB) telah dilaksanakan sejak 1 Mei 1998 melalui Pekeliling Perkhidmatan Bilangan 1 Tahun 1998 di Wilayah Persekutuan Kuala Lumpur dan kemudiannya di Putrajaya pada tahun berikutnya. Melalui pelaksanaan dasar ini, pegawai perkhidmatan awam dibenarkan membuat pilihan di antara dua waktu peringkat yang telah ditetapkan. Pada 1 Julai 2005, apabila Kerajaan melaksanakan dasar Lima Hari Bekerja Seminggu, WBB turut diubahsuai sejajar dengan dasar baru ini iaitu dengan mengubah waktu mula bekerja untuk setiap waktu peringkat dan memperkenalkan tambahan satu lagi waktu bekerja berperingkat iaitu waktu peringkat tiga (3).

Dua (2) kajian keberkesanan dilaksanakan pada tahun 1999 dan 2003 terhadap waktu bekerja berperingkat. Ia mendapati dasar ini sesuai diperluaskan di negeri-negeri lain di seluruh Malaysia. Satu kajian mengenai implikasi serta kaedah pemanjangan tersebut telah dilaksanakan. Hasilnya telah dibentangkan untuk persetujuan Jawatankuasa Khas Kabinet Mengenai Perjawatan dan Gaji Sektor Awam (JKK-MPGSA) pada 28 September 2006. Secara dasarnya, pemanjangan ke perkhidmatan awam Persekutuan dan Negeri di seluruh negara telah pun dipersetujui tetapi pelaksanaannya masih perlu dibincangkan dengan kerajaan-kerajaan negeri.

### ***Sara Hidup kepada Pegawai Yang Menduduki Kuarters***

Pemberian Bantuan Sara Hidup kepada pegawai Gred 1 hingga Gred 54 telah pun dilaksanakan melalui Pekeliling Perkhidmatan Bilangan 28 Tahun 2005 (PP Bil. 28/2005) berkuat kuasa mulai 1 Januari 2006. Bantuan tersebut diberikan kepada semua pegawai kecuali pegawai yang menduduki kuarters dan yang telah dibayar Bayaran Insentif Wilayah.

Walau bagaimanapun, Kerajaan telah bersetuju untuk memanjangkan pemberian bantuan ini kepada pegawai awam yang menduduki kuarters kerajaan di Semenanjung Malaysia (kecuali pegawai yang dibayar Bayaran Insentif Wilayah) melalui Surat Pekeliling Perkhidmatan Bilangan 7 Tahun 2006 yang berkuat kuasa mulai 1 September 2006. Kadarnya ialah 50 peratus daripada kadar yang ditetapkan di dalam PP Bil. 28/2005, iaitu di dalam lingkungan RM25 hingga RM75 sebulan.

#### **Gaji Permulaan Berasaskan Kelayakan Masuk Pelbagai (KMP) dan Pewujudan Jadual Gaji di Lembaga Hasil Dalam Negeri**

Satu kaedah bagi penetapan gaji permulaan berdasarkan Kelayakan Masuk Pelbagai (KMP) telah digubal untuk dilaksanakan dalam skim-skim perkhidmatan Lembaga Hasil Dalam Negeri (LHDN) selaras dengan pelaksanaan gaji permulaan berdasarkan KMP dalam skim-skim perkhidmatan awam.

Selain itu, kajian pewujudan jadual gaji bagi skim perkhidmatan Penjaga Jentera Elektrik di LHDN telah dilaksanakan dengan mengambil kira relativiti gaji di antara gred-gred sedia ada serta gaji bagi skim perkhidmatan yang sama dalam perkhidmatan awam. Satu jadual gaji bagi gred lantikan dan gred kenaikan pangkat telah digubal bagi skim perkhidmatan tersebut.

*However, the Government agreed to extend the cost of living assistance to officers allocated with quarters excluding those receiving the Regional Incentive Payment through Service Circular Letter No. 7 of 2006, effective from 1 September 2006. The rate is 50% of the rate fixed in the Service Circular Number 28 of 2005, which ranges between RM25 to RM75 per month.*

#### ***Starting Salary Based on Multiple Entry Points and Salary Scale in IRB***

*A method to determine the starting salary based on Multiple Entry Points (MEP) was formulated to be implemented for specific schemes of service in the Inland Revenue Board (IRB), similar to the method practised by the public service.*

*Apart from the above, a salary scale for the Chargemen scheme of service in the IRB was also established, taking into account the relativity between the salary of the existing grades with the salary of similar schemes of service in the public service. A new salary scale for both appointment and promotional grades has been formulated for this particular scheme of service.*

### ***Management of Personal-To-Holder Salary Schedules***

*Personal-To-Holder (PTH) Salary Schedules are prepared for personnel for whom the maximum salary in the new posts cannot accommodate the salaries they received in their previous posts. The need for PTH Schedules may arise in secondment or temporary transfer promotion through appointment and changes in schemes of service.*

*In 2006, all 386 application for PTH Salary Schedules were approved in compliance with the requirements of MS ISO 9002 comprising 355 for transfer of appointment, 28 for secondment/temporary transfer and three (3) for promotion through appointment application exercises.*

### **Pengurusan Jadual Gaji Khas untuk Penyandang**

Jadual Gaji Khas Untuk Penyandang (KUP) disediakan khas untuk anggota yang mana gaji jawatan lamanya tidak dapat ditampung oleh gaji maksimum dalam struktur gaji dalam jawatan baru berikutan daripada urusan pinjaman/pertukaran sementara, kenaikan pangkat secara lantikan (KPSL) dan urusan tukar lantik. Dalam tahun 2006, kesemua 386 permohonan Jadual Gaji KUP bagi urusan pinjaman/pertukaran sementara, pertukaran pelantikan dan KPSL telah diselesaikan mengikut peraturan MS ISO 9002 melibatkan kelulusan untuk 355 pertukaran pelantikan, 28 pinjaman/pertukaran sementara dan tiga (3) KPSL.

### ***Briefings on Salary Adjustment for the Public Sector***

*Throughout 2006, the PSD issued several service circulars related to the establishment of new schemes of service or changes in the scheme of service. Accordingly, 13 series of briefings to human resource officers in the ministries/departments/state government offices/local authorities were held. The purpose of these briefings was to explain the main thrust of these circulars, especially those related to the methods to determine the starting salary, the annual salary increment and methods for salary adjustment. The briefings pertained to the schemes of service for the Firemen and Rescue, Ranger and Conservator of Forest, Nurses, Veterinarian Scheme, Darul Iman University's Lecturer and MARA.*

### **Taklimat Pelarasan Gaji Sektor Awam**

Susulan kepada pengeluaran, beberapa Pekeling Perkhidmatan berkaitan pewujudan skim perkhidmatan atau perubahan skim perkhidmatan, sebanyak 13 siri taklimat kepada Pegawai Sumber Manusia Kementerian/Jabatan/Setiausaha Kerajaan Negeri/Pihak Berkuasa Tempatan telah diadakan. Taklimat diadakan bertujuan untuk menjelaskan kaedah penetapan gaji permulaan, pergerakan gaji tahunan dan kaedah pelarasan gaji untuk skim-skim perkhidmatan Bomba dan Penyelamat, Renjer dan skim perkhidmatan Pengawas Hutan, Perkhidmatan Jururawat, Perkhidmatan Veterinar, Pensyarah untuk Universiti Darul Iman dan MARA.

### **Majlis Perhimpunan Hari Pekerja Sektor Awam 2006**

Majlis Perhimpunan Hari Pekerja Sektor Awam 2006 telah diadakan pada 30 Mei 2006 di Auditorium INTAN, Bukit Kiara, Kuala Lumpur dengan temanya ‘Pekerja Berkualiti Negara Dihormati’. Majlis ini telah dirasmikan oleh Y.A.B. Dato’ Seri Abdullah Ahmad Badawi, Perdana Menteri Malaysia. Majlis tersebut turut dihadiri oleh Y.A.B. Timbalan Perdana Menteri, Y.B. Menteri-Menteri Kabinet, Y. Bhg. Ketua Pengarah Perkhidmatan Awam, Ketua-ketua Jabatan dan wakil-wakil kesatuan sekerja dalam perkhidmatan awam. Di antara amanat yang disampaikan oleh Y.A.B Perdana Menteri kepada pegawai perkhidmatan awam ialah supaya meningkatkan nilai modal insan dan berusaha menjayakan Rancangan Malaysia Kesembilan (RMKe-9) dengan penuh tanggung jawab dan amanah. Pegawai perkhidmatan awam juga perlu bersedia untuk menguasai ilmu pengetahuan bagi meningkatkan kualiti perkhidmatan.

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

Dua (2) mesyuarat JKK-MPGSA telah diadakan pada tahun 2006. Mesyuarat pertama telah diadakan pada 24 April 2006 dan mesyuarat kedua pada 28 September 2006. Kedua-dua mesyuarat berkenaan telah dipengerusikan oleh Y.A.B. Dato’ Seri Abdullah Ahmad Badawi, Perdana Menteri merangkap Menteri Kewangan. Sebanyak 12 kertas kerja berkaitan dengan gaji, elaun dan kemudahan, skim serta perkhidmatan telah dibentangkan untuk persetujuan mesyuarat.

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

*The Public Sector Labour Day Assembly was held on the 30 May 2006 with the theme ‘Quality Workers Respected Nation’. The event was officiated by the Hon. Prime Minister Dato’ Seri Abdullah Ahmad Badawi. The assembly was also attended by Cabinet Ministers, Heads of Department and trade union representatives from the public service. In his speech to the civil servants, the Prime Minister emphasised the need to develop human capital and strive to fulfill the objectives of the 9MP with full commitment and responsibility. The civil servant should always be ready to gain knowledge particularly in improving the quality of services.*

### **The Cabinet Meeting on the Establishment and Salaries for Public Sector Personnel (JKK-MPGSA)**

*Two (2) JKK-MPGSA meetings were held in 2006 i.e on 24 April 2006 and 28 September 2006. Both meetings were chaired by the Hon. Prime Minister cum the Finance Minister. Twelve (12) working papers related to salaries, allowances and perquisites and schemes of service were discussed in the meeting.*

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

*Six (6) NJC meetings were held in 2006. Throughout these meetings, thirty-five (35) working papers were discussed. Related issues discussed were those on salaries, allowances and perquisites, schemes of service and also competency assessment.*

### **Formation and Proceedings of the Joint Department Council (JDC)**

*Four (4) meetings on monitoring the operation of JDCs were held in 2006, namely on 28 February 2006 (Tawau), 28 April 2006 (Melaka), 1 August 2006 (Kelantan) and 7 November 2006 (Perlis). Four (4) quarterly reports on the formation and proceedings of the JDCs were submitted to the Hon. Prime Minister. To monitor the formation and operation of JDCs, ten (10) briefings were given to the federal/state agencies; and six (6) inspectorate visits were organised to improve understanding about JDCs and to settle common issues at the agency level.*

### **Mesyuarat Majlis Bersama Kebangsaan (MBK)**

Sebanyak enam (6) mesyuarat MBK telah diadakan sepanjang tahun 2006. Dalam mesyuarat tersebut, sebanyak 35 kertas kerja telah dibincangkan. Di antara isu yang dibangkitkan adalah berkaitan dengan gaji, elaun dan kemudahan, skim perkhidmatan dan penilaian tahap kecekapan.

### **Penubuhan dan Perjalanan Majlis Bersama Jabatan (MBJ)**

Pada tahun 2006, sebanyak (4) empat Mesyuarat Pemantauan Perjalanan MBJ di peringkat Persekutuan/ Negeri telah diadakan pada 28 Februari 2006 (Tawau), 28 April 2006 (Melaka), 1 Ogos 2006 (Kelantan) dan 7 November 2006 (Perlis). Manakala empat (4) laporan penubuhan dan perjalanan MBJ telah dikemukakan kepada Y.A.B Perdana Menteri. Bagi tujuan pemantauan penubuhan dan perjalanan MBJ, sebanyak sepuluh (10) taklimat telah diadakan di agensi-agensi Persekutuan/Negeri dan enam (6) naziran telah diadakan untuk meningkatkan kefahaman berkaitan MBJ dalam menyelesaikan isu-isu setempat.

## **Seminar Integriti kepada Pemimpin Kongres Kesatuan Pekerja-pekerja Dalam Perkhidmatan Awam (CUEPACS)**

Pada tahun 2006, JPA, Institut Integriti Malaysia dan Institut Tadbiran Awam Negara (INTAN) dengan kerjasama CUEPACS telah menganjurkan lima (5) siri Seminar Integriti Kepada Pemimpin CUEPACS Peringkat Zon. Lima (5) siri seminar integriti tersebut telah dianjurkan di Hotel Holiday Villa, Cherating, Pahang pada 21 Ogos 2006 (zon Timur), 23 Ogos 2006 (zon Utara), 19 September 2006 (zon Sabah), 21 September 2006 (zon Sarawak) serta 16 dan 17 November 2006 (zon Selatan). Secara keseluruhan seramai 800 peserta telah menyertai lima (5) siri seminar integriti ini.

## **Sub-modul Pengurusan Perhubungan Majikan-Pekerja bagi Fungsi Majlis Bersama Jabatan (MBJ)**

Selaras dengan Arahan Pelaksanaan HRMIS Submodul Pengurusan Perhubungan Majikan Pekerja bagi fungsi MBJ kepada 10 Agensi Perintis yang telah ditandatangani oleh Ketua Pengarah Perkhidmatan Awam (KPPA) pada 25 September 2006, Bahagian Gaji Dan Elaun bersama HRMIS telah mengadakan Lawatan Pemantauan Pelaksanaan HRMIS Submodul Pengurusan Perhubungan Majikan dan Pekerja bagi Fungsi MBJ ke sepuluh (10 ) agensi Perintis tersebut mulai 2 Oktober 2006 hingga 12 Oktober 2006. Satu taklimat Pelaksanaan HRMIS Sub-modul Pengurusan Perhubungan Majikan Dan Pekerja bagi Fungsi MBJ telah diadakan kepada semua agensi di peringkat Persekutuan dan Negeri pada 6 November 2006 di Kangar, Perlis.

## ***Seminars on Integrity for CUEPACS Zone Leaders***

*The PSD, the Malaysian Institute of Integrity (IIM) and INTAN with the cooperation of CUEPACS successfully organised five (5) seminars on integrity for CUEPACS's zone leaders. These seminars were held on 21 August 2006 (Eastern zone), 23 August 2006 (Northern zone), 19 September 2006 for the Sabah zone, 21 September 2006 for the Sarawak zone and on 16 and 17 November 2006 for the Southern zone. Overall, 800 participants joined the five (5) seminars.*

## ***Sub-module on the Management of Relations Between Employer and Employees for the Purpose of Having the Joint Departmental Council (JDC)***

*In line with the Implementation Order relating to the HRMIS Submodule on the Management of Relations between Employer and Employees for the purpose of having the Joint Departmental Council, which was signed by KPPA on 25 September 2006, the Salaries and Allowances Division and HRMIS visited the ten pilot agencies from 2 October 2006 to 12 October 2006 to monitor its implementation. A briefing of the programme was given to federal and state agencies on 6 November 2006 in Kangar, Perlis.*

### *A Meeting between the Director-General of Public Service and the CUEPACS/NJC's Delegation*

*A meeting between the Director-General of Public Service and CUEPACS/NJC's Delegation was held on 30 November 2006. The meeting was an opportunity for both sides to exchange ideas and opinions particularly in enhancing service delivery and to ensure good relations between the employers and employees.*

### **Pertemuan Ketua Pengarah Perkhidmatan Awam dengan Pegawai Tertinggi CUEPACS/MBK**

Pertemuan di antara Ketua Pengarah Perkhidmatan Awam dengan delegasi CUEPACS/MBK telah diadakan pada 30 November 2006. Pertemuan tersebut adalah bagi membolehkan kedua-dua belah pihak bertukar-tukar idea dan pandangan untuk meningkatkan penyampaian perkhidmatan dan mengekalkan hubungan harmonis antara majikan dan pekerja.

### *Educational Meeting*

*In 2006 five (5) educational meetings were held with the Union of Lower General Workers in the Public Service (Peninsular Malaysia) (10 March 2006), Union of Fire-fighters and Rescuers (Peninsular Malaysia) (20 Mac 2006), Union for the Malacca Water Board (1 April 2006), Union of Dental Surgical Assistants (27 July 2006) and with Union of Marine Officers in the Customs Department (Peninsular Malaysia) (14 August 2006). The objective of the meetings was to clarify and explain to the unions regarding issues raised such as salaries, allowances and perquisites and schemes of service.*

*The PSD in 2007 will remain committed to the planned activities besides improving its services pertaining to salaries, allowances and perquisites and also take into consideration current needs.*

### **Mesyuarat Secara Pendidikan**

Pada tahun 2006 Mesyuarat bagi Tujuan Pendidikan telah diadakan sebanyak lima (5) kali iaitu dengan Kesatuan Pembantu Am Rendah Perkhidmatan Awam Semenanjung Malaysia (10 Mac 2006), Kesatuan Pekerja Bomba dan Penyelamat Semenanjung Malaysia (20 Mac 2006), Kesatuan Lembaga Air Melaka pada 1 April 2006, Kesatuan Pembantu Pembedahan Pergigian (27 Julai 2006) dan Kesatuan Pegawai Marin Jabatan Kastam Semenanjung Malaysia (14 Ogos 2006). Tujuan mesyuarat adalah untuk memberi penjelasan dan penerangan kepada Kesatuan mengenai pelbagai isu yang dibangkitkan seperti gaji, elaun dan kemudahan dan skim perkhidmatan.

Pada 2007 JPA akan terus komited dengan aktiviti yang dirancang serta menambahbaik perkhidmatan berkaitan gaji, elaun dan kemudahan serta mengambil kira keperluan semasa.



HAK KERJAAN

COMPACT

ARMADA

# PROGRAM OPERASI SUMBER MANUSIA

*Human Resource Operations Programme*



# Pencen dan Faedah Persaraan

## *Pensions and Retirement Benefits*

*The PSD, through the Pensions Division, is responsible for administering matters that are connected with pensioners. These include pension adjustments, enforcement and monitoring the implementation of rules and regulations related to retirement, and amending existing laws to ensure that the welfare of the pensioners are safeguarded, which includes their medical benefits.*

*As the sole administrator of pension policies, the mission of the PSD is to provide specialist services in all pension matters and to ensure the interest of the government and welfare of pensioners are safeguarded through suitable policies. The objective of the PSD is to ensure that payment of pensions and retirement benefits are accurate and are made on time to the rightful recipients.*

*For the benefit of the pensioners and pension recipients, besides the headquarters which is located in Putrajaya, the Pensions Division has branch offices in Sabah, Sarawak and Medan Mara, Kuala Lumpur.*

JPA melalui Bahagian Pencen (BP) berperanan sebagai penggubal dasar berkaitan dengan urusan persaraan dan tamat perkhidmatan semua anggota dan pekerja sektor awam seperti skim persaraan, umur persaraan, formula pengiraan faedah persaraan; dan memproses dan meluluskan faedah persaraan. JPA turut bertanggungjawab dalam mentadbir perkara-perkara yang berkaitan dengan pesara dan penerima pencen seperti penyalaran pencen, penguatkuasaan dan pemantauan ke atas pelaksanaan peraturan dan perundangan berkaitan persaraan bagi maksud kebijakan pesara dan penerima pencen terjamin sepenuhnya. Malah keperluan rawatan perubatan mereka juga turut diberi perhatian.

Sebagai pentadbir dasar dan peraturan pencen, misi JPA adalah untuk menyediakan khidmat kepakaran bagi memastikan kepentingan kerajaan dan kebijakan pesara terpelihara. Objektif JPA pula adalah untuk membayar faedah persaraan dan faedah tamat perkhidmatan dengan tepat mengikut jadual masa yang ditetapkan kepada yang layak menerimanya.

Untuk kemudahan para pesara dan penerima pencen, selain ibu pejabat di Putrajaya, BP turut mempunyai pejabat-pejabat cawangan iaitu di negeri-negeri Sabah dan Sarawak serta di Medan MARA, Kuala Lumpur.

Sehingga akhir tahun 2006 bilangan pesara dan penerima pencen (akumulatif) bagi tempoh lima (5) tahun kebelakangan adalah seperti di Rajah 27.

*The number of pensioners/pension recipients (accumulative) for the past five (5) years is shown in Figure 27.*

Tahun Bersara <i>Year of Retirement</i>	Pesara <i>Pensioners</i>	Penerima Pencen <i>Pension Recipients</i>	Jumlah <i>Total</i>
	Bil. <i>No.</i>	Bil. <i>No.</i>	
2002	263, 720	128, 545	392, 265
2003	280, 196	131, 097	411, 293
2004	296, 966	133, 448	430, 414
2005	316, 257	135, 681	451, 938
2006	334, 228	136, 655	470, 883

Rajah 27: Bilangan Pesara dan Penerima Pencen (2002-2006)

*Figure 27: Number of Pensioners/Pension Recipients (2002-2006)*



*In 2006, the PSD spent RM5,866.1 million (allocation from the Federal Charged Budget) and RM2,345 million (Operating Budget) for pension payments and to pension recipients. Details are as shown in Figure 28.*

Sebanyak RM5,866.1 juta (Peruntukan Tanggungan Kerajaan Persekutuan) dan RM2,345 juta (Mengurus) telah dibelanjakan untuk membayar faedah persaraan bagi tahun 2006. Butiran adalah seperti di Rajah 28.

Bil. <i>No.</i>	Jenis Perbelanjaan <i>Type of Expenditure</i>	RM
1.	Ganjaran/ <i>Gratuity</i>	1,411,888,99
2.	Pencen/ <i>Pensions</i>	4,339,436,970
3.	Wang Gantian Cuti Rehat/ <i>Cash in Lieu of Leave</i>	111,956,32
4.	Perubatan/ <i>Medical</i>	646,636,668

Rajah 28: Perbelanjaan bagi Membayar Faedah Persaraan  
*Figure 28: Expenditure for Pensions and Pensions Recipients*

*In 2006, the performance of the Pensions Division was excellent. About 75% of the pensioners were paid their pensions within 30 days from the date of their compulsory retirement. The rest were not paid during the stipulated time for the following reasons:*

- *Some of them did not submit their documents within the three (3) months period as stated in Service Circular No.4 of 2003; and*
- *There were delays in the submission of the EPF Statement 1036 by the Employees Provident Fund.*

Pencapaian untuk tahun 2006 adalah memuaskan di mana kira-kira 75% dari bilangan pesara yang bersara pada tahun 2006 telah dibayar faedah persaraan mereka dalam tempoh 30 hari dari tarikh persaraan, terutamanya bagi mereka yang bersara wajib. Manakala 25% lagi hanya dapat dibayar melebihi tempoh tersebut. Ini adalah kerana:

- Borang dan dokumen sokongan persaraan lewat dikemukakan iaitu kurang dari tiga (3) bulan seperti yang ditetapkan oleh Pekeliling Perkhidmatan Bilangan 4 tahun 2003; dan
- Penyata KWSP 1036 lewat diperolehi dari Kumpulan Wang Simpanan Pekerja.

Prestasi pembayaran seperti ditunjukkan di Rajah 29.

*The performance of the payments made in 2006 is as shown in Figure 29.*

Penerimaan Kes <i>Cases Received</i>	Bil. Permohonan <i>No. of Applications Received</i>	Bayaran Dalam Tempoh 30 Hari <i>Payment Within 30 Days</i>	Bayaran Melebihi Tempoh 30 Hari <i>Payment After 30 Days</i>	Pesara Masih Belum Dibayar <i>Unpaid Pensioners</i>
3 bulan sebelum tarikh bersara <i>3 months before retirement</i>	5,368	4,031 (75%)	1,117 (21%)	220 (4%)
Lewat atau selepas tarikh bersara <i>Late or after retirement</i>	10,099	3,872 (38%)	5,498 (54%)	729 (7%)
Jumlah Keseluruhan <i>Grand Total</i>	15,467	7,903 (51%)	6,615 (43%)	949 (6%)

Rajah 29: Prestasi Pembayaran Faedah Persaraan 2006

*Figure 29: 2006 Pensions Payment Performance*

Bagi memastikan kerja-kerja seharian berjalan lancar, penambahbaikan ke atas sistem kerja sentiasa dijalankan. Mulai bulan Oktober 2004 cara bekerja berkaitan urusan pencen telah diper mudahkan melalui penggunaan Sistem *Pensions Online Workflow Environment* iaitu urusan pemprosesan dokumen persaraan dan pembayaran faedah persaraan dibuat sepenuhnya menggunakan teknologi pengkomputeran.

JPA turut mengambil tindakan proaktif bagi meningkatkan kefahaman Ketua Jabatan dalam menguruskan persaraan anggota mereka yang akan bersara. Melalui program *outreach*, bahagian sumber manusia di peringkat agensi telah turut dilibatkan melalui latihan/kursus pengendalian persaraan. Sepanjang 2006 sebanyak 118 kursus peningkatan kefahaman telah dijalankan di Kementerian/Jabatan/Agensi. Ini akan dapat mengurangkan kesilapan yang sering dilakukan di samping dapat mewujudkan jalinan hubungan yang lebih baik dengan mereka.

*To ensure the daily routine work is carried out smoothly, improvements to the work procedures are continuously being made. Starting from October 2004, the workflow pertaining to pension matters has been improved and made easier with the implementation of the Pensions Online Workflow Environment System which processes pension documents and pension benefit payments fully using computer technology.*

*The PSD has taken a proactive action to ensure that all heads of departments understand how to manage the retirement of their staff. Using the Outreach Programme, all human resource divisions at the agency level are involved in this matter through organising lectures/training on handling staff retirement. Throughout 2006, 118 lectures were organised at ministries/departments/agencies. With the implementation of this programme it is hoped that there will be a reduction in the number of common mistakes made and, at the same time, improve working relationships with them.*



### Achievements

The successful implementation of competency and skills upgrading programmes have made the staff realise the importance of knowledge in improving their work performance. This can be verified by the decreasing number of complaints received throughout 2006. At present, the Pensions Division receives more retirement forms/documents or medical claim applications than complaints, or expressions of dissatisfaction regarding the services provided.

The increasing quality of the pensions delivery system can be seen from the research conducted on measuring the customer satisfaction level that was carried out during the PSD's A Day With Clients, held every month and through newspaper cuttings. It is apparent that customers are becoming more appreciative of the efforts taken to improve the services provided.

### Pencapaian

Pelaksanaan program peningkatan kemahiran dan kompetensi anggota telah berjaya menimbulkan kesedaran pentingnya ilmu dan pengetahuan dalam meningkatkan prestasi kerja. Ini dapat dilihat daripada penurunan bilangan aduan yang diterima sepanjang tahun 2006; di mana kaunter BP lebih banyak menerima borang/ dokumen persaraan atau permohonan tuntutan perubatan berbanding aduan atau rungutan ketidakpuasan hati ke atas perkhidmatan yang diterima.

Peningkatan kualiti sistem penyampaian pencen boleh dilihat melalui luahan rasa kepuasan pelanggan berdasarkan kajian yang telah diadakan, terutamanya semasa program JPA Bersama Pelanggan yang diadakan setiap bulan dan keratan akhbar. Pelanggan BP amat menghargai usaha yang telah diambil selama ini.

## **Perancangan Tahun Depan**

Bagi tahun 2007, JPA akan meneruskan lagi pelaksanaan program peningkatan kemahiran dan pengetahuan anggotanya melalui:

- Program sedia ada seperti latihan/kursus sama ada kursus dalaman mahupun anjuran pihak luar (di dalam dan luar negara);
- Membentuk *training for trainers* bagi mewujudkan sebuah pasukan pelapis yang boleh menjalankan peranan BP di peringkat Kementerian/Jabatan/Agensi Kerajaan;
- Memantapkan lagi penulisan berkaitan pengurusan pencen dan pengedaran rencana bagi maksud perkongsian ilmu;
- Mengkaji Manual Prosedur Kerja dan Fail Meja anggota bagi mempermudahkan proses kerja; dan
- Menyediakan *Standard Operating Procedures* urusan pencen.

Dengan pelaksanaan program-program di atas adalah diharapkan pencapaian BP bagi 2007 akan terus meningkat dan mengekalkan kecemerlangan yang telah dicapai pada 2006 ini.

## ***Planning for 2007***

*For 2007, the PSD will continue with the implementation of programmes meant to improve the competency and knowledge of staff through:*

- *Existing programmes such as training/courses organised in-house or organised by outside providers (local and international);*
- *Providing training for trainers to create expert teams that can play the role of the Pensions Division at the ministry/departmental/agency level;*
- *Writing and distribution of articles on pensions management for the purpose of knowledge sharing; and*
- *Reviewing the Pensions Division Work Procedure Manual and work files of all staff in order to simplify existing work process; and*
- *Preparing Standard Operating Procedures for pension matters.*

*With the implementation of the above programmes, it is hoped that 2007 will see an increase in the achievements attained and, at the same time, continue the excellence that was achieved in 2006.*

# Program Latihan INTAN

## INTAN's Training Programmes

*Public service officers who are knowledgeable and armed with the right skills as well as practising noble values and ethics are important assets to an organisation. The National Institute of Public Administration (INTAN), as the training arm of the public service, has been entrusted to develop human capital excellence in the public service through quality training.*

*To achieve this objective, INTAN develops its training programmes based on the concepts of training for development and total training that emphasises the importance of knowledge, skills, attitudes as well as values and ethics. For 2006, INTAN had organised its training programmes to meet the current needs of the public service which relate to the implementation of government policies especially the 9MP.*

Pegawai awam yang berpengetahuan, berkemahiran dan mengamalkan nilai dan etika yang murni merupakan aset terpenting kepada sesebuah organisasi. Institut Tadbiran Awam Negara (INTAN), selaku institusi latihan perkhidmatan awam telah dipertanggungjawabkan bagi membangunkan kecemerlangan modal insan perkhidmatan awam melalui latihan yang berkualiti.

Bagi mencapai matlamat tersebut, program latihan INTAN digubal berteraskan konsep latihan untuk pembangunan dan latihan menyeluruh yang memberi keutamaan kepada kepentingan ilmu, kemahiran, sikap serta nilai dan etika. Bagi tahun 2006, INTAN telah menyusun program-program latihannya bagi memenuhi keperluan semasa perkhidmatan awam yang berkait rapat dengan pelaksanaan dasar-dasar kerajaan termasuk RMKe-9.

### Implementation of Training Projects

*Throughout 2006, 1,326 training projects were successfully implemented with the participation of 45,754 participants involving 306,554 participant days. This indicates a marked increase in the number of training projects, participants and participant days as compared to the previous year. The number of training projects, participants and participant days for the year 2005 and 2006 are as illustrated in Figure 30.*

### Pelaksanaan Projek Latihan

Sepanjang tahun 2006, sebanyak 1,326 projek latihan telah berjaya dilaksanakan dengan melibatkan penyertaan seramai 45,754 orang peserta dan 306,554 bilangan hari peserta. Perangkaan ini menunjukkan peningkatan dari segi bilangan projek latihan, peserta dan bilangan hari peserta berbanding tahun sebelumnya. Bilangan projek latihan, peserta dan hari peserta bagi tahun 2005 dan 2006 adalah seperti di Rajah 30.

Tahun Year	Bil. Kursus <i>No. Of Courses</i>		Bil. Peserta <i>No. of Participants</i>		Bil. Hari Peserta <i>No. of Participant Days</i>
	Dirancang <i>Planned</i>	Laksana <i>Implemented</i>	Dirancang <i>Planned</i>	Laksana <i>Implemented</i>	
2005	1,217	1,277	38,566	39,795	303,032
2006	1,252	1,326	43,852	45,754	306,554

Rajah 30: Program Latihan dan Penyertaan 2005 dan 2006  
*Figure 30: 2005 and 2006 Training Programmes and Participation*



# CAJLIS PERHIMPUNAN ARI PEKERJA 2006 - SEKTOR AWAM

30 MEI 2006

AMANAT

B. DATO' SERI ABDULLAH BIN HAJI AHMAD BADAWI  
PERMENTERI MALAYSIA  
TEMA: PEKERJA DALAM KUALITI NEGARA DI



*For 2006, courses in the basic areas of administration and managements such as ICT, finance, quality, communications, human resource development and leadership were given emphasis. New courses in the areas of project management, project evaluation and customer service were also introduced. The distribution of courses successfully implemented according to categories is shown in Figure 31.*

Bagi tahun 2006, latihan dalam bidang-bidang asas pentadbiran dan pengurusan, seperti ICT, kewangan, kualiti, komunikasi, pembangunan sumber manusia dan kepimpinan telah diberi penekanan di samping memperkenalkan kursus-kursus baru dalam bidang pengurusan dan penilaian projek serta perkhidmatan pelanggan. Pembahagian keseluruhan 1,326 kursus mengikut bidang yang telah dijalankan adalah seperti di Rajah 31.

Bidang Kursus <i>Course Category</i>	Bilangan Kursus <i>Number of courses</i>	%
Teknologi Maklumat <i>Information Technology</i>	215	16
Kewangan <i>Finance</i>	213	16
Kualiti <i>Quality</i>	162	12
Komunikasi dan Bahasa <i>Communications and Languages</i>	146	11
Pembangunan Sumber Manusia <i>Human Resource Development</i>	138	10
Kepimpinan <i>Leadership</i>	117	9
Kursus Mandatori <i>Mandatory Courses</i>	96	7
Ekonomi dan Pengurusan Projek <i>Economy and Project Management</i>	30	2
PTD Road Map <i>ADO Road Map</i>	25	2
Budi Bahasa/Perkhidmatan Kaunter <i>Courteous Service/ Counter Service</i>	25	2
Pengurusan Kerajaan Tempatan dan Daerah <i>District and Local Government Management</i>	22	2
Integriti <i>Integrity</i>	17	2
Pengurusan Alam Sekitar <i>Environmental Management</i>	17	2
Pengurusan Pertanian <i>Agriculture Management</i>	15	1
Pengurusan Islam/Nilai <i>Islamic Management/ Values</i>	10	1
Lain-lain <i>Others</i>	78	6
Jumlah/ <i>Total</i>	1,326	100

Rajah 31: Pembahagian Kursus INTAN Mengikut Bidang  
*Figure 31: INTAN's Courses According to Categories*

Sepanjang tahun 2006, daripada 1,326 kursus yang dilaksanakan, sebanyak 509 kursus (38%) telah dilaksanakan oleh Kampus Utama manakala 817 kursus (62%) telah dilaksanakan oleh Kampus-kampus Wilayah. Kebanyakan kursus yang dikendalikan oleh INTAN Kampus Utama adalah kursus-kursus Teknologi Maklumat, Kewangan, Ekonomi, Kualiti, Pembangunan Sumber Manusia, Kepimpinan dan Mandatori.

Kampus-kampus Wilayah pula menjalankan kursus seperti Penyeliaan dan Kepimpinan bagi Kumpulan Sokongan, Kursus Motivasi, Kursus Kewangan dan Kursus Asas Komputer. Pembahagian kursus yang dirancang dan dilaksanakan mengikut Program/Kampus adalah seperti di Rajah 32.

*From the 1,326 courses conducted in 2006, 509 (38%) courses were implemented by programmes at the Main Campus and 817 (62%) courses were implemented by the regional campuses. Most of the courses conducted at the main campus were in the areas of information technology, finance, economy, quality, human resource development, leadership and mandatory courses.*

*The regional campuses placed greater emphasis on the implementation of courses for the support group in the areas of supervisory and leadership skills, motivation, finance and basic computer skills. The distribution of the courses planned and implemented according to programmes and regional campuses is as illustrated in Figure 30.*

Program/Kampus <i>Programmes/Campuses</i>	Dirancang <i>Planned</i>	Laksana <i>Implemented</i>	%
Kepimpinan/ <i>Leadership</i>	67	69	103
IMATEC (ICT)	74	72	97
Pengurusan/ <i>Management</i>	50	52	104
Ekonomi/ <i>Economy</i>	79	73	92
Kewangan/ <i>Finance</i>	56	64	114
Komunikasi/ <i>Communications</i>	80	95	118
Profesional (PTD)/ <i>Professional (ADO)</i>	33	33	100
Kuantitatif/ <i>Quantitative</i>	14	14	100
Pengurusan Kerajaan Tempatan dan Daerah/ <i>Local Government and District Management</i>	36	37	103
Jumlah Kampus Utama <i>Total for Main Campus</i>	489	509	104
INTENGAH/ <i>Central Region</i>	79	81	103
INTURA/ <i>Northern Region</i>	150	169	113
INTIM/ <i>Eastern Region</i>	171	182	106
IKWAS/ <i>Southern Region</i>	174	174	100
INTAN Sabah	93	99	106
INTAN Sarawak	96	112	117
Jumlah Kampus Wilayah <i>Total for Regional Campuses</i>	763	817	107
Jumlah keseluruhan <i>Overall Total</i>	1,252	1,326	106

Rajah 32: Pelaksanaan Kursus Mengikut Program dan Kampus Wilayah  
Figure 32: Implementation of Courses According to Programmes/Regional Campuses

*The breakdown of participants planned and trained according to programmes and regional campuses is shown in Figure 33.*

Pecahan bilangan peserta yang dirancang dan dilatih mengikut Program dan Kampus Wilayah adalah seperti di Rajah 33.

Kampus <i>Campus</i>	Rancang <i>Planned</i>	Hadir <i>Attendance</i>
Kampus Utama <i>Main Campus</i>	15,997	15,811
Kampus Wilayah <i>Regional Campuses</i>	27,855	29,943
Jumlah keseluruhan <i>Overall Total</i>	43,852	45,754

Rajah 33: Jumlah Peserta yang Dirancang dan Dilatih  
*Figure 33: Number of Planned and Trained Participants*

#### **New Courses for 2006**

*In 2006, INTAN implemented new courses to suit the needs of stakeholders and clients i.e. ministries and agencies as shown in Figure 34:*

#### **Kursus-kursus Baru bagi Tahun 2006**

Pada tahun 2006, INTAN telah melaksanakan kursus-kursus baru yang bersesuaian dengan kehendak stakeholders dan keperluan pelanggan iaitu Kementerian dan Jabatan seperti yang ditunjukkan di Rajah 34.

Kursus <i>Course</i>	Bil. Kursus <i>No. of Courses</i>	Bil. Peserta <i>No. of Participants</i>
Perancangan Strategik ICT <i>ICT Strategic Planning</i>	1	25
Inovasi XML <i>XML Innovation</i>	1	35
Pengurusan Pengetahuan <i>Knowledge Management</i>	2	78
Penilaian Impak Program dan Projek <i>Impact Evaluation of Programmes and Projects</i>	2	70
Penyampaian Perkhidmatan Berkesan <i>Effective Service Delivery</i>	3	152
Pelanggan Berbudi Bahasa <i>Courteous Customer Service</i>	13	1,114
Petunjuk Prestasi Utama (KPI) <i>Key Performance Indicators</i>	2	52
Jumlah <i>Total</i>	24	1,526

Rajah 34: Pelaksanaan Kursus Baru Tahun 2006  
*Figure 34: Implementation of New Courses in 2006*



### Program Kerjasama Teknikal Malaysia

Bagi tahun 2006, INTAN telah berjaya melaksanakan sebanyak 17 kursus di bawah Program Kerjasama Teknikal Malaysia (MTCP). Ia melibatkan seramai 321 peserta daripada 56 buah negara. Antara kursus yang dijalankan pada tahun 2006 adalah seperti berikut:

- *Leadership and Organisational Management*
- *Human Resource Management in the Public Sector*
- *Information Technology Management in the Public Sector*
- *Quality Services in the Public Sector*
- *Project Planning and Management*
- *Training Methodology*
- *Managing Privatisation*
- *Integrated Environmental Planning and Management*
- *Managing Agricultural Systems*
- *Strategic Management*
- *Developing Multimedia Applications for Managers*
- *Urban Planning and Management*
- *Economic Planning and Management*
- *ASEAN Case Study Workshop*
- *Senior Executive Development Programme*
- *Information Technology Management in the Public Sector*
- *Cross-Cultural Management*

### *The Malaysian Technical Cooperation Programme*

*For 2006, INTAN successfully implemented 17 courses under the Malaysian Technical Cooperation Programme (MTCP). It involved 321 participants from 56 countries. The courses carried out are as listed below.*

## *Networking and Smart Partnership*

*INTAN also carried out several training programmes in collaboration with international and private institutions as follows:*

- Seminar on “*Turning Execution Into Competitive Advantage*” with *Global Leaders*, 19 March 2006, with guest speaker Mr. Robert S. Kaplan;
- Seminar on “*Strategy Execution: Your Competitive Advantage for Surviving Into The Future*” with *Urban Forum (Malaysia) Sdn. Bhd.*, 26 June 2006, with guest speaker Dr. Ram Charan;
- “*Leader’s Imperative: Managing Global Challenges in an Uncertain World*” Conference with *Urban Forum (Malaysia) Sdn. Bhd.*, 27-28 June 2006, with guest speaker Dr. Frank-Jurgen Richter and Mr. Sundeep Waslekar;
- Seminar on “*Leadership Excellence: Managing Change for Success*” with *Global Leaders*, 2 August 2006, with guest speaker Mr. Tom Peters and Mrs. Carly Fiorina;
- “*Competencies for Leadership and Management Effectiveness*” Conference with *Malaysia Business*, 28-29 August 2006, with guest speaker Dr. Richard Boyatzis;
- Seminar on “*Leading at a Higher Level*” with *Global Leaders*, 4 December 2006, with guest speaker Mr. Ken Blanchard;
- “*Workshop on Green Productivity for Trainers and Consultants*”, in collaboration with *NPC-APO* on 3-6 March 2006;
- “*Environmental Protection for CLMV Countries*”, in collaboration with *JICA* on 11-29 September 2006;
- “*Urban Environmental Management for LOGOTRI*” course in collaboration of *LOGOTRI* on 27 November - 1 December 2006 at *INTAN Bukit Kiara*;
- “*Solid and Hazardous Waste Management for North Korea*” course in collaboration with *UNESCAP* on 3-7 April 2006;
- “*Public Management Course*” in collaboration with *JICA (Distance Learning)*; and
- “*Managing for Results in Projects*” course in collaboration with *JICA (Distance Learning)*.

## *Rangkaian dan Kerjasama Pintar*

INTAN juga menjalankan beberapa program latihan dengan kerjasama institusi antarabangsa dan swasta seperti berikut:

- Seminar “*Turning Execution Into Competitive Advantage*” bersama *Global Leaders* pada 19 Mac 2006 dengan penceramah jemputan Mr. Robert S. Kaplan;
- Seminar “*Strategy Execution: Your Competitive Advantage for Surviving Into The Future*” bersama *Urban Forum (Malaysia) Sdn. Bhd.* pada 26 Jun dengan penceramah jemputan Dr. Ram Charan;
- Persidangan “*Leader’s Imperative: Managing Global Challenges in an Uncertain World*” bersama *Urban Forum (Malaysia) Sdn. Bhd.* pada 27-28 Jun 2006 dengan penceramah jemputan Dr. Frank-Jurgen Richter dan Mr. Sundeep Waslekar;
- Seminar “*Leadership Excellence: Managing Change for Success*” bersama *Global Leaders* pada 2 Ogos 2006 dengan penceramah jemputan Mr. Tom Peters dan Mrs. Carly Fiorina;
- Persidangan “*Competencies for Leadership and Management Effectiveness*” bersama *Malaysia Business* pada 28-29 Ogos 2006 dengan penceramah jemputan Dr. Richard Boyatzis;
- Seminar “*Leading at a Higher Level*” bersama *Global Leaders* pada 4 Disember 2006 dengan penceramah jemputan Mr. Ken Blanchard;
- “*Workshop on Green Productivity for Trainers and Consultants*”, kerjasama INTAN-NPC-APO pada 3-6 Mac 2006;
- Kursus “*Environmental Protection for CLMV Countries*”, kerjasama INTAN-JICA pada 11-29 September 2006;
- Kursus ”*Urban Environmental Management for LOGOTRI*”, kerjasama INTAN-LOGOTRI pada 27 Nov- 1 Dis. 2006;
- Kursus “*Solid and Hazardous Waste Management for North Korea*”, kerjasama INTAN-UNESCAP pada 3-7 April 2006;
- Kursus ”*Public Management Course*”, kerjasama INTAN-JICA (Distance Learning); dan
- Kursus “*Managing for Results in Projects*”, kerjasama INTAN-JICA (Distance Learning)

A

Majlis Anu

FELLOW INT

dan

ENYAMPAIAN DI

Persyampaian Anu

Y. Bhg. Tuan Mohd Sid

Tua Setiausaha

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Ucapan oleh Y.Bhg. Tan Sri Mohd. Sidek Hassan, Ketua Setiausaha Negara pada Majlis Penganugerahan 'INTAN Fellow' pada 19 September 2006

*Speech by the Hon. Tan Sri Mohd. Sidek Hassan, the Chief-Secretary to the Government, at the 'INTAN Fellow' Award Ceremony on 19 September 2006*

*In addition, INTAN also organised two (2) courses for senior government officers in collaboration with foreign institutes, namely:*

- "Senior Executive Development Programme" with the Civil Service College Singapore which involved 30 participants, 15 participants from the Malaysian Civil Service and 15 participants from the Singapore Civil Service; and
- "Leadership Development Programme" with the Brunei Civil Service Institute which involved 30 participants, 15 participants from the Malaysian Civil Service and 15 participants from the Brunei Civil Service.

Di samping itu, INTAN juga telah menganjurkan dua (2) kursus bagi pegawai-pegawai kanan kerajaan secara kerjasama dengan institusi luar iaitu:

- "Senior Executive Development Programme" bersama Civil Service College Singapore melibatkan seramai 30 orang peserta iaitu 15 peserta di kalangan penjawat awam Malaysia dan 15 peserta di kalangan penjawat awam Singapura; dan
- "Leadership Development Programme" bersama Institut Pentadbiran Awam Brunei melibatkan seramai 30 orang peserta iaitu 15 peserta di kalangan penjawat awam Malaysia dan 15 peserta di kalangan penjawat awam Brunei.





# PERSIDANGAN PERANCANGAN PROJEK DAN PENGURUSAN KEWANGAN

18 DAN 19 DISEMBER 2006

MAJLIS PERASMIAN OLEH :

Y.BHG. TAN SRI MOHD SIDEK BIN HJ. HASSAN  
KETUA SETIAUSAHA NEGARA



INTAN turut menjalankan perkongsian pintar dengan institusi-institusi latihan terkemuka seperti berikut:

*INTAN continues to foster good networking ties with premier international training institutes such as:*

- *The Lee Kuan Yew School of Public Policy, National University of Singapore*
- *The Civil Service College Singapore*
- *The Central Official Training Institute, Korea (COTI)*
- *The Administrative Staff College, India (ASCI)*
- *Institut Perkhidmatan Awam/Public Service Institute, Brunei (IPA)*
- *The Lal Bahadur Shastri National Academy of Administration, India*
- *The Asian Institute of Management, Phillipines (AIM)*
- *The Asian Institute of Technology, Thailand (AIT)*
- *Harvard Business School, USA*
- *INSEAD In Fontainebleau, France*
- *The Wharton School, University of Pennsylvania, USA*

*INTAN also collaborates with other international bodies in conducting training programmes and research, namely:*

- *The Commonwealth Secretariat (COMSEC)*
- *The Japan International Cooperation Agency (JICA)*
- *The Danish International Development Agency (DANIDA)*
- *The Islamic Development Bank (IDB)*
- *The Asian Productivity Organisation (APO)*
- *The COLOMBO Plan*
- *The British Council*
- *The Network of Local Government Training and Research Institutes in Asia and the Pacific (LOGOTRI)*

INTAN juga turut menjalankan kerjasama dengan agensi-agensi luar negara dalam menjalankan program-program latihan dan kajian, antaranya:

*INTAN'S contribution at the international level was recognised through its election as the secretariat of NAPSIPAG (Network of Asia Pacific Schools and Institutes of Public Administration and Governance) which began its operations at INTAN Bukit Kiara from 1 January 2006.*

Penglibatan INTAN di peringkat antarabangsa turut diiktiraf apabila dilantik sebagai Sekretariat NAPSIPAG (*Network of Asia Pacific Schools and Institutes of Public Administration and Governance*) yang mula beroperasi di INTAN Bukit Kiara mulai 1 Januari 2006.



### **Penganjuran Seminar/Persidangan**

Pada tahun 2006, INTAN telah menganjurkan beberapa seminar/ persidangan penting seperti berikut:

- |  |              |
|--|--------------|
| • Persidangan Kuantitatif Nasional<br><i>National Quantitative Conference;</i>             | 27-28.2.2006 |
| • Seminar Rancangan Malaysia Kesembilan<br><i>Ninth Malaysia Plan Seminar;</i>             | 21.4.2006    |
| • Seminar Keselamatan ICT<br><i>ICT Security Seminar;</i>                                  | 27.4.2006    |
| • Persidangan Perkhidmatan Awam Kesebelas<br><i>The Eleventh Civil Service Conference.</i> | 21-22.8.2006 |

### **Seminars/Conferences Organised**

*Throughout 2006, among the main seminars and conferences organised by INTAN are as follows:*

### **Kajian dan Penyelidikan**

Bagi tahun 2006, INTAN telah berjaya melaksanakan 14 kajian dan penyelidikan. Antaranya:

- Kajian Kes Sivil Tertangguh di Mahkamah Seksyen dan Mahkamah Tinggi
- Kajian *Blue Print* E-Pembelajaran Sektor Awam
- Kajian Mengenai Modal Intelek Individu Pegawai PTD Lantikan Baru
- Kajian *Tracer Study* Kursus Diploma Pengurusan Awam
- Kajian *Tracer Study* Kursus Pegawai Pengurusan Tertinggi (JUSA)
- Kajian Impak Kursus Induksi
- Kajian Tahap Kepuasan Pelanggan INTAN Tahun 2006

### **Researches/Studies**

*For the year 2006, INTAN completed 14 research/studies, namely:*

- *Case Study on Delayed Civil Cases at the High Court and Sessions Court*
- *Case Study on the Blue Print for Public Sector E-Learning*
- *Case Study on Individual Intellectual Capital of Newly Appointed ADS Officers*
- *Tracer Study for the Diploma of Public Management (DPA) Course*
- *Tracer Study for the Top Management Officers (JUSA) Course*
- *Study on the Impact of the Induction Course*
- *Study on INTAN's Customers' Level of Satisfaction 2006*

# Perkhidmatan Psikologi dan Kaunseling

## *Psychological Services and Counselling*

*In line with the government's aspiration that emphasises human capital development, the PSD has incorporated a psychological approach within the management of human resource in an effort to enhance civil servants' self-potential. The focus of the programmes and activities was on five areas of psychological services, which are policy formulation, consultation services, planning, execution and research and evaluation.*

Selaras dengan hasrat kerajaan yang mengutamakan pembangunan modal insan, JPA telah menerapkan aspek psikologi dan kaunseling dalam pengurusan sumber manusia sebagai usaha untuk mempertingkatkan potensi diri pegawai perkhidmatan awam. Tumpuan adalah berdasarkan kepada lima fokus utama berkaitan iaitu penggubalan dasar, penyediaan khidmat pakar rujuk, perancangan, pelaksanaan serta penyelidikan dan penilaian.

### **Policies on Psychological Services**

*In 2006, the PSD through the Psychological Services Division (BPPs) was active in implementing the policies contained in Service Circular No. 18 of 2005 on 'Guidelines for Psychological Application in Public Service Human Resource Management'; and Service Circular No. 22 of 2005 on 'Guidelines in Managing Sexual Harassment at the Workplace in the Public Service'. Among the accomplishments was a series of talks to provide explanation and better comprehension to civil servants and, especially, human resource managers on the importance of psychological application in managing human capital.*

### **Dasar Perkhidmatan Psikologi**

Sepanjang tahun 2006, JPA melalui Bahagian Perkhidmatan Psikologi (BPPs) giat menjalankan usaha-usaha melaksanakan dasar-dasar yang terkandung dalam Pekeliling Perkhidmatan Bil. 18 Tahun 2005 ‘Panduan Aplikasi Psikologi Dalam Pengurusan Sumber Manusia Sektor Awam’ dan Pekeliling Perkhidmatan Bil. 22 Tahun 2005 ‘Garis Panduan Mengendalikan Gangguan Seksual di Tempat Kerja Dalam Perkhidmatan Awam’.

Di antaranya ialah penganjuran beberapa siri taklimat untuk memberi penerangan dan kefahaman kepada penjawat awam secara amnya dan para Pengurus Sumber Manusia secara khususnya berhubung kepentingan aplikasi psikologi dalam pengurusan modal insan.

## **Khidmat Pakar Rujuk Perkhidmatan Psikologi**

JPA juga menyediakan kepakaran berhubung dasar psikologi dan menjadi tempat rujukan dalam menyediakan perkhidmatan psikologi. Di antara perkhidmatan-perkhidmatan yang telah diadakan sepanjang tahun 2006 termasuklah siri taklimat berhubung penggunaan e-Psikologi kepada Kementerian dan Jabatan Persekutuan (67 peserta), Kerajaan Negeri dan juga Badan Berkawan (12 peserta).

JPA juga turut memberi khidmat nasihat berhubung pembangunan ujian psikologi kepada agensi-agensi kerajaan. Antaranya Suruhanjaya Perkhidmatan Awam Malaysia dalam penggubalan soalan peperiksaan kemasukan untuk Pegawai Gred 41 bagi empat belas (14) Skim Perkhidmatan dan Kementerian Pelajaran Malaysia dalam membentuk Inventori Sahsiah Keguruan bagi calon Kursus Perguruan Pra Perkhidmatan.

JPA juga menganggotai beberapa Jawatankuasa seperti Pasukan Khas Perunding Jawatankuasa Keutuhan Pengurusan II (PKPJ KP II), Jawatankuasa Pembentukan Latihan Untuk Kursus-kursus, Jawatankuasa Sistem Pengurusan Audit Nilai Dalam Perkhidmatan Awam, Jawatankuasa Kebangsaan Respons Kesihatan Mental Untuk Bencana, Lembaga Kaunselor Malaysia, Persatuan Kaunseling Malaysia dan Persatuan Psikologi Malaysia.

## ***Consultancy Services for Psychology***

*The PSD provided its expertise on matters relating to psychological policies as well as being a referral point for psychological services. Among the services provided in 2006 were the briefing sessions on e-Psikologi to the various ministries, and federal agencies, (67 participants), state governments and statutory bodies (12 participants).*

*The PSD also offered advisory services on the development of psychology tests to government agencies. In 2006, the PSD worked together with the Public Service Commission on the formulation of examination questions for entrance into Grade 41 for fourteen (14) schemes of service. The PSD was also involved with the Ministry of Education in the development of the Inventory of Teaching Personality for candidates of the Teachers Pre-service Course.*

*In addition, the PSD also sat on various committees such as the Special Consultative Committee on Management Excellence II (PKPJ KP II), the Committee on the Development of Training Courses and the Committee on Management System for Auditing Values in the public service, the National Committee for Mental Health Response in Disasters, the Malaysian Counsellors' Board, the Counselling Association of Malaysia and the Malaysian Psychological Association.*

### **Psychological Service Requirements**

The PSD was also responsible in planning suitable programmes and activities related to the needs of the psychological services. This involved the development of modules on human capital development that included sub-modules such as conflict and mediation, anger management, grief and loss management, management of emotions and change management.

### **Implementation of Psychological Services**

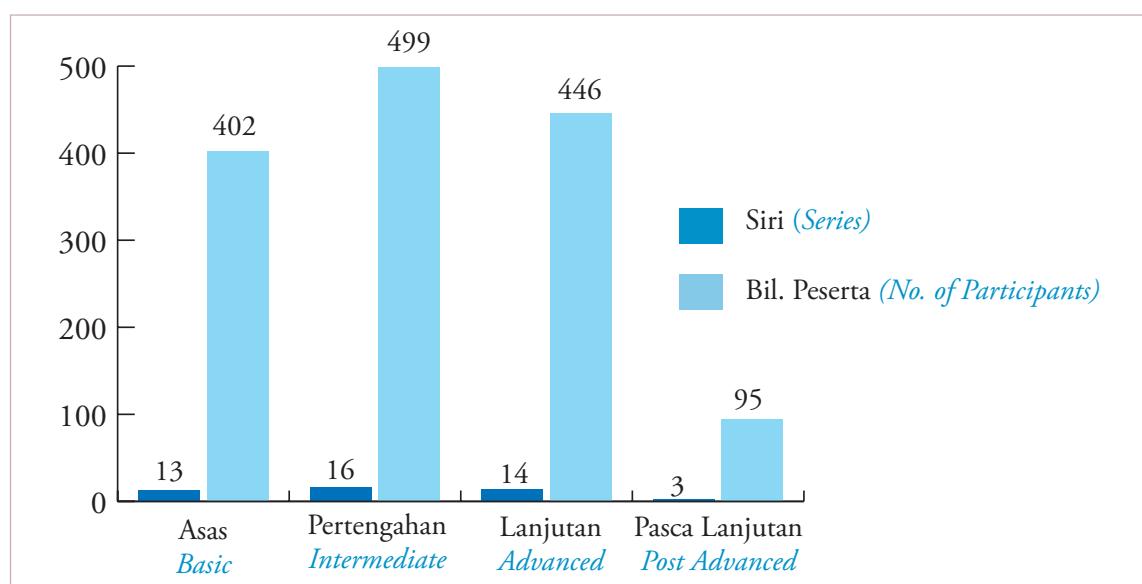
The programmes and activities that were executed were in the form of development, prevention and intervention. Development activities were aimed at increasing knowledge and counselling skills among public service personnel. In 2006, 46 counselling skills enhancement programmes (PPKK) were conducted for participants from various ministries, federal agencies, state governments and statutory bodies. Statistics on the number of PPKK carried out in 2006 are summarised in Figure 35.

### **Keperluan Perkhidmatan Psikologi**

Usaha ini melibatkan pembangunan Siri Modul Bina Insan yang mengandungi sub modul seperti Konflik dan Mediasi, Pengurusan Kemarahan, Pengurusan Kesedihan dan Kehilangan, Pengurusan Emosi serta Pengurusan Perubahan.

### **Pelaksanaan Perkhidmatan Psikologi**

Program dan aktiviti yang dilaksanakan adalah berbentuk pembangunan, pencegahan dan pemuliharan melibatkan usaha peningkatan pengetahuan dan kemahiran kaunseling di kalangan penjawat awam. Sebanyak 46 siri Program Peningkatan Kemahiran Kaunseling (PPKK) telah diberikan kepada peserta daripada pelbagai Kementerian, Jabatan Persekutuan, Kerajaan Negeri dan Badan-Badan Berkanun. Statistik penganjuran PPKK bagi tahun 2006 diringkaskan melalui Rajah 35.



Rajah 35: Program Peningkatan Kemahiran Kaunseling 2006  
*Figure 35: 2006 Counselling Skills Enhancement Programmes*

JPA turut menjalinkan kerjasama dengan institusi lain untuk menganjurkan seminar. Di antaranya Seminar Pengurusan Kedua, anjuran bersama dengan Kesatuan Kakitangan Universiti Utara Malaysia dan Persatuan Psikologi Malaysia pada 20 – 22 November 2006. Seminar ini bertemakan “Pekerja Minda Kelas Pertama”.

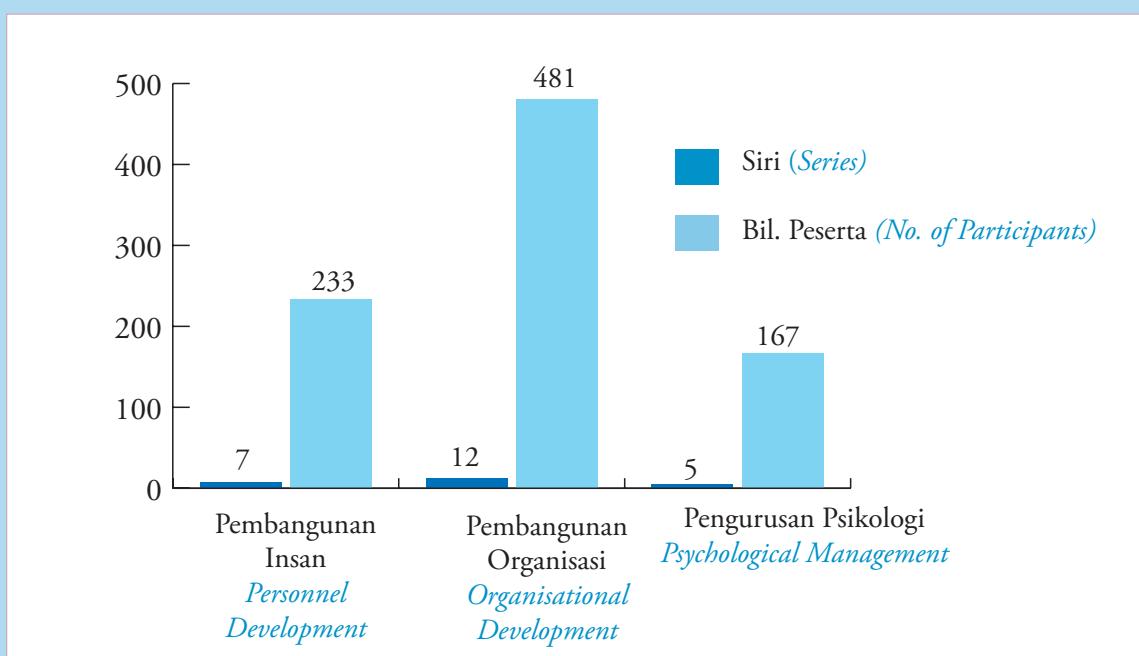
JPA juga aktif dalam penyampaian ceramah dan input-input yang menjurus kepada budaya dan isu-isu dalam organisasi serta kemahiran-kemahiran berkaitan psikologi dan kaunseling. Di antara topik-topik yang disampaikan adalah Persediaan Persaraan, Integriti dalam Perkhidmatan, Motivasi, Kaunseling, Budaya Kerja Cemerlang, Pengurusan Emosi dalam Organisasi, Komunikasi Berkesan, Pengurusan Stres, Keseronokan Bekerja, Pengukuhan Kendiri, Pengurusan Masa dan sebagainya. Pada tahun 2006, sebanyak 317 slot ceramah telah diberikan kepada 20,746 orang penjawat awam di seluruh Malaysia.

Dalam usaha melahirkan penjawat awam yang berprestasi tinggi dan mampu menguruskan diri, sebanyak 24 siri program yang berbentuk pembangunan insan, pembangunan organisasi dan pengurusan psikologi dilaksanakan yang melibatkan seramai 881 orang peserta. Butiran program dan peserta adalah ditunjukkan pada Rajah 36.

*The PSD also collaborated with other institutions in organising seminars. In 2006, the PSD, in association with the Malaysian Northern University Employees Union and Malaysian Psychology Association organised a Seminar on Management on 20 – 22 November 2006. The theme for the seminar was “Workers with a First Class Mentality”.*

*The PSD was also active in conducting lectures, providing input and information that were related to the psychological and counselling aspects on organisational issues, cultures and skills needed. Among the topics presented were on the preparation for retirement, integrity in service, motivation, counselling, excellent work culture, emotional management in organisations, effective communication, stress management, work enjoyment, self-development and time management. In 2006, a total of 317 lectures was conducted for 20,746 civil servants throughout Malaysia.*

*In an effort to develop high-performance public service personnel who are adept at self-management, the PSD also organised programmes in the form of personal development, organisational development and psychological management. In 2006, a total of 24 programmes was held for 881 participants. Details of the programmes and participants are shown in Figure 36.*



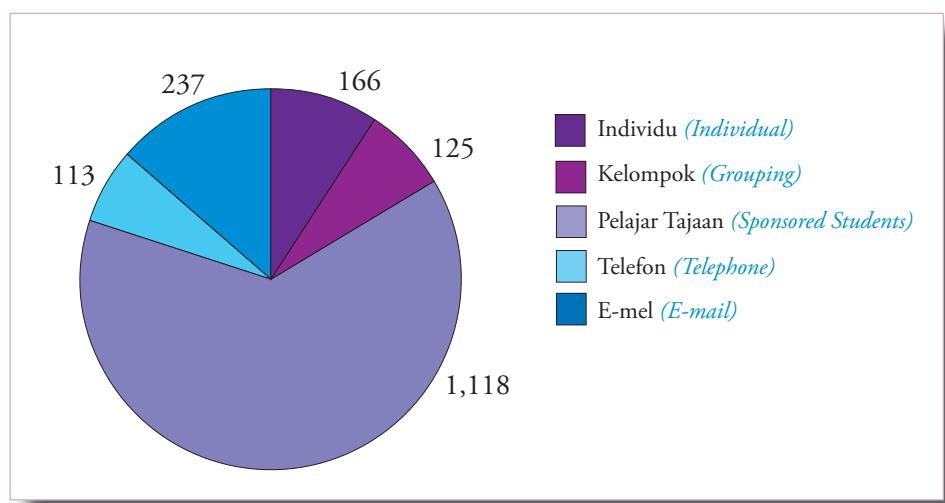
Rajah 36: Program Perkhidmatan Psikologi dan Penyertaan 2006  
*Figure 36: Psychological Services Programmes and Participation in 2006*

*The PSD also organised the paradigm shift and mind-set enhancement programmes for PSD-sponsored students. This is a preparatory programme for sponsored students before they further their studies overseas. In 2006, a total of 14 programmes that involved 759 students from various colleges was held.*

*With regard to programmes related to prevention and intervention, a total of 695 counselling sessions was conducted in 2006. The clients included public service personnel, their family members and sponsored students. These counselling services were offered through face-to-face sessions, telephone counselling and the PSD's interactive e-mail portal. Further details are shown in Figure 37.*

JPA turut menganjurkan Program Anjakan Paradigma dan Pengukuhan Set Minda bagi pelajar-pelajar tajaan. Program ini merupakan program persediaan bagi pelajar-pelajar tajaan JPA yang akan melanjutkan pelajaran ke luar negara. Sepanjang tahun 2006, sebanyak 14 siri program telah dijalankan yang melibatkan seramai 759 orang pelajar dari pelbagai kolej persediaan.

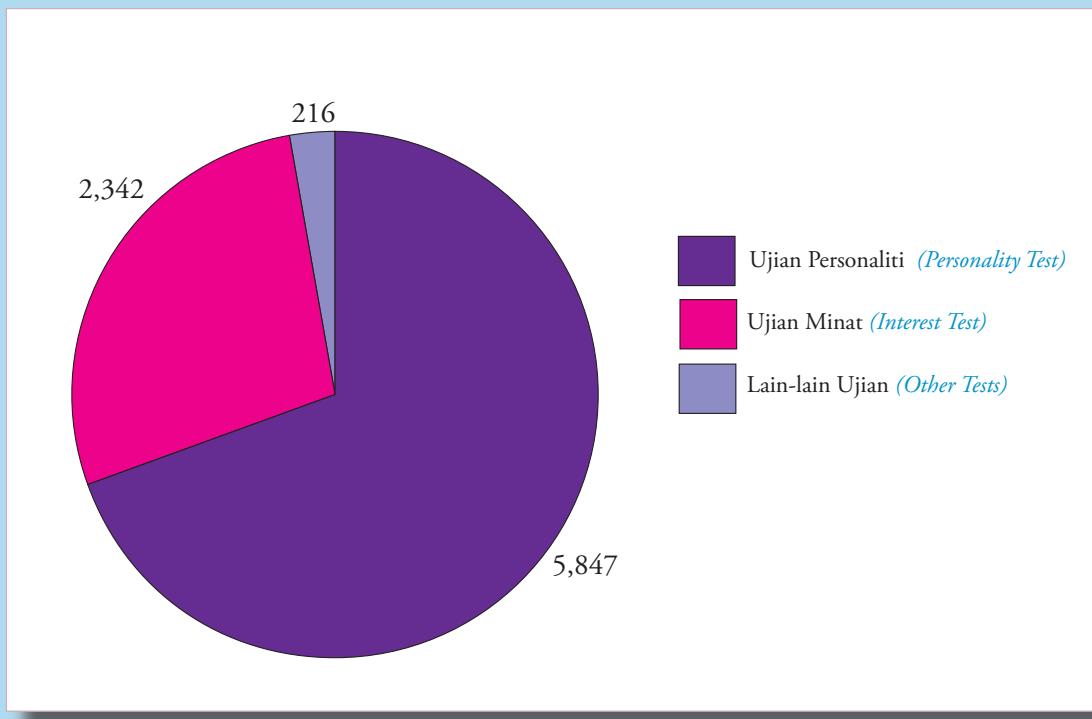
Bagi aktiviti berbentuk pencegahan dan pemulihan, sebanyak 695 sesi perkhidmatan kaunseling telah diberikan sepanjang tahun 2006. Pelanggan yang terlibat adalah anggota perkhidmatan awam dan ahli keluarga terdekat serta pelajar-pelajar tajaan JPA. Perkhidmatan adalah secara bersemuka, melalui telefon dan juga e-mel laman interaktif JPA. Pecahan pelanggan mengikut pendekatan ialah seperti di Rajah 37.



Rajah 37: Sesi Kaunseling 2006  
*Figure 37: 2006 Counselling Sessions*

Selain itu, JPA turut mengendalikan ujian-ujian psikologi melibatkan seramai 81,405 orang klien. Tujuan pengendalian ujian psikologi ini adalah berhubung dengan urusan pengambilan, kenaikan pangkat, penempatan dan juga bagi tujuan diagnosis keperluan kaunseling atau perkembangan kendiri.

*The PSD also provided psychological testing services. These tests are useful for recruitment, job promotion, placements as well as for diagnosing counselling needs or for self-development. In 2006, a total of 81,405 clients took the psychological tests.*



Rajah 38: Bilangan Klien Mengambil Ujian Psikologi Tahun 2006  
*Figure 38: Number of Clients Who Took the Psychology Test in 2006*



### ***Research and Evaluation of Psychological Services***

*In 2006, the PSD conducted three (3) research and these were a pilot study on the Management System for Auditing Values in the Public Service, Stress Management and Coping Styles and The Effectiveness of Counselling Skills Enhancement Programmes. There were also papers presented at various national level conventions and seminars.*

*To further enhance the knowledge and skills in the application of psychology as well as encouraging knowledge sharing, in 2006 the PSD published the Malaysian Public Service Journal of Psychology Volume 1. The articles included in the journal focused on psychological issues at the workplace starting from the selection process right up to pre-retirement.*

### ***Penyelidikan dan penilaian perkhidmatan psikologi***

Pada tahun 2006, JPA telah menjalankan tiga (3) kajian iaitu kajian rintis Sistem Pengurusan Audit Nilai Dalam Perkhidmatan Awam, Kajian Cara Gaya Pengurusan Stres dan Kajian Keberkesanan Program Peningkatan Kemahiran Kaunseling (PPKK). Di samping itu, beberapa kertas kerja turut dibentangkan di persidangan dan seminar peringkat kebangsaan.

JPA turut mengorak langkah meningkatkan pengetahuan dan kemahiran mengaplikasikan psikologi di samping menggalakkan perkongsian ilmu. Sehubungan itu, pada Tahun 2006, JPA telah menerbitkan Jurnal Psikologi Perkhidmatan Awam Malaysia Bilangan 1. Artikel yang dimuatkan dalam jurnal ini menekankan isu-isu psikologi di tempat kerja bermula daripada proses pemilihan hingga prapersaraan.

## **Penambahbaikan dalam penyampaian perkhidmatan**

Sistem aplikasi Ujian Psikologi Secara Online (e-Psikologi) iaitu merupakan satu sistem pengambilan ujian psikologi secara berkomputer melalui portal [www.jpa.gov.my](http://www.jpa.gov.my) telah dilancarkan pada tahun 2006.

Melalui penggunaan e-Psikologi, pegawai-pegawai yang dilantik sebagai pentadbir di Kementerian/Jabatan/Agensi boleh membantu pengurusan sumber manusia membuat keputusan dalam urusan aspek pemilihan, penempatan, pembangunan insan dan perkhidmatan kaunseling di agensi masing-masing. Melalui sistem ini juga, pegawai boleh mengambil ujian psikologi dari mana-mana lokasi yang mempunyai kemudahan internet. Selain itu, pegawai juga boleh mendapatkan keputusan dan laporan ujian psikologi dengan segera.

Pengenalan Modul Pengembangan Diri Berkelompok oleh JPA juga telah diguna pakai oleh beberapa agensi. Modul ini merupakan satu modul komprehensif berhubung pengendalian pegawai berprestasi rendah dan bermasalah berdasarkan pendekatan kaunseling kelompok. Aktiviti-aktiviti dalam modul ini adalah berdasarkan strategi serampang empat (4) mata iaitu merangkumi aktiviti kaunseling, aktiviti psikologi, aktiviti kerohanian dan aktiviti fizikal, termasuk senaman kerehatan.

Dalam usaha mempertingkatkan kecemerlangan penjawat awam terutamanya pegawai berprestasi rendah dan bermasalah, Program Pengupayaan Kendiri (PPK) telah diperkenalkan. PPK ini melibatkan empat (4) program utama iaitu Program Penilaian Pekerja, Program Mentoring, Program Pembimbing Rakan Sekerja dan Program Kaunseling.

## ***Improvements in Service Delivery***

*In 2006, the PSD enhanced its services by launching the online psychological test known as e-Psikologi, which is a system that allows selected candidates to sit for the psychology test by accessing the www.jpa.gov.my portal.*

*With the use of e-Psikologi, officers who have been appointed as administrators at the ministries/departments/agencies will be able to assist human resource managers to make decisions on aspects related to selection, job placement, human development and counselling services. This system also allows officers to take the psychology tests from any location that has internet access. In addition, the officers can immediately obtain the results of the test.*

*The PSD's Group Self-development Module has also been applied by several agencies. This is a comprehensive module which is based on group counselling for handling problematic officers and those with poor performance. The activities in this module are based on strategies which include counselling, psychological, spiritual and physical activities as well as relaxation techniques.*

*As an effort to enhance public service personnel performance, especially for officers who are problematic and those with poor performance, the PSD has introduced the self-empowerment programme (PPK). The PPK includes four (4) main programmes which are staff assessment, mentoring, peer guidance and counselling.*

*For 2007, the PSD will focus on five (5) main strategies, namely, formulation of policies and development of psychological services, providing psychological consultation services, planning and implementing psychological services, development and competencies of psychological services as well as research, publication and assessment of psychological services.*

*Specifically, the programmes and activities in 2007 will review the Service Circular Letter No. 4 of 1998 on Guidelines on Managing Low Performance and Problematic Officers and Circular Service No. 1 of 1999 on Guidelines on Establishing Counselling Services in Public Agencies. The review is important as it will ascertain whether the policies contained in the circulars are still relevant to meet current demands.*

*In line with the decision to make the counsellor scheme as a common user scheme under the Director-General of Public Service, the PSD will be focusing on activities such as providing guidelines in relation to effective delivery of psychological services, improving counsellors' career development and competencies.*

Bagi menghadapi tahun 2007, JPA akan memberi tumpuan kepada lima (5) fokus utama iaitu penggubalan dan pembangunan dasar perkhidmatan psikologi; penyediaan khidmat runding perkhidmatan psikologi; perancangan dan pelaksanaan perkhidmatan psikologi; perkembangan dan kompetensi perkhidmatan psikologi; serta penyelidikan, penerbitan dan penilaian perkhidmatan psikologi.

Secara khusus, program dan aktiviti akan datang bakal melibatkan kajian semula ke atas Surat Pekeliling Perkhidmatan Bil. 4 Tahun 1998, ‘Garis Panduan Menguruskan Pegawai Berprestasi Rendah dan Pegawai Bermasalah’ dan juga Pekeliling Perkhidmatan Bil. 1 Tahun 1999 ‘Panduan Mewujudkan Perkhidmatan Kaunseling di Agensi Awam’. Semakan semula ini amat penting bagi memastikan dasar-dasar berhubung perkhidmatan psikologi adalah sesuai dan selari dengan keperluan semasa.

Selaras dengan keputusan perkhidmatan Kaunselor dan Penolong Kaunselor di pelbagai Kementerian dan Jabatan Persekutuan sebagai Perkhidmatan Gunasama Persekutuan di bawah Ketua Pengarah Perkhidmatan Awam Malaysia, JPA akan menumpukan aktiviti dalam menyediakan panduan bagi memudahkan penyampaian berhubung perkhidmatan psikologi di samping membantu pembangunan kerjaya serta mempertingkatkan kompetensi kaunselor-kaunselor perkhidmatan awam.



# Pengurusan Sumber Manusia dan Khidmat Pengurusan

## *Managing Human Resource and Management Services*

*The mission of the PSD's Human Resource and Management Services Division is to be the planner, facilitator, coordinator and executor of quality human resource and management service activities in line with the objective of promoting an efficient and effective human resource and management services.*

Bahagian Sumber Manusia dan Khidmat Pengurusan menetapkan misi sebagai perancang, pemudah cara, penyelaras dan pelaksana aktiviti pengurusan sumber manusia dan khidmat pengurusan yang berkualiti; ke arah menguruskan sumber manusia dan memberi khidmat pengurusan JPA dengan cekap dan berkesan.

### ***Utilisation of Human Resources***

*The appropriate placement of personnel with suitable competency levels and broad exposure in various fields of work was carried out to ensure the optimum utilisation of human resources. The practical application of the 'job match' and 'job rotation' concepts brought about 49 internal transfers in 2006, where 556 postings were carried out as a result of promotion, new intake and transfer of PSD personnel.*

### **Penggunaan Sumber Manusia**

Dengan mempraktikkan konsep 'kesesuaian kerja' dan 'pusingan kerja' sebanyak 49 urusan pertukaran dalaman telah dilaksanakan pada tahun 2006, manakala 556 urusan penempatan telah dilaksanakan berikut dengan kenaikan pangkat, pengambilan baru dan pertukaran pegawai JPA.

### ***Performance Appraisal and Salary Progression***

*The PSD's Human Resource Development Panel held a meeting to affirm the marks of all PSD staff obtained from the annual performance appraisal reports for 2005 in accordance with the Service Circular No. 2 of 2002. The panel approved the Excellent Service Award for 207 officers and granted a salary increment for 107 officers.*

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

Selaras dengan Pekeliling Perkhidmatan Bil. 2 Tahun 2002, Panel Pembangunan Sumber Manusia JPA mengesahkan markah Penilaian Prestasi bagi pegawai JPA bagi tahun penilaian 2005. Sehubungan itu, panel telah meluluskan pencalonan Anugerah Perkhidmatan Cemerlang kepada 207 pegawai serta pergerakan gaji secara anjakan kepada 107 pegawai dalam tahun 2006.

## **Persaraan Pegawai**

Sepanjang tahun 2006, seramai 32 pegawai JPA telah bersara wajib. Majlis bagi meraikan persaraan pegawai JPA diadakan sekali setiap bulan pada hari Rabu.

## **Majlis Bersama Jabatan**

Mesyuarat Majlis Bersama Jabatan (MBJ-JPA) berjaya diadakan sebanyak empat (4) kali sebagaimana ditetapkan dalam Pekeliling Perkhidmatan Bil. 2 Tahun 1992 dan Surat Pekeliling Perkhidmatan Bil. 3 Tahun 2002. Sebanyak 37 isu dibangkitkan oleh Pihak Pekerja dan 35 isu telah dapat diselesaikan, manakala dua (2) isu sedang dalam tindakan.

MBJ-JPA telah menerima lawatan belajar dari seramai 30 ahli MBJ-Jabatan Kerja Raya Negeri Perak pada 14 Ogos 2006, yang diketuai oleh Y.Bhg. Dato' Ir. Wong Wai Ching, Pengarah JKR Negeri Perak. Tujuan lawatan ialah bagi mendalami perjalanan MBJ dan pencapaian MBJ-JPA.

## ***Retirement of PSD Officers***

*In 2006, 32 PSD officers reached their compulsory retirement age. Ceremonies to acknowledge their contributions were held monthly.*

## ***Joint Departmental Council (JDC)***

*Four (4) Joint Departmental Council (PSD-JDC) meetings were successfully held in 2006 as required by the Service Circular No. 2 of 1992 and Service Circular Letter No. 3 of 2002. Thirty seven (37) issues were raised in the meetings and 35 issues were resolved while two (2) issues are still pending.*

*The PSD-JDC received a study visit from 30 members of the Perak Public Works Department JDC on the 14 August 2006, led by Y.Bhg. Dato' Ir. Wong Wai Ching, the Director of the Perak Public Works Department. The purpose of the visit was to enable its members to learn more about the PSD-JDC and its achievements.*







## Latihan

Selari dengan penguatkuasaan Dasar Latihan Sumber Manusia Sektor Awam, mulai tahun 2006 beberapa pendekatan telah diambil iaitu mengendalikan kursus-kursus secara dalaman, menghantar pegawai mengikuti kursus-kursus anjuran agensi luar (awam dan swasta) dan menghantar pegawai mengikuti kursus-kursus di luar negara. Sebanyak 45 kursus dalaman yang kebanyakannya berbentuk generik telah dikendalikan dengan penglibatan seramai 2,452 orang pegawai JPA. Purata kehadiran kursus bagi pegawai JPA sehingga 31 Disember 2006 ialah 8.5 hari.

Selain itu, seramai 74 orang pegawai JPA berpeluang mengikuti kursus, seminar dan persidangan yang dianjurkan oleh agensi awam atau swasta di dalam negara. JPA juga telah menghantar seramai 83 orang pegawai untuk menghadiri kursus/seminar di luar negara termasuk anjuran agensi luar seperti Central Officials Training Institute, Korea, Japan International Cooperation Agency dan Royal Institute of Public Administration International.

## Training

*In compliance with the Public Sector Human Resource Training Policy several approaches were undertaken including conducting in-house training courses, sending officers to attend courses organised by other agencies (public and private) and overseas. The average course attendance among PSD personnel as at 31 December 2006 was 8.5 days. Forty-five (45) in-house generic courses were also conducted for 2,452 personnel.*

*In addition, 74 PSD personnel had the opportunity to attend courses, seminars and conferences organised by local public or private sector agencies. The PSD also sent 83 officers to attend courses overseas organised by international agencies such as the Central Officials Training Institute, Korea, the Japan International Cooperation Agency and the Royal Institute of Public Administration.*

### **Personnel Information Management**

*In line with the challenges of globalisation and rapid advancements in ICT, managing personnel information in the organisation has been done through an electronic platform. The PSD, as one of the pioneer agencies of the Multimedia Super Corridor (MSC), has implemented 20 sub-modules of the Human Resource Management Information System (HRMIS). These sub-modules include those related to leave, asset declaration, the annual performance appraisal report, counselling and the joint departmental councils.*

### **Development Projects**

*For the Ninth Malaysia Plan (9MP), an allocation of RM263 million was approved for the implementation of 28 projects (25 new projects and 3 projects continued from the previous Eighth Malaysia Plan (8MP)) and one Public Finance Initiative (PFI) project i.e. the Sarawak INTAN Campus.*

*The PSD's 9MP projects are divided into two (2) main categories:*

- *The National Institute of Public Administration (INTAN) received an allocation of RM152 million for the implementation of 22 new projects, three (3) projects continued from the 8MP and the procurement of equipment; and*
- *The PSD received an allocation of RM111 million for the procurement of ICT software and hardware and the development of software applications for its main computer system.*

### **Pengurusan Maklumat Personel**

Selaras dengan cabaran arus globalisasi dan kepesatan ICT masa kini, pengurusan maklumat setiap anggota dalam sesebuah organisasi perlu dilengkapi dan dikemaskini secara elektronik. JPA sebagai salah sebuah agensi perintis MSC telah melaksanakan 20 submodul aplikasi Sistem Maklumat Pengurusan Sumber Manusia (HRMIS). Submodul-submodul yang terlibat termasuk Submodul Cuti, Perisy蒂haran Harta, Laporan Penilaian Prestasi Tahunan, Kaunseling dan Majlis Bersama Jabatan (MBJ).

### **Projek-projek Pembangunan**

Untuk Rancangan Malaysia Kesembilan (RMKe-9), siling peruntukan sebanyak RM263 juta telah diluluskan yang melibatkan 28 buah projek pembangunan (25 buah projek baru dan 3 buah projek sambungan RMKe-8) dan satu projek Inisiatif Pembentukan Swasta (PFI) iaitu projek Kampus INTAN Sarawak.

Projek-projek pembangunan RMKe-9 JPA terbahagi kepada 2 kategori utama iaitu:

- Institut Tadbiran Awam Negara (INTAN) melibatkan peruntukan sebanyak RM152 juta untuk pelaksanaan 22 projek baru RMKe-9 dan tiga (3) projek sambungan RMKe-8 serta perolehan peralatan dan kelengkapan.
- Komputer induk JPA melibatkan peruntukan sebanyak RM111 juta untuk perolehan perkakasan dan perisian ICT serta pembangunan sistem aplikasi.



### ***Quality and Productivity Improvement Programmes***

*In accordance with the dynamic efforts to create an excellent work culture and quality in terms of structure, system, values, attitude and the mindset of its officers, the PSD implemented seven (7) major quality programmes throughout 2006. These are as follows:*

- Programme 1 : Enhancement of the PSD Image*
- Programme 2 : Implementation of the ICT Agenda*
- Programme 3 : Enhancement of the Service Delivery System*
- Programme 4 : Human Capital Development*
- Programme 5 : Enhancement of Team Work*
- Programme 6 : Assimilation of Noble Values*
- Programme 7 : Leadership Development*

*The PSD's Quality Day Celebration was held on 20 November 2006 with the theme "First Class Mentality: A World Class Public Service". Among the activities held were a talk on quality by Y.B. Dato' Seri Rafidah Aziz, the International Trade and Industry Minister and a prize-giving ceremony to the winners of the PSD quality programmes.*

### **Program Peningkatan Kualiti dan Produktiviti**

JPA sentiasa berusaha membentuk budaya kerja cemerlang dan berkualiti dari segi struktur, sistem, nilai, sikap dan pemikiran para pegawainya. Bagi memenuhi dasar kualiti JPA, tujuh (7) program utama kualiti telah dilaksanakan seperti berikut:

- Program 1: Pemantapan Imej JPA
- Program 2: Pelaksanaan Agenda ICT
- Program 3: Pemantapan Sistem Penyampaian Perkhidmatan
- Program 4: Pembangunan Modal Insan
- Program 5: Pemantapan Semangat Kerja Berpasukan
- Program 6: Penghayatan Nilai-nilai Murni
- Program 7: Pembangunan Kepimpinan

Sambutan Hari Kualiti JPA telah diadakan pada 20 November 2006 dengan tema "Minda Kelas Pertama: Perkhidmatan Awam Bertaraf Dunia". Kemuncak sambutan ialah ceramah kualiti yang disampaikan oleh Y.B. Dato' Seri Rafidah Aziz, Menteri Perdagangan Antarabangsa dan Industri dan pengumuman pemenang pertandingan program kualiti peringkat JPA.

Kini/*Left*

Cenderamata Terima Kasih JPA Kepada Y.A.B. Perdana Menteri Sempena Malam JPA 2006 pada 1 Disember 2006

*A Token of Appreciation to the Rt.Hon. Prime Minister in Conjunction with the 2006 PSD Annual Dinner on 1 December 2006*

## **Sukan, Kebajikan dan Keagamaan**

JPA telah dipertanggungjawabkan untuk melaksanakan aktiviti kebajikan, sukan dan agama di peringkat JPA serta di peringkat Wilayah Persekutuan Kuala Lumpur dan Putrajaya.

- **Aktiviti Di Peringkat JPA**

Aktiviti yang telah dijalankan di peringkat JPA sebahagian besarnya dilaksanakan melalui Kelab JPA. Aktiviti-aktiviti yang dijalankan adalah berbentuk keagamaan, kebajikan dan sukan. Sebanyak 20 acara sukan telah dipertandingkan secara antara Bahagian di mana pasukan INTAN telah diisytiharkan sebagai Johan Keseluruhan.

- **Aktiviti Di Peringkat MAKSWIP**

JPA melalui Bahagian Khidmat Pengurusan juga telah mengendalikan 20 aktiviti sukan untuk faedah 106 buah kelab gabungan Majlis Kebajikan dan Sukan Wilayah Persekutuan (MAKSWIP).

JPA juga telah menguruskan penyertaan MAKSWIP dalam pelbagai aktiviti sukan dan pertandingan anjuran Majlis Kebajikan dan Sukan Anggota-anggota Kerajaan Malaysia (MAKSAK). Keberkesanan pengurusan oleh JPA dibuktikan melalui keputusan pertandingan di peringkat MAKSAK Malaysia 2006 seperti berikut:

Johan	:	Kuala Lumpur (MAKSWIP)
Naib Johan	:	Selangor
Ketiga	:	Polis Diraja Malaysia

Pada amnya aktiviti-aktiviti yang telah dijalankan di peringkat JPA dan MAKSWIP telah mendapat sambutan yang amat menggalakkan. Penyertaan pegawai awam dalam aktiviti yang telah dianjurkan telah memupuk semangat setia kawan dan hubungan silaturahim di kalangan pegawai/kakitangan di peringkat JPA, Wilayah Persekutuan Kuala Lumpur dan Putrajaya.

## **Sports, Welfare and Religion**

*The PSD is responsible for carrying out welfare, sports and religious activities in the PSD and the Federal Territory of Kuala Lumpur and Putrajaya.*

- *Activities at the PSD Level*

*Most of the activities carried out in the PSD were through the PSD Club. These activities included religious, welfare and sports activities. Twenty (20) sports competitions were carried out involving PSD divisions and the overall winner was INTAN.*

- *Activities at the MAKSWIP Level*

*The PSD, through the Human Resource Management Services Division, carried out 20 sports activities for the benefit of 106 clubs affiliated to the Federal Territory Welfare and Sports Council (MAKSWIP).*

*The PSD also organised MAKSWIP's participation in various sports activities and competitions organised by the National Civil Servants Welfare and Sports Council (MAKSAK). The PSD management effectiveness was proven by the games results at the MAKSAK Malaysia level in 2006 as follows:*

*Champion: Kuala Lumpur (MAKSWIP)*

*Second : Selangor*

*Third : Royal Malaysian Police*

*In general, most of the activities carried out either at the PSD or MAKSWIP level were well received. The participation of civil servants in the activities fostered better relations. It strengthened the spirit of brotherhood among civil servants especially those in the PSD and also those in the Federal Territory of Kuala Lumpur and Putrajaya.*





MALAM JPA '06

PUTRAJAYA  
2006

# Teknologi Komunikasi Maklumat

## Information Communications Technology

The Information Technology Division was established to enhance the system and work processes of the PSD through the development of application programmes, and to consolidate the management of public service personnel data. Throughout 2006, fifteen (15) courses on Microsoft Office were conducted, involving 273 PSD personnel. Ten (10) IT Skills Assessment and Certification (ISAC) courses plus forty three (43) ISAC tests were conducted for 242 PSD personnel. These courses and tests were designed to enhance the skills and usage of information communications technology (ICT) among PSD personnel.

### ICT Infrastructure

The PSD portal ([www.jpa.gov.my](http://www.jpa.gov.my)) provides up-to-date information and easy online access to the following applications:

- The Competency Assessment System. The system was developed to make it easier for public service personnel to obtain information, apply and obtain the results of the competency assessment courses and examinations online.
- The Training System (eSILA). An online training management system for both pre-service and in-service training programmes, eSILA provides online consultancy services. It also enables customers to communicate directly with PSD officers online.
- Ez-Skim System. This system provides easy access to information related to a career in the public service specifically regarding job scope, remuneration offered and career prospect for each scheme of service.
- Online Chatting System during the PSD's A Day With Clients Programme. This system provides easy access to online consultancy services and enables customers to communicate with PSD officers on realtime.

The portal has been receiving many visitors. Statistics about the visits received are as shown in Figure 39.

Kiri/ Left

Teras kepada perwujudan Bahagian Teknologi Maklumat di JPA adalah bagi maksud menambah baik sistem dan proses kerja melalui pembangunan sistem-sistem aplikasi dan juga pengukuhan pengurusan data personel perkhidmatan awam. Bagi maksud pembudayaan teknologi maklumat dan komunikasi (TMK) di JPA, sepanjang tahun 2006 sebanyak 15 sesi kursus dalaman *Microsoft Office* telah dijalankan dengan penglibatan seramai 273 warga JPA. Selain daripada itu, sebanyak sepuluh sesi persediaan IT Skills Assessment and Certification (ISAC) dan 43 sesi ujian ISAC telah diadakan untuk seramai 242 warga JPA.

### Infrastruktur ICT

Portal JPA ([www.jpa.gov.my](http://www.jpa.gov.my)) menyediakan maklumat terkini dan kemudahan capaian dalam talian. Capaian sistem dalam talian berdasarkan web telah disediakan meliputi aplikasi berikut:

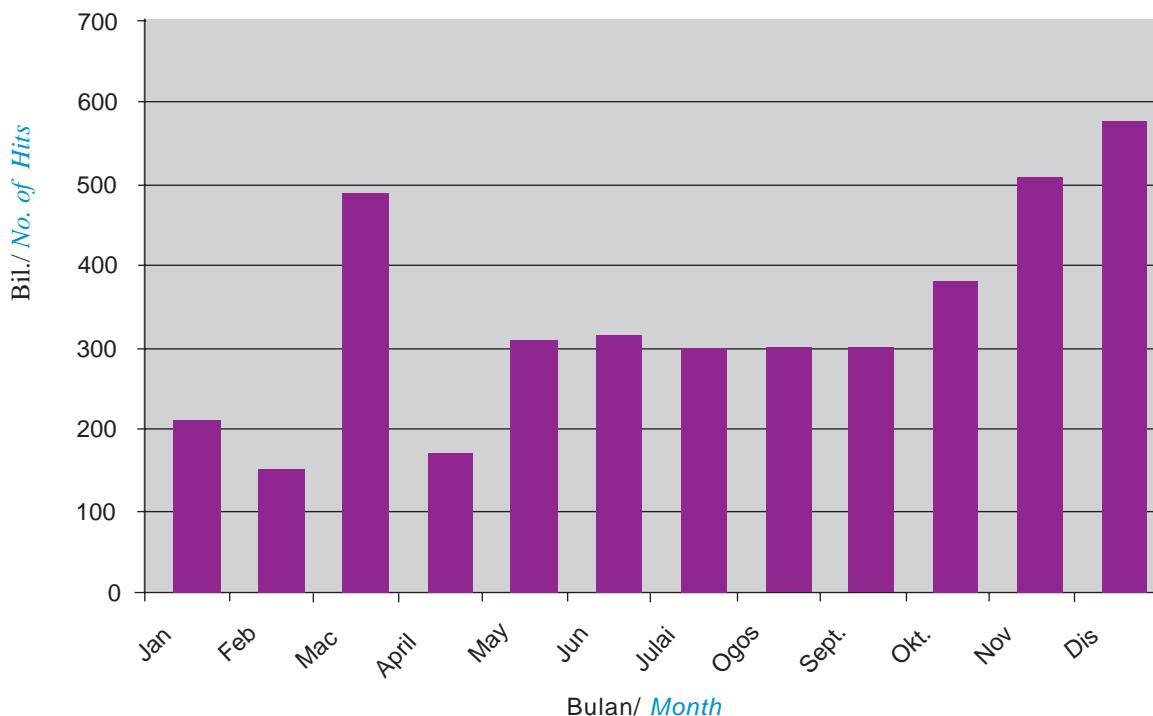
- Sistem Penilaian Tahap Kecekapan: Sistem yang dibangunkan bagi memudahkan penjawat awam mendapatkan maklumat, memohon dan mendapatkan keputusan kursus dan peperiksaan PTK secara dalam talian.
- Sistem Latihan (eSILA): Sistem pengurusan latihan secara dalam talian untuk program latihan sebelum dan dalam perkhidmatan. Tujuannya adalah untuk memberikan khidmat nasihat secara dalam talian dan pelanggan boleh berkomunikasi dengan pegawai JPA.
- Sistem Ez-Skim: Menyediakan kemudahan capaian maklumat berkaitan kerjaya dalam perkhidmatan awam khususnya mengenai skop kerja, tawaran gaji dan prospek kerjaya bagi setiap skim perkhidmatan.
- Sistem chatting dalam talian semasa Program JPA Bersama Pelanggan: Bertujuan untuk memberikan kemudahan khidmat nasihat secara dalam talian dan pelanggan boleh berkomunikasi dengan pegawai-pegawai JPA tanpa masa menunggu.

Portal ini telah dikunjungi oleh ramai pengguna dan jumlah perangkaan capaian adalah seperti di Rajah 39.

Ucptama Y.A.B. Perdana Menteri Sempena Malam JPA 2006 pada 1 Disember 2006

Address by the Rt. Hon. Prime Minister in Conjunction with the 2006 PSD Annual Dinner on 1 December 2006





Rajah 39: Perangkaan Capaian Portal JPA  
*Figure 39: Number of Visitors to the PSD Portal*

### *Consolidating the Infrastructure*

A total of RM2.5 million under the development budget was spent to strengthen the existing ICT infrastructure and improve the security level of the PSD\*Net network. Among the equipment procured are as follows:

- ICT equipment which consists of 194 units of PC, 68 notebooks, 241 printers and 21 servers
- Security equipment consisting of firewall and content filtering applications
- Multimedia equipment and software

### **Pemantapan Infrastruktur**

Sebanyak RM2.5 juta di bawah bajet pembangunan telah dibelanjakan bagi memantapkan infrastruktur ICT sedia ada dan meningkatkan tahap keselamatan rangkaian JPA\*Net. Antara peralatan yang telah diperolehi adalah seperti berikut:

- Peralatan ICT yang terdiri dari 194 unit PC, 68 unit komputer riba, 241 unit pencetak dan 21 unit server
- Peralatan keselamatan yang terdiri dari *firewall* dan perisian *content filtering*
- Peralatan dan perisian multimedia

Kiri/ *Left*

Penyampaian Hadiah Pertandingan Laman Web Terbaik Peringkat JPM pada 17 November 2006

*Award Presentation for the Best Portal Competition in the Prime Minister's Department on 17 November 2006*

## **Pusat Data JPA**

Pusat data JPA merupakan tulang belakang operasi TMK JPA. Selain mempunyai prasarana yang lengkap, Pusat data JPA menyediakan perkhidmatan pengurusan maklumat elektronik kakitangan sektor awam seluruh negara. Pusat data JPA juga telah menjadi pusat rujukan kepada agensi-agensi lain.

## **Sistem Sokongan**

JPA sentiasa memastikan tahap kebolehsediaan dan kebolehcapaian maklumat yang tinggi. Oleh yang demikian, strategi pemulihan bencana yang telah dilaksanakan ialah dengan membuat salinan melalui kaedah sokongan dan pemulihan yang diuji dan disahkan. Pelaksanaan kaedah sokongan adalah dengan menggunakan kedua-dua persekitaran rangkaian setempat (LAN) dan Storage Area Network (SAN). Kedua-dua kaedah tersebut dilakukan melalui dua (2) cara iaitu dari cakera produksi ke cakera *backup* dan dari cakera ke pita.

## **Studio Multimedia**

JPA telah melengkapkan studio multimedia dengan peralatan dan perisian khusus bagi memenuhi permintaan projek multimedia yang kian meningkat. Antara peralatan dan perkhidmatan yang terdapat di studio tersebut adalah server multimedia, perisian *video editing*, perkhidmatan rakaman dan perkhidmatan fotografi.

## **Peningkatan Sistem Aplikasi**

Sistem Penilaian Tahap Kecekapan (PTK) dalam talian telah menyediakan urusan semakan maklumat am mengenai PTK, semakan status permohonan, semakan keputusan kursus/peperiksaan PTK, cetakan slip peperiksaan PTK dan bantuan *help-desk*. Selaras dengan peningkatan kekerapan pengendalian PTK kepada empat (4) kali setahun, kemudahan permohonan dalam talian telah memberikan peluang lebih luas kepada penjawat awam untuk memilih tarikh siri kursus/peperiksaan yang sesuai bagi tempoh satu tahun penuh.

## **PSD Data Centre**

*The PSD data centre is the backbone for the PSD's ICT operations. Besides having a complete infrastructure, the PSD data centre provides management of electronic information for public service personnel throughout the country. The PSD data centre has also become a referral centre for other agencies.*

## **Backup System**

*The PSD has always maintained a high level of readiness and information accessibility. The disaster recovery strategy is making copies through backup and restoration efforts that have been tested and certified. The backup was done by using both the local area network (LAN) and the storage area network (SAN). Both backup efforts were done through two (2) methods, i.e. from the production disk to the backup disk and from disk to tape.*

## **Multimedia Studio**

*The PSD has fitted out its multimedia studio with equipment and specialised applications to meet the increased demand for multimedia projects. Among the equipment and service available at the studio are a multimedia server, video editing software, recording services and photography services.*

## **Upgrade of the Application System**

*The online Competency Assessment (CA) application provided access to checking general information on the status of applications, results of the CA exams/courses, printing of the CA exam slips and help-desk assistance. In line with the increased frequency of the CA to four (4) times a year, the online application facility has allowed for more opportunities to public service personnel to choose a suitable course examination date throughout the year.*

### eSILA System

*The eSILA system was used for the second time to process online applications for the overseas scholarship degree programme for 2006. A total of 21,929 applications was received from students who had sat for the SPM in 2005. The online application was open to students interested in the overseas degree programme and was made available from 13 March 2006 for a period of two (2) weeks. During this period, the eSILA managed to attract over 180,000 visitors to the eSILA portal.*

*The eSILA was also used in the process of offering scholarships to students who had managed to get places in the local public/private institutions of higher learning. The application was made available from 24 June 2006 for a period of two (2) weeks. A total of 20,495 applications from qualified SPM, STPM, STAM, pre-science, pre-degree, Alpha Foundation, Diploma and Polytechnic students were received for processing. During the application period, over 90,000 visitors visited the eSILA portal to obtain the services provided.*

### Sistem eSILA

Aplikasi eSILA telah digunakan untuk kali keduanya dalam proses permohonan secara dalam talian biasiswa Program Ijazah Luar Negara (PILN) bagi tahun 2006. Sebanyak 21,929 permohonan telah diterima dari pelajar-pelajar lepasan SPM tahun 2005. Permohonan secara dalam talian untuk pelajar-pelajar yang bermingat mengikuti PILN ini telah dibuka pada 13 Mac 2006 untuk tempoh selama dua (2) minggu. Dalam tempoh permohonan ini sistem eSILA telah berjaya menarik lebih dari 180,000 pengunjung melawat portal eSILA.

eSILA juga digunakan dalam proses permohonan penawaran biasiswa untuk pelajar-pelajar yang telah berjaya mendapat tempat di institusi-institusi pengajian tinggi awam/swasta tempatan. Permohonan tersebut telah dibuka pada 24 Jun 2006 untuk tempoh selama dua (2) minggu. Sebanyak 20,495 permohonan dari pelajar-pelajar yang berkelayakan SPM, STPM, STAM, Prasains, Praijazah, Alpha Foundation, Diploma dan Politeknik telah diterima untuk diproses. Dalam tempoh permohonan ini lebih dari 90,000 pengunjung telah mengunjungi portal eSILA bagi mendapatkan perkhidmatan yang disediakan di dalamnya.

### e-Psychology System

*The e-Psychology System was developed to assist the Psychological Services Division in conducting psychological tests online to specific customers, which included public service personnel and PSD-sponsored students. Its usage by all public service agencies was encouraged by the Service Circular No. 18 of 2005 which provides guidelines on applying psychology in public sector human resource management. Presently, 12 agencies have used the circular in employee selection exercises and in meeting their human resource management needs.*

### Sistem e-Psikologi

Sistem e-Psikologi telah dibangunkan bagi membantu Bahagian Perkhidmatan Psikologi (BPPs) mengendalikan ujian psikologi secara dalam talian kepada klien-klien tertentu yang terdiri daripada pegawai awam dan pelajar tajaan JPA. Penggunaannya oleh semua agensi awam telah digalakkan melalui edaran Pekeliling Perkhidmatan Bil. 18 Tahun 2005 bertajuk Panduan Aplikasi Psikologi Dalam Pengurusan Sumber Manusia Sektor Awam. Sehingga kini, 12 agensi telah menggunakan bagi tujuan pemilihan pekerja baru dan keperluan lain berkait pengurusan sumber manusia masing-masing.

### **Pelaksanaan Sistem Pengendalian Dokumen Urusan Klien (eSISDOK)**

eSISDOK dilaksanakan di JPA bagi mengurangkan masalah pengendalian dokumen yang diterima setiap hari. Purata 2,500 surat dan pelbagai bentuk dokumen diterima setiap hari dari pelbagai agensi kerajaan, swasta dan orang perseorangan. Sistem ini membolehkan semua dokumen yang diterima didaftar dan diagih kepada pegawai yang perlu mengambil tindakan. Status setiap pergerakan dokumen dan tindakan pegawai boleh direkod dan dipantau. Sehingga 31 Disember 2006 sebanyak 111,762 dokumen dan 1,133 pengguna berdaftar dikendalikan oleh eSISDOK.

### **Sistem Elektronik Pengurusan Aset Bersepadu (SePADU)**

SePADU adalah sebuah sistem dalam talian yang sedang dibangunkan bagi menjayakan pengurusan aset JPA secara seragam, berpusat dan bersepadu merangkumi semua peringkat pengurusan aset bermula dari proses mengagih peruntukan bajet hingga pelupusan. Ia merangkumi tujuh (7) modul utama iaitu modul buku vot, modul perolehan, inventori, harta modal, pengurusan stor, pembekal dan pelupusan. Pembangunan sistem ini dijangka dapat disiapkan sepenuhnya menjelang Disember 2007.

### ***Implementation of the Client Document Management System (eSISDOK)***

*The eSISDOK was implemented in the PSD to reduce problems in managing documents received each day. On average 2,500 letters and various documents are received daily from various government agencies, the private sector and individuals. This system enables all documents received to be registered and distributed to the relevant officers for further action. The movement of each document and action taken by officers can be recorded and monitored. As of 31 December 2006, a total of 111,762 documents and 1,133 registered users were managed by the eSISDOK.*

### ***Integrated Electronic Asset Management System (SePADU)***

*The SePADU is an online system currently being developed to provide a standardised, centralised and integrated asset management system for the PSD. It encompasses all levels of asset management from the allocation of budget right up to the writing off of assets. It includes seven main modules, namely, the vote book, procurement, inventory, asset, store management, supply and write off. The system is expected to be fully developed by December 2007.*



[10:31] <maslinda> Terima kasih saudara PATrick  
[10:31] <zainuddin> boleh sy tahu tentang status p  
[10:31] <eddy> soalan saya : untuk dapat biasiswa,  
[10:32] <TAUFIK> ok.. soalselidik 2 jep lg.. sy mn  
[10:32] <ainjpa> Insya Allah saudara Taufik, Jabat  
[10:32] <zainuddin> sy sekarang belajar di Politec  
[10:32] <TAUFIK> button color 2 tp ni tuk apa ekk  
[10:33] <zainuddin> boleh sy tahu tentang permohonan  
[10:33] <ainjpa> ohh.. button tu untuk warnakan te  
[10:34] <maslinda> Untuk soalan biasiswa agung, so  
permohonan politeknik, JPA telah mengiklankan ke  
[10:34] <TAUFIK> ok.. tq..  
[10:35] <maslinda> Saudara eddy, selain akademik a  
[10:35] <yrahza> saya rasa ejaan agung tu salah.  
[10:36] <zainuddin> kenapa nana sy diletakkan dalam  
[10:36] <zainuddin> untuk biasiswa agung sy ingin  
[10:36] <TAUFIK> Sy kasi konen terbuka aje ye.. JP  
antara public dgn JPA, sbb sapa-sapa blh tya soa  
ambil masa lana. tp dgn JPA online kita dpt makl  
[10:36] <eddy> oohh begitu.. tak hairan lah jika p  
biasiswa..terima kasih atas maklumat ini...  
[10:37] <maslinda> Saudara zainuddin, tiada nama s  
[10:37] <maslinda> Terima Kasih saudara Eddy  
[10:38] <ainjpa> Terima kasih di atas konen saudar  
yang ramai annya. Lebih nesra pelanggan.  
[10:38] <TAUFIK> sy minta diri dul..TQ  
[10:38] \* Quits: TAUFIK ("CGI:IRC")  
[10:38] <zainuddin> tetapi menurut kawan sy tawar  
long dgn pihak JPA..sy ni org susah  
[10:38] <ainjpa> Terima kasih saudara TauFIK ker  
head.  
[10:39] <unit\_S> saudara zainudin,boleh jelaskan s  
[10:40] <zainuddin> bagaimana ingin mengetahui st  
[10:40] <eddy> terima kasih atas maklumat yang di  
[10:40] \* Parts: eddy (eddy)  
[10:41] <maslinda> saudara zainuddin, seperti yan  
[10:42] <ainjpa>  
[10:42] <unit\_S> untuk makluman saudara,YDP Agong  
telah berjaya pada 1 November yang lepas pada p  
[10:43] <yrahza> arah 14. dalam news paper pun a

## Pengurusan Data Personel Sektor Awam

JPA telah menaiktaraf SISPEN (Sistem Pengurusan Personel Jabatan) ke Versi 5.4. Kemudahan terbaru yang disediakan dalam versi ini adalah seperti berikut:

- Modul Lembaran Gaji (SG20): Modul ini memudahkan pengguna menambah/mengemas kini maklumat butiran gaji, pendapatan serta potongan kekal/sementara personel dan mencetak Borang SG20 mengenai pendapatan atau pemotongan gaji personel.
- Modul Pencen: Modul ini disediakan untuk memberi kemudahan kepada pihak Pengurusan Sumber Manusia di Kementerian/Jabatan/Agensi menyediakan borang-borang yang perlu dihantar ke Bahagian Pencen JPA.
- Pemantauan Kualiti Data: Bahagian Teknologi Maklumat, Bahagian Pembangunan Organisasi dan Pejabat Projek HRMIS telah bersama-sama mengadakan perbincangan dan pemantauan kualiti data untuk agensi di bawah SUK/Kementerian. Sebanyak tujuh sesi telah berjaya diadakan iaitu di SUK Pahang, Sabah, Kelantan, Terengganu, Melaka, Johor serta Kementerian Pelajaran dan melibatkan seramai 595 peserta.
- Penerimaan Data Personel Sektor Awam: BTM telah menerima 554,116 data personel sektor awam daripada 544 agensi untuk mengemas kini pangkalan data Sistem Maklumat Personel (SISMAP).
- Peralihan Data SISPEN ke HRMIS: Kemudahan peralihan data ini disediakan untuk memudahkan agensi yang telah menggunakan SISPEN untuk melaksanakan HRMIS. BTM dan Pejabat Projek HRMIS telah bekerjasama untuk mengalihkan 18,266 data SISPEN daripada 15 Kementerian dan lapan (8) Jabatan. Sejumlah 15,520 atau 85 peratus daripada data SISPEN tersebut telah berjaya dialihkan ke HRMIS.
- Latihan berkaitan SISPEN: Khidmat latihan kepada pengguna SISPEN diadakan setiap tahun untuk memberi pendedahan kepada personel baru yang menjalankan tugas-tugas SISPEN di agensi kerajaan. Untuk tahun 2006, sebanyak 42 sesi latihan SISPEN telah diadakan terdiri daripada 35 bengkel SISPEN, lima (5) latihan *Report Writer* dan satu kursus Clarion.

## Public Sector Personnel Data Management

The PSD has upgraded the SISPEN (Departmental Personnel Management System) to version 5.4. The latest modules provided by this version are listed below:

- *Salary Sheet Module (SG20): This module makes it easier for users to add/update information related to salary, income, including permanent/temporary deductions, and to print the SG20 form which relates to income or personnel pay deduction.*
- *Pensions Module: This module was developed to make it easier for HRM units at the agencies to prepare the required forms that need to be sent to the PSD Pensions Division.*
- *Monitoring Data Quality: The Information Technology Division, the Organisational Development Division and the HRMIS Project Office organised joint discussions and monitored the data quality for agencies under state secretariats and ministries. Seven sessions were successfully carried out at the states of Pahang, Sabah, Kelantan, Terengganu, Melaka, Johor and the Ministry of Education involving 595 participants.*
- *Receiving Public Sector Personnel Data: The PSD has received 116 public sector personnel data from 544 agencies to be updated into the Personnel Management System (SISMAP) database.*
- *Data Transfer From SISPEN to HRMIS: The data transfer facility was provided to enable agencies who had been using SISPEN to implement HRMIS. The Information Technology Division and the HRMIS project office have worked together to transfer 18,266 SISPEN data from 15 ministries and 8 departments. A total of 15,520 or 85% of the SISPEN data has been successfully transferred into HRMIS.*
- *Training related to SISPEN: Training to SISPEN users needs to be conducted every year to provide exposure to new personnel who are operating SISPEN-related work at the agencies. Forty-two (42) SISPEN training sessions consisting of 35 workshops on SISPEN, five (5) courses on Report Writer and one Clarion Course were carried out.*

*Among the activities carried out on data base management was the implementation of the Oracle 8.0.5 migration to 9i. This involved the migration of the application system from a UNIX operating system to a windows system using a Dell Power Edge 2500 Series Server. The migration of the common user service database from an Oracle version 8.0.5 to a version 9i was successfully carried out as a pilot project for the migration of the application system. This migration has improved the security and stability level of the database management.*

Antara aktiviti yang telah dijalankan dalam pengurusan pangkalan data ialah melaksanakan migrasi Oracle versi 8.0.5 kepada versi 9i. Proses ini melibatkan perpindahan sistem aplikasi daripada sistem pengoperasian UNIX kepada Windows yang menggunakan server Dell PowerEdge Siri 2500. Peralihan pangkalan data Sistem Gunasama dari Oracle versi 8.0.5 kepada Oracle versi 9i telah berjaya dilaksanakan sebagai projek rintis bagi penghijrahan sistem aplikasi. Peralihan ini telah meningkatkan tahap keselamatan dan kestabilan pengurusan pangkalan data.

### ***Executive Information Report***

*A total of twelve (12) bound monthly reports was prepared. Each document contained 50 statistical reports on public sector personnel. From August 2006, the preparation of the reports was done using cube facilities on the analytical processing line (OLAP). Through these facilities users can analyse and manipulate data besides printing reports at their own locations. One hundred and six (106) ad hoc reports for the use of the PSD and other government agencies were also produced.*

*In summary, efforts carried out in 2006 have helped to improve the performance and contribution of the PSD to further improve the performance of an ICT-based public service delivery system.*

### **Laporan Maklumat Eksekutif**

Sebanyak dua belas (12) jilid dokumen laporan bulanan telah disediakan. Setiap dokumen tersebut mengandungi 50 laporan perangkaan personel sektor awam. Bermula pada Ogos 2006 penyediaan laporan tersebut dibuat dengan menggunakan kemudahan kiub dalam talian Analytical Processing (OLAP). Melalui kemudahan ini pengguna boleh membuat analisis dan manipulasi data serta mencetak laporan di lokasi masing-masing secara elektronik. Di samping itu, sebanyak 106 laporan ad-hoc untuk kegunaan JPA dan agensi kerajaan yang lain telah dikeluarkan.

Kesimpulannya, usaha-usaha yang telah dilaksanakan dalam tahun 2006 telah meningkatkan lagi prestasi dan sumbangan JPA untuk terus meningkatkan lagi prestasi sistem penyampaian perkhidmatan awam yang berasaskan kepada TMK.



# Projek Sistem Maklumat Pengurusan Sumber Manusia

## *Human Resource Management Information System (HRMIS)*

*The PSD, as the central agency responsible for public sector human resource policies, leads the implementation of the HRMIS. The HRMIS is an integrated, competency-based human resource management information system which has been designed and developed to enable public sector HR processes to be effectively and efficiently implemented online.*

*With the completion of its application development on 30 September 2004, the HRMIS currently being rolled out to more than 700 public sector agencies. This roll-out is expected to be completed by the end of 2007.*

JPA selaku agensi pusat yang bertanggungjawab terhadap dasar sumber manusia perkhidmatan awam adalah peneraju kepada pelaksanaan HRMIS. HRMIS adalah sistem pengurusan sumber manusia yang bersepada berasaskan kompetensi. Ia direka bentuk dan dibangunkan bagi membolehkan proses sumber manusia sektor awam dilaksanakan secara dalam talian yang cekap dan berkesan.

Dengan selesainya pembangunan aplikasi HRMIS pada 30 September 2004, kini pelaksanaannya sedang diperluaskan ke lebih 700 agensi sektor awam. Perluasan ini dijangka siap pada akhir 2007.

### **Strategic Thrust**

*In 2006, the priority was on the implementation and rollout of HRMIS to all public sector agencies by preparing strategic HR information in a timely and efficient manner. Among others, the various strategic measures taken to ensure the operational stability and performance of the HRMIS are as follows:*

- To increase the spread and breadth of HRMIS implementation
- To ensure the operational stability of HRMIS
- To ensure the relevancy of HRMIS processes
- To ensure the smooth operation of HRMIS Data Centre
- To ensure connectivity availability

### **Teras Strategik**

Keutamaan adalah terhadap peluasan pelaksanaan HRMIS ke semua agensi sektor awam melalui penyediaan maklumat sumber manusia yang strategik dengan cepat dan cekap. Antara langkah-langkah strategik 2006 bagi memastikan kestabilan dan prestasi operasi HRMIS adalah seperti berikut:

- Meningkatkan peluasan pelaksanaan HRMIS
- Memastikan operasi HRMIS stabil
- Memastikan proses HRMIS relevan
- Memastikan Pusat Data HRMIS beroperasi dengan lancar
- Memastikan kebolehcapaian

Kiri/ *Left*

Pelancaran Ringkas Program JPA Bersama Pelanggan Secara Maya Pada 29 September 2006

*Soft-Launch of the PSD A Day With Clients Programme on 29 September 2006*



### **HRMIS Achievements**

*The following activities have been implemented:*

- *61 briefing sessions on HRMIS to 50 agencies during their HRMIS Implementation Committee meetings prior to implementation;*
- *57 hands-on workshops to consolidate and populate HRMIS base data (establishment and personnel engagement data), involving 441 agencies and 2,688 participants;*
- *17 data conversion activities for 14 agencies to facilitate agencies in updating 171,875 records from their legacy systems;*
- *7 HRMIS application training sessions for 158 participants from 30 agencies;*
- *17 HRMIS application training together with HRMIS module implementation workshops for 67 agencies involving 440 participants; and*
- *3,574 out of 4,074 identified sites were successfully connected to HRMIS Data Centre via the EG\*Net.*

*Initial benefits that can be derived from these activities are the generation of various statistical reports on establishment data and personnel such as the total number of vacancies according to agencies, service classifications, schemes of service and salary grades.*

### **Pencapaian HRMIS**

Aktiviti-aktiviti yang telah dilaksanakan adalah seperti berikut:

- 61 sesi taklimat HRMIS kepada 50 agensi semasa Mesyuarat Jawatankuasa Pelaksanaan HRMIS sebelum pelaksanaan;
- 57 sesi mesyuarat kerja secara *hands-on* untuk mengumpul data asas HRMIS (perjawatan dan data sandangan personel) melibatkan 441 agensi dan 2,688 peserta;
- 17 aktiviti peralihan data untuk 14 agensi bagi membolehkan agensi mengemas kini 171,875 rekod daripada sistem legasi masing-masing;
- 7 sesi latihan aplikasi HRMIS untuk 158 peserta dari 30 agensi;
- 17 sesi latihan aplikasi bersama dengan mesyuarat kerja pelaksanaan modul untuk 67 agensi melibatkan 440 peserta; dan
- 3,574 daripada 4,074 tapak yang dikenal pasti telah disambungkan ke Pusat Data HRMIS melalui EG\*Net.

Faedah awal yang dapat diperoleh daripada aktiviti-aktiviti tersebut adalah penjanaan pelbagai laporan statistik berkaitan data perjawatan dan personel seperti jumlah kekosongan mengikut agensi, klasifikasi perkhidmatan, skim perkhidmatan dan gred gaji.

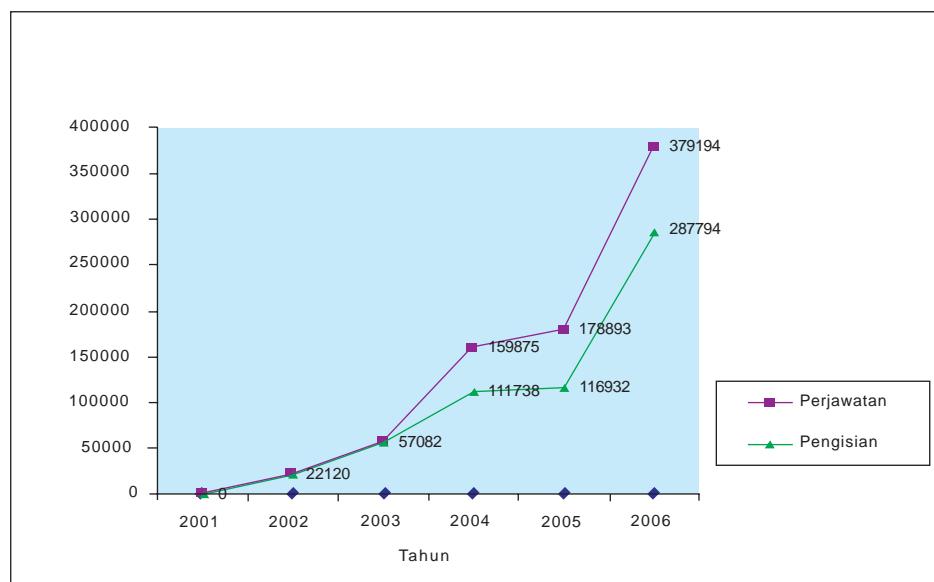


### ***Status of the HRMIS Base Data***

*As at 31 December 2006, the HRMIS database has captured base data from all 28 ministries, 119 agencies under the ministries, 10 state governments and 206 agencies under the state governments. This involved a total of 379,194 establishment records and 287,794 personnel records. These statistics show a significant increase of 112% in establishment records and 146% in personnel records in the HRMIS database as shown in Figure 40.*

### **Status Data Asas HRMIS**

Sehingga 31 Disember 2006, pangkalan data HRMIS telah menyimpan data asas daripada kesemua 28 kementerian dan 119 agensi di bawah kementerian serta 10 pentadbiran kerajaan negeri dan 206 agensi di bawahnya. Ini melibatkan sejumlah 379,194 rekod perjawatan dan 287,794 rekod personel. Statistik ini menunjukkan pertambahan mendadak sebanyak 112% dalam data perjawatan dan 146% data personel seperti yang ditunjukkan di Rajah 40.



Rajah 40: Bilangan Rekod Perjawatan dan Pengisian dalam Pangkalan Data HRMIS dari Tahun 2002 hingga 2006

*Figure 40: Number of Establishment and Personnel in the HRMIS Database from 2002 to 2006*

### **HRMIS Total Maintenance Solutions**

Ke arah memastikan operasi, kebolehcapaian dan prestasi HRMIS, satu perjanjian bagi HRMIS Total Maintenance Solutions (TMS) telah ditandatangani dengan pihak vendor bagi tahun 2006 hingga 2008. TMS meliputi perkhidmatan *help-desk*, penyenggaraan aplikasi HRMIS, penyenggaraan perkakasan, penyenggaraan perisian pihak ketiga, bantuan operasi, perkhidmatan pengurusan operasi, penambahan teknologi dan *ancillaries* bagi menampung keperluan penambahbaikan aplikasi selaras dengan perubahan polisi sumber manusia.

### **HRMIS Total Maintenance Solutions**

*Towards ensuring the operability, availability and performance of the HRMIS, an Agreement for HRMIS Total Maintenance Solutions (TMS) was concluded with the vendor, for the period 2006 to 2008. The TMS covers help-desk services, HRMIS application maintenance, hardware maintenance, third party software maintenance, operations support, operations management services, technology refresh and ancillaries to cater for application enhancements arising from HR policy changes.*

### **Pelaksanaan Modul HRMIS**

Dalam tahun 2006, arahan pelaksanaan bersamaan dengan Panduan Pelaksanaan dan Panduan Pengguna telah dikeluarkan kepada agensi perintis bagi empat submodul iaitu pengurusan cuti, perisytiharan harta, kaunseling dan Majlis Bersama Jabatan.

### **HRMIS Module Implementation**

*In 2006, implementation directives together with the implementation guidelines and user manual were issued to all pilot agencies for four sub-modules, that is, leave management, asset declaration, counselling and Departmental Joint Councils.*

### **Future Strategies**

*Various strategies have been mapped out to enable HRMIS implementation to move into high gear in 2007. These strategies include:*

- *Speeding up reorganisation proposal for the HRMIS Project Office;*
- *Special focus on the HRMIS implementation for agencies under the Ministry of Education which have more than 400,000 establishment records. This would substantially boost the data population in the HRMIS database;*
- *Selection of modules for implementation to be based on high user coverage and high impact value on HR management;*
- *Designate selected government training institutes to conduct HRMIS application training or outsource to a third party;*
- *Systematic and structured change management programmes to accelerate acceptance and usage of HRMIS;*
- *Upgrade HRMIS Data Centre to ensure system stability and optimal performance; and*
- *Resolve intermittent system accessibility by taking the issue to the relevant higher authorities.*

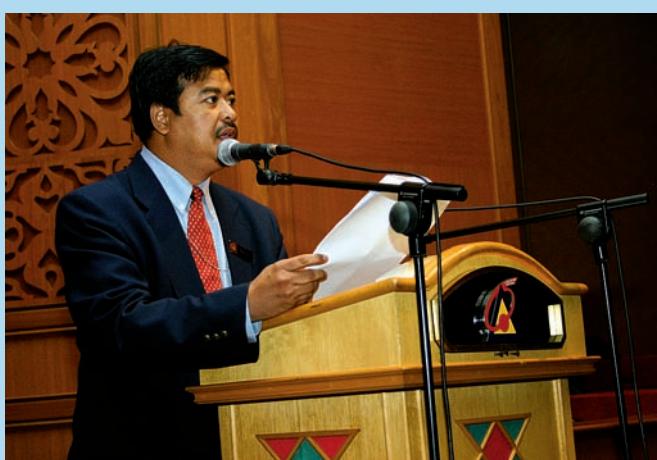
*The agencies have shown positive response in implementing HRMIS. The above statistics clearly indicate a significant achievement in terms of the number of establishment and engagement records that have been populated into the system. This is attributed to the cooperation given by all parties, particularly, the top management of the agencies, an effective implementation approach and good/excellent teamwork. If the issues related to the system connectivity can be resolved, the HRMIS implementation can be further speeded up towards achieving the objectives of the Electronic Government.*

### **Strategi Masa Hadapan**

Pelbagai strategi telah dirancang bagi membolehkan pelaksanaan HRMIS bergerak cepat dalam tahun 2007. Antaranya termasuklah:

- Mempercepatkan cadangan penyusunan semula organisasi Pejabat Projek HRMIS;
- Tumpuan khas terhadap pelaksanaan HRMIS di agensi-agensi di bawah Kementerian Pelajaran yang mempunyai lebih daripada 400,000 rekod perjawatan. Ini akan melonjakkan jumlah data di dalam pangkalan data HRMIS;
- Pemilihan modul untuk pelaksanaan akan dibuat berdasarkan liputan pengguna yang tinggi dan nilai impak yang tinggi ke atas pengurusan sumber manusia;
- Melantik institusi latihan kerajaan tertentu atau pihak ketiga untuk mengendalikan latihan aplikasi HRMIS;
- Program pengurusan perubahan yang tersusun dan sistematik bagi mempercepatkan penerimaan dan penggunaan HRMIS;
- Menaik taraf Pusat Data HRMIS bagi memastikan kestabilan sistem dan prestasi yang optimum; dan
- Menyelesaikan masalah capaian sistem yang tidak menentu dengan mengemukakan isu kepada pihak berkuasa berkenaan yang lebih tinggi.

Agenzi-agensi telah menunjukkan penerimaan yang positif dalam melaksanakan HRMIS. Statistik di atas menunjukkan pencapaian yang memberangsangkan dari segi bilangan rekod perjawatan dan sandangan yang dimasukkan dalam sistem. Ini adalah hasil daripada kerjasama yang diberikan oleh semua pihak khususnya pengurusan atasan agensi pelaksana, pendekatan pelaksanaan yang efektif dan kerjasama berpasukan. Sekiranya isu-isu berkaitan capaian dapat diatasi, adalah dipercayai pelaksanaan HRMIS akan lebih meluas ke arah mencapai matlamat Kerajaan Elektronik.



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**LAMPIRAN**  
*Appendices*

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# Peristiwa Penting

## *Important Events*

BIL. NO.	TARIKH <i>DATE</i>	PERISTIWA <i>EVENTS</i>
1	23 Jan.	Seminar Perancangan Strategik JPA untuk Kumpulan Pengurusan Pertengahan dan Sokongan <i>PSD Strategic Planning Seminar for the Middle Management and Support Group</i>
2	23 Jan.	Mesyuarat Pengerusi Lembaga Penilaian Kompetensi Perkhidmatan Awam <i>Meeting of the Public Service Competency Assessment Board Chairpersons</i>
3	24 Jan.	Majlis Serah Tugas dan Penerimaan Tugas Timbalan Ketua Pengarah Perkhidmatan Awam (Pembangunan) <i>The Handing Over and Acceptance of the Duties of the Deputy Director-General of Public Service (Development)</i>
4	27 Jan.	Mesyuarat Majlis Bersama Kebangsaan Kumpulan Pengurusan dan Profesional <i>Meeting of the National Joint Council for the Management and Professional Group</i>
5	9-10 Feb.	Seminar Perancangan Strategik JPA <i>PSD Strategic Planning Seminar</i>
6	16 Mac <i>March</i>	Program Ketua Pengarah Perkhidmatan Awam Bersama Media <i>Director-General of Public Service with the Media Programme</i>
7	23-24 Mac <i>March</i>	Mesyuarat Majlis Bersama Kebangsaan Am <i>The General National Joint Council Meeting</i>
8	10 Mei <i>May</i>	Majlis Anugerah Perkhidmatan Cemerlang JPA <i>PSD Excellence Service Award Presentation</i>

BIL. NO.	TARIKH DATE	PERISTIWA EVENTS
9	12 -13 Jun <i>June</i>	Seminar Psikologi Perkhidmatan Awam ke-12 'Aplikasi Psikologi Menjana Keterbilangan Modal Insan' <i>The 12<sup>th</sup> Public Service Psychological Services Seminar on 'Enhancing Human Capital Through Psychological Application'</i>
10	21 Jun <i>June</i>	Perasmian Galeri dan Blok Akademik INTAN, Kampus Utama Bukit Kiara <i>The Official Launch of INTAN's Main Campus Gallery and Academic Block</i>
11	24 Jun <i>June</i>	Hari Keluarga JPA 2006 <i>The 2006 PSD Family Day</i>
12	7 Julai <i>July</i>	Persidangan Sumber Manusia <i>Human Resource Conference</i>
13	13 Julai <i>July</i>	Mesyuarat Kajian Separuh Penggal JPA <i>PSD Mid-term Review Meeting</i>
14	8 Ogos <i>August</i>	Lawatan Pemeriksaan Oleh Panel Penilaian Anugerah Perdana Teknologi Maklumat '06 <i>Inspectorate Visit by the Premier Award for Information Technology '06 Evaluation Panel Members</i>
15	10 Ogos <i>August</i>	Konvensyen Kumpulan Meningkatkan Mutu Kerja (KMK) JPA <i>PSD Quality Control Circle (QCC) Convention</i>
16	17 Ogos <i>August</i>	Seminar Pengukuhan Integriti Perkhidmatan Awam <i>The Public Service Integrity Enhancement Seminar</i>
17	21-22 Ogos <i>August</i>	Persidangan Perkhidmatan Awam <i>Public Service Conference</i>
18	21-23 Ogos <i>August</i>	Kursus Bakal Pesara Untuk Pegawai Kumpulan Pengurusan dan Profesional <i>Course for the Would-be Retirees in the Management and Professional Group</i>
19	22-24 Ogos <i>August</i>	Program Pemantauan Pelajar Tajaan di Timur Tengah <i>Monitoring of Sponsored Students in the Middle-East Programme</i>
20	10-11 Sept.	Konvensyen KMK Peringkat Kebangsaan <i>National Level Quality Control Circle (QCC) Convention</i>

BIL. NO.	TARIKH <i>DATE</i>	PERISTIWA <i>EVENTS</i>
21	19 Sept.	Penganugerahan Fellow INTAN dan Diploma INTAN 2006 <i>The 2006 INTAN Fellow Award and the Presentation of INTAN Diploma Ceremony</i>
22	1 Nov.	Majlis Penganugerahan Biasiswa Yang Dipertuan Agong oleh SPB Yang Dipertuan Agong <i>The King's Scholarship Award Ceremony by His Majesty The King</i>
23	28 Nov.	JPA diumumkan sebagai Pemenang Anugerah Perdana Teknologi Maklumat '06 dan Penyampaian Hadiah oleh Y.A.B. Perdana Menteri <i>The announcement of PSD as the Winner of the Premier Information Technology Award '06 by the Rt. Hon. Prime Minister</i>
24	1 Dis. <i>Dec.</i>	Majlis Malam JPA Tahun 2006 <i>The 2006 PSD Annual Dinner</i>
25	18 Dis. <i>Dec.</i>	Persidangan Perancangan Projek dan Pengurusan Kewangan Untuk Pegawai Tertinggi Kerajaan <i>The Project Planning and Financial Management Conference for Government Top Management</i>
26	20 Dis. <i>Dec.</i>	Mesyuarat Kajian Semula Pengurusan <i>The PSD Management Review Meeting</i>



Pelawat Tempatan  
*Local Visitors*

BIL. NO.	TARIKH LAWATAN <i>VISITS DATE</i>	PELAWAT <i>VISITORS</i>
1	21 Feb.	Pelajar-pelajar Ijazah Sarjana Muda Pengurusan Kolej Universiti Sains dan Teknologi (KUSTEM) <i>Students from the Science and Technology College University (KUSTEM)</i>
2	3 Mac <i>March</i>	Pegawai Perbadanan Pinjaman Sabah <i>Officers from the Sabah Credit Corporation</i>
3	16 Mac <i>March</i>	Pegawai-pegawai Cawangan Pengurusan Perkhidmatan Sumber Manusia, Markas Tentera Laut, Kementerian Pertahanan <i>The Navy Human Resource Managers, Ministry of Defence</i>
4	28 Mac <i>March</i>	Peserta Kursus Isteri Pegawai-pegawai Tertinggi Kerajaan Malaysia <i>Participants from the Wives of the Malaysian Government Senior Officials Course</i>
5	7 April	Pegawai-pegawai Unit Perancangan Sumber Manusia, Jabatan Ketua Menteri Sarawak <i>Officers from the Human Resource Planning Unit, Sarawak Chief Minister's Office</i>
6	25 April	Peserta Antarabangsa Program Kerjasama Teknikal Malaysia dan Peserta Kursus Antarabangsa Mengenai Program Kualiti <i>The Malaysian Technical Cooperation Programme (MTCP) and the International Course on Quality Programme Participants</i>
7	25 April	Timbalan Menteri di Jabatan Perdana Menteri/ <i>Deputy Minister in the Prime Minister's Department, Y.B. Senator Dato' Hj. Abdul Raman b. Suliman</i>

BIL. NO.	TARIKH LAWATAN <i>VISITS DATE</i>	PELAWAT <i>VISITORS</i>
8	25 Mei <i>May</i>	Pegawai-pegawai Kanan Jabatan Perhubungan Perusahaan Malaysia, Kementerian Sumber Manusia <i>Senior Officers from the Industrial Relations Department, Ministry of Human Resources</i>
9	22 Jun <i>June</i>	Ketua Pengarah Jabatan Pendaftaran Negara dan Pegawai-pegawai Pengurusan Kualiti <i>The Director-General of the National Registration Department and Officers Handling Quality Programmes</i>
10	28 Julai <i>July</i>	Ahli JK Piagam Pelanggan Penjara Kajang <i>The Kajang Prison Client's Charter Committee Members</i>
11	14 Ogos <i>August</i>	Pegawai Kanan Pengurusan Polis Diraja Malaysia <i>Senior Management Officers from the Royal Malaysian Police Force</i>
12	14 Ogos <i>August</i>	Ahli Majlis Bersama Jabatan, Jabatan Kerjaraya Negeri Perak <i>Joint Department Council Members of The Perak Public Works Department</i>
13	20 Sept.	Lawatan Rasmi Ketua Setiausaha Negara Y.Bhg. Tan Sri Mohd. Sidek Hassan <i>The Official Visit of the Chief Secretary to the Government</i>
14	21 Sept.	Pegawai-pegawai Unit Komunikasi dan Media Kementerian Pelajaran Tinggi <i>Officers from the Communications and Media Unit, Ministry of Higher Education</i>
15	22 Sept.	Pelajar-pelajar UiTM Kampus Negeri Kedah <i>Students from UiTM Kedah Campus</i>
16	5 Dis. <i>Dec.</i>	Peserta Kursus Induksi Institut Latihan Kehakiman dan Perundangan <i>The Judiciary and Legal Training Institute Induction Course Participants</i>
17	12 Dis. <i>Dec.</i>	Peserta Kursus Khas Untuk Isteri Pegawai-pegawai Tinggi Kerajaan Malaysia <i>Participants from the Wives of the Malaysian Government Senior Officials Course</i>

# Perwakilan Luar Negara

## *Overseas Delegations*

BIL. NO.	TARIKH <i>DATE</i>	PELAWAT <i>VISITORS</i>
1	3 Mac <i>March</i>	Timbalan Menteri Biro Kawalselia, Pejabat Perdana Menteri Republik Korea <i>Deputy Minister of the Regulatory Bureau, Prime Minister's Office, Republic of Korea</i>
2	16 Mac <i>March</i>	Pegawai Kanan Kerajaan Bhutan <i>Senior Public Officers of Bhutan</i>
3	30 Mei <i>May</i>	Setiausaha kepada Presiden dan Ketua Perkhidmatan, Sierra Leone <i>Secretary to the President and Head of Civil Service of Sierra Leone</i>
4	1 Jun <i>June</i>	Pegawai Kanan Kementerian Perjawatan Bangladesh ke Malaysia <i>Senior Officers of the Ministry of Establishment, Bangladesh</i>
5	15 Jun <i>June</i>	Pegawai Tinggi Kerajaan Tanzania <i>Senior Public Officers of Tanzania</i>
6	19 Jun <i>June</i>	Pegawai Kanan Perkhidmatan Awam Bangladesh <i>Senior Public Officers of Bangladesh</i>
7	20 Jun <i>June</i>	Pengerusi dan Delegasi Badan Kepegawaian Negara Republik Indonesia <i>The Chairman and Members of the National Officers Board, Republic of Indonesia</i>
8	20 Jun <i>June</i>	Timbalan Menteri Hal Ehwal Dalam Negeri Vietnam <i>Vice Minister of Home Affairs, Vietnam</i>
9	11 Julai <i>July</i>	Kunjungan Hormat Duta Republik Czech <i>Courtesy Call by the Ambassador of the Republic of Czech</i>

BIL. NO.	TARIKH <i>DATE</i>	PELAWAT <i>VISITORS</i>
10	18 Julai <i>July</i>	Pegawai dari Pejabat Kedutaan Republik Arab Mesir <i>Officers from the Embassy of the Arab Republic of Egypt</i>
11	23 Ogos <i>August</i>	Delegasi daripada Biro Perkhidmatan Awam Bahrain <i>Delegation from the Civil Service Bureau, Bahrain</i>
12	24 Ogos <i>August</i>	Delegasi dari Lembaga Pendidikan dan Latihan Kerajaan Jawa Timur, Republik Indonesia <i>Delegation from the East Java Government Education and Training Board, Republic of Indonesia</i>
13	24 Ogos <i>Aug</i>	Delegasi dari Kolej Perkhidmatan Awam Tanzania <i>Delegation from the Tanzania Public Service College</i>
14	29 Ogos <i>August</i>	Pengerusi Suruhanjaya Perkhidmatan Awam Kenya <i>Chairman, Public Service Commission of Kenya</i>
15	8 Sept.	Delegasi Agensi Perkhidmatan Awam Negara, Republik Indonesia <i>Delegation from the National Civil Service Agency, Republic of Indonesia</i>
16	12 Sept.	Peserta Program Pembangunan Pegawai-pegawai Kerajaan (Peringkat Pertengahan) Brunei Darussalam <i>Participants of the Development Programme for Government Officials (Middle-Level), Brunei Darussalam</i>
17	21 Sept.	Delegasi Pegawai Kanan Kerajaan Bangladesh <i>Delegation of Senior Government Officers from Bangladesh</i>
18	25 Sept.	Delegasi Kementerian Hal Ehwal Dalam Negeri, Vietnam <i>Delegation from the Home Affairs Ministry, Vietnam</i>
19	2 Okt. <i>Oct.</i>	Delegasi Pegawai Kerajaan dari Agensi Perkhidmatan Negara Kazakhstan <i>Delegation of Government Officers from the State Service Agency of Kazakhstan</i>
20	7 Nov.	Pegawai Profesional Perkhidmatan Awam Afghanistan <i>Public Service Professional Officers from Afghanistan</i>
21	10 Nov.	Delegasi dari Urusetia Kajian Semula Gaji Perkhidmatan Awam, Kenya <i>Delegation from the Public Service Remuneration Review Secretariat, Kenya</i>

BIL. NO.	TARIKH <i>DATE</i>	PELAWAT <i>VISITORS</i>
22	13 Nov.	Delegasi Suruhanjaya Perkhidmatan Awam Pakistan <i>Delegation from the Public Service Commission of Pakistan</i>
23	14 Nov.	Delegasi dari Lembaga Pendidikan dan LATihan Kerajaan Jawa Timur, Republik Indonesia <i>Delegation from the East Java Government Education and Training Board, Indonesia</i>
24	21 Nov.	Pegawai-pegawai Kerajaan Republik Korea di bawah Program Pertukaran Belia Malaysia-Korea <i>Korean Public Officers under the Malaysia-Korea Youth Exchange Programme</i>
25	24 Nov.	Pegawai Kanan Kerajaan Arab Saudi <i>Senior Government Officials from the Republic of Saudi Arabia</i>
26	4 Dis. <i>Dec.</i>	Pegawai Kanan dari Perkhidmatan Awam Persekutuan, Republik Nigeria <i>Senior Officials from the Federal Civil Service, Republic of Nigeria</i>
27	5 Dis. <i>Dec.</i>	Peserta Kursus Program Lanjutan Pembangunan Kepimpinan Malaysia-Brunei <i>Course Participants of the Malaysia-Brunei Advanced Leadership Development Programme</i>
28	19 Dis. <i>Dec.</i>	Y.B. He Xian, Timbalan Menteri Kementerian Personel China <i>H.E. He Xian, Vice Minister, Ministry of Personnel, China</i>



# Pekeliling Perkhidmatan 2006

## *Service Circulars 2006*

BIL. NO.	TARIKH KELUARAN <i>ISSUANCE DATE</i>	PERKARA <i>SUBJECT</i>
1	18 Jan.	Perubahan Skim Perkhidmatan Renjer Hutan <i>Amendments to the Forest Ranger Scheme of Service</i>
2	27 April	Pindaan Peraturan Berkaitan Penerimaan Sijil Sakit Swasta Untuk Tujuan Kemudahan Cuti Sakit <i>Amendments to the Regulations Regarding Acceptance of Private Medical Leave Certificate for the Purpose of Medical Leave</i>
3	3 Mei <i>May</i>	Panduan Mewujudkan Search Committee dan Proses Pelaksanaan Pelan Penggantian <i>Guidelines on the Formulation of Search Committees and Succession Planning</i>
4	26 Jun <i>June</i>	Perubahan Skim Perkhidmatan Jurupulih Perubatan <i>Amendments to the Medical Therapist Scheme of Service</i>
5	27 Julai <i>July</i>	Perubahan Skim Perkhidmatan Pegawai Penerangan dan Penolong Pegawai Penerangan <i>Amendments to the Information Officer and Assistant Information Officer Scheme of Service</i>
6	31 Julai <i>July</i>	Perubahan Skim Perkhidmatan Dengan Memperuntukkan Perbekalan Kenaikan Pangkat Ke Gred Yang Lebih Tinggi Untuk 11 Skim Perkhidmatan <i>Amendments to 11 Schemes of Service with the Provision for Promotion to Higher Grades</i>
7	1 Ogos <i>Aug</i>	Skim Perkhidmatan Pensyarah UDM bagi Universiti Darul Iman Malaysia <i>UDM Lecturer Scheme of Service for Darul Iman University</i>

BIL. NO.	TARIKH KELUARAN <i>ISSUANCE DATE</i>	PERKARA <i>SUBJECT</i>
8	22 Sept.	Imbuhan Tahunan Dan Bayaran Khas Prestasi 2006 <i>2006 Annual and Special Performance Payments</i>
9	5 Okt. <i>Oct.</i>	Pengumuman Hari Kelepasan Dari Bekerja Kepada Pegawai Perkhidmatan Awam Persekutuan <i>Announcement of the Normal Rest Day from Work for the Federal Public Service</i>
10	3 Nov.	Penetapan Semula Nilai Taraf Baru Bagi Kelayakan-kelayakan Ijazah Sarjana Muda Dalam Bidang Sastera dan Sains Kemasyarakatan dari Universiti-universiti di Mesir dan Arab Saudi <i>Determination of new equivalent levels for Bachelor of Arts and Bachelor of Social Science qualifications from Egyptian and Saudi Arabian Universities</i>
11	29 Nov.	Perisyntiharhan Perkhidmatan-Perkhidmatan Kaunselor dan Penolong Kaunselor di Pelbagai Kementerian dan Jabatan Persekutuan Sebagai Perkhidmatan Gunasama Persekutuan Di Bawah Ketua Pengarah Perkhidmatan Awam <i>Declaration of the Counsellor and Assistant Counsellor Service in Various Ministries and Federal Departments as Common User Service Under the Director-General of Public Service</i>
12	14 Dis. <i>Dec.</i>	Pembatalan Pekeliling Perkhidmatan Bil. 6 Tahun 2006 Skim Perkhidmatan Pensyarah UDM bagi Universiti Darul Iman Malaysia <i>Invalidation of Service Circular No. 6 of 2006 Pertaining to UDM Lecturer Scheme of Service for Darul Iman University</i>
13	4 Dis. <i>Dec.</i>	Perubahan Skim Perkhidmatan Pembantu Perubatan <i>Amendments to the Medical Assistant Scheme of Service</i>
14	4 Dis <i>Dec.</i>	Perubahan Nama Skim Perkhidmatan Pembantu Am Pejabat Dan Pemandu Kenderaan Bermotor <i>Amendments to the Names of Office General Assistant and Driver of Motor Vehicles Schemes of Service</i>
15	15 Dis. <i>Dec.</i>	Perubahan Skim Perkhidmatan Pegawai Sistem Maklumat, Penolong Pegawai Sistem Maklumat dan Juruteknik Komputer <i>Amendments to the Information System Officer, Assistant Information System Officer and Computer Technician Schemes of Service</i>

BIL. NO.	TARIKH KELUARAN <i>ISSUANCE DATE</i>	PERKARA <i>SUBJECT</i>
16	11 Dis. <i>Dec.</i>	Skim Perkhidmatan Bersepadu Penolong Penguasa Imigresen/Penguasa Imigresen <i>Integrated Scheme of Service for Assistant Superintendent of Immigration/Superintendent of Immigration</i>
17	15 Dis. <i>Dec.</i>	Perubahan Skim Perkhidmatan Penolong Pegawai Tadbir <i>Amendments to the Assistant Administrative Officer Scheme of Service</i>
18	15 Dis. <i>Dec.</i>	Perubahan Skim Perkhidmatan Operator Wayarles <i>Amendments to the Wireless Operator Scheme of Service</i>



# Surat Pekeliling Perkhidmatan 2006

*Service Circular Letters 2006*

BIL. NO.	TARIKH KELUARAN <i>ISSUANCE DATE</i>	PERKARA <i>SUBJECT</i>
1	7 April	Fesyen Pakaian Alternatif Sebagai Pakaian Semasa Bekerja dan Menghadiri Upacara Rasmi <i>Alternative Dress Code for Office Attire and Official Functions</i>
2	13 April	Tanggungjawab Mempengerusikan Lembaga Penilaian Kompetensi di Peringkat Kementerian/Negeri/Agensi <i>Responsibility of Chairing the Competency Assessment Board at the Ministry/State/Agency</i>
3	26 Mei <i>May</i>	Perubahan Penghuraian Tugas Perkhidmatan Pembantu Kesihatan Awam <i>Amendment to the Job Description of the Public Health Assistant Scheme of Service</i>
4	26 Jun <i>June</i>	Penambahan Kekerapan Pelaksanaan dan Peluang Menduduki Penilaian Tahap Kecekapan <i>Additional Implementation Frequency and Opportunities to Sit for the Competency Level Assessment</i>
5	5 Julai <i>July</i>	Pelantikan Syarikat Bagi Kemudahan Perlindungan Insurans Kesihatan Kepada Pegawai Perkhidmatan Awam Yang Berada Di Luar Negara Atas Urusan Persendirian <i>Appointment of a Company for the Insurance Coverage for Civil Servants Travelling Overseas on Personal Matters</i>
6	11 Sept.	Pindaan Syarat Kelayakan Kemudahan Tambang Mengunjungi Wilayah Asal Bagi Pegawai Yang Bertukar Wilayah <i>Amendment to the Terms of the Facility of Passage for Officers on Regional Transfer to Visit Their Region of Origin</i>

BIL. NO.	TARIKH KELUARAN <i>ISSUANCE DATE</i>	PERKARA <i>SUBJECT</i>
7	25 Sept.	Pemanjangan Bantuan Sara Hidup <i>Extension of Cost of Living Assistance</i>
8	25 Sept.	Pindaan Kadar Imbuhan Tetap Khidmat Awam Dalam Kumpulan Sokongan <i>Amendment to the Public Service Fixed Allowance Rate for the Support Group</i>
9	25 Sept.	Pindaan Kadar Imbuhan Tetap Khidmat Polis Bagi Pegawai Rendah Polis <i>Amendment to the Rate of the Police Service Fixed Allowance for Low Ranking Police Officers</i>
10	14 Dis. <i>Dec.</i>	Pertukaran Pelantikan Pensyarah KUSZA ke Skim Perkhidmatan Pensyarah Universiti <i>Transfer of Appointment of KUSZA Lecturers to the University Lecturer Scheme of Service</i>
11	13 Dis. <i>Dec.</i>	Pindaan Kadar Imbuhan Tetap Perumahan Kepada Konstabel, Lans Koperal Dan Koperal Dalam Pasukan Polis Diraja Malaysia <i>Amendment to the Rate of the Housing Allowance for Constable, Lans Corporal and Corporal of the Royal Malaysian Police Force</i>

# Penyandang Ketua Pengarah Perkhidmatan Awam

*Directors-General of the Public Service*

BIL. NO.	NAMA <i>NAME</i>	TEMPOH MENYANDANG <i>DURATION OF OFFICE</i>
1.	A.J. Gracie	1.7.1954 – 7.9.1957
2.	H.G. Turner	8.9.1957 – 1.7.1959
3.	Tan Sri Ahmad b. Haji Hussin P.M.N., P.J.K	5.10.1959 – 1.3.1963
4.	Tunku Tan Sri Mohamed b. Tunku Besar Burhanuddin P.M.N., P.N.B.S.	2.3.1963 – 6.11.1967
5.	Tan Sri Abdul Kadir b. Shamsuddin P.M.N., S.P.D.K., P.N.B.S., R.C.D.	7.11.1967 – 31.10.1969
6.	Tan Sri Syed Zahiruddin b. Syed Hassan P.S.M., D.P.M.P., S.P.M.P., J.M.N., P.J.K., R.C. D.	1.11.1969 – 29.6.1972
7.	Tan Sri Datuk Abdullah b. Ayub P.S.M., D.P.M.T., D.P.S.K., D.P.C.M., P.G.D.K., J.M.N., R.C.D.	1.7.1972 – 31.7.1974
8.	Tan Sri Datuk Abdullah b. Mohd. Salleh P.M.N., D.M.S.M.	1.8.1974 – 30.9.1976
9.	Tan Sri Datuk Abdul Aziz b. Zakaria P.S.M., P.S.D., J.M.N., R.C.D.	1.10.1976 – 17.5.1978
10.	Tan Sri Hashim b. Aman P.S.M., D.P.M.K., D.S.N.S., D.P.M.J., J.M.N.	18.5.1978 – 30.11.1980
11.	Tan Sri Osman S. Cassim P.S.M., K.M.N.	1.12.1980 – 31.7.1985
12.	Tan Sri Rozhan b. Kuntom P.S.M., S.P.D.K., D.P.M.J., P.G.D.K., J.M.N., K.M.N., A.S.D.K.	1.8.1985 – 26.1.1987

BIL. NO.	NAMA <i>NAME</i>	TEMPOH MENYANDANG <i>DURATION OF OFFICE</i>
13.	Tan Sri Dato' Alwi b. Jantan P.S.M., S.P.M.T., D.P.M.S., K.M.N., P.J.K.	26.1.1987 – 15.4.1990
14.	Tan Sri Dato' Mahmud b. Taib P.S.M., S.J.M.K., D.P.S.K., P.S.K., J.M.N.	16.4.1990 – 13.12.1995
15.	Tan Sri Dato' Mazlan b. Ahmad P.S.M., P.J.M., D.S.P.J., D.S.D.K., D.P.M.P., J.M.N.	14.12.1995 – 14.12.1998
16.	Tan Sri Dato' Samsudin b. Osman P.M.N., P.S.M., S.S.A.P., S.I.M.P., S.P.M.P., S.P.D.K., D.P.M.S., P.G.D.K., D.P.M.J., J.S.M., P.M.P., A.M.N.	15.12.1998 – 31.1.2001
17.	Tan Sri Dato' Seri Jamaluddin b. Haji Ahmad Damanhuri P.S.M., K.M.N., D.P.M.P., D.M.P.N., D.G.P.N., S.P.M.P.	1.2.2001 – 16.6.2005
18.	Tan Sri Dato' Setia Ismail Adam P.S.M., S.S.A.P., S.S.I.S., D.P.M.S., D.I.M.P., J.S.M., S.M.S.	17.6.2005 – sekarang/ <i>now</i>

**Jabatan Perkhidmatan Awam Malaysia**  
Public Service Department Malaysia

