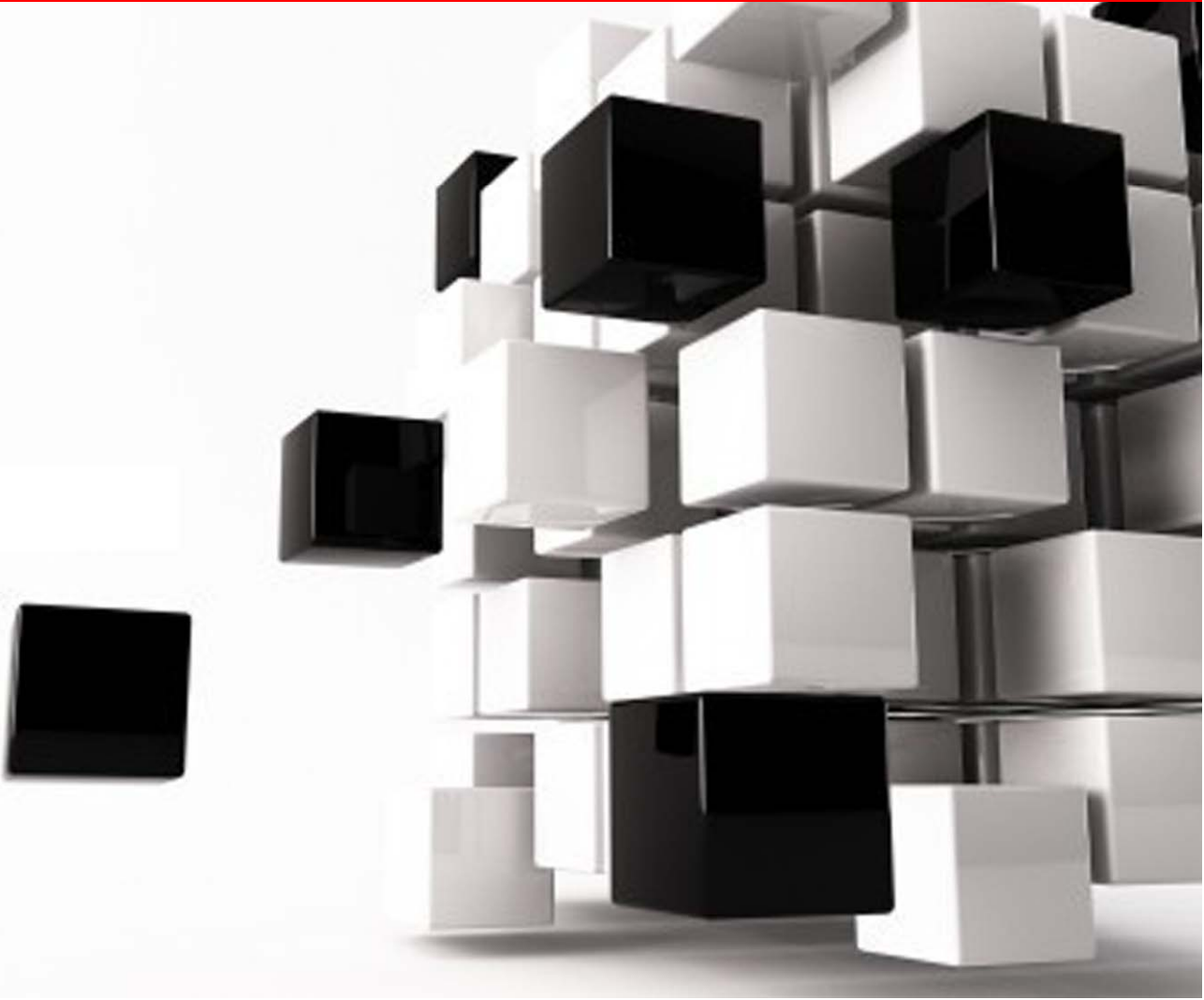




RAZAK SCHOOL OF GOVERNMENT

Beyond Expectations



Beyond Expectations

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COVER RATIONAL

"The colours in the cubes form diversity and variance. It personifies consensus in the face of divergence. We can form a solid entity, in spite and regardless of our differences.

The richness variance brings to the workings of public institution drives competitiveness and comparative advantage. With the right strategies and training RSOG can imbue meaningful elements that would make for an excellent public service.

The cubes also personify the symbol of talents and people which is the core to a relevant government. When the right people are in the right place, based on merit and nothing else, the wheels of excellence will turn its own due destiny in strengthening the nation."

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Foreword by CEO of the Razak School of Government

Assalamualaikum Warahmatullahi Wabarakatuh and Salam 1Malaysia.



Courage. Innovation. Change. Those three words are simple but powerful enough to make a difference in our lives. These are the ingredients that need to be injected into our Public Service in order for us to retain the faith of the Malaysian people. Not only to bring the Public Service to a better state than what the country is benefitting from now, but also to be an all-rounded service, taking into account the people, leadership, culture and mind-set of the Service. This transformation will revive the Public Service in order to remain relevant and consistent to the people.

This book highlights the challenges of a young nation like Malaysia in the process of becoming a developed state. While expectations are increasing due to the maturity of the Rakyat, it is also pertinent to think on how to better manage the expectations of the people. Malaysians demand improvement of public service in four aspects: transparency and accountability; competitiveness; merit-based advancement; and knowledge and high awareness among the civil servants. These probably are not new to us as a developing nation, but the book further discusses the contemporary spectrum of these four challenges in facing globalisation. The government, at the same time realises these challenges and proposes strategies of retaining talent, creating inclusiveness, and streamlining communication and the feedback mechanism. General as those may seem, the book attempts to suggest effective methodologies on how to implement the strategies mentioned above.

“Beyond Expectations” is chosen to portray to the readers that Malaysia has to and can be far better than where we are at today. We can accelerate further, jump higher, and go beyond the ordinary normalities in achieving what the country desires to be. The Government Transformation Plan and Economic Transformation Plan are introduced to be catalysts to achieve what we expect in the year 2020. This book will share with the readers that consistent momentum is being instilled in our country and transformation has landed its footstep in the mindset of our leaders.

The book conveys a message that the country is in the process of transformation. And that message is clear. The public needs to know that we are committed in recognising strategies and initiatives towards that. Along the transformation, the Razak School of Government is envisioned to be a catalyst for intellectual and professional grooming of the nation’s future public leaders. This is in line with the nation’s aspiration and commitment to advancing public interest and well-being by ensuring that our most valuable capital, the people, are equipped to embrace present and future challenges.

On behalf of the Razak School of Government, I hope you will enjoy the book while gaining some insights and more hope for our nation to succeed. I would like to thank the Chairman and Members of the Board of Trustees, Prime Minister's Office, Office of the Chief Secretary to the Government of Malaysia, my dedicated and hard working staff of RSOG, and all who have worked hard in producing the first ever book publication of RSOG.

Thank you.

Yours sincerely,
Assoc. Prof. Dr. Hamidin Abd Hamid
Chief Executive Officer
Razak School of Government

Courage
•
Innovation
•
Change

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Message from the Chairman



The world over, from Europe to Africa, India to Australasia, there is a congruent deafening call for a new kind of public sector. A kind that will serve a world burdened by challenges such as energy security, climate change, economic vitality, food sufficiency, nuclear non-proliferation, fight against terror to name but a few. If the 20th Century saw emergence and clash of ideologies, the 21st is experiencing human predicaments that cut a common purpose and end.

The end game now is - we all share this place called Earth. And so, what we do with it today draws the legacy for the generations that come after us. When all is said and done, this world is not inherited from our ancestors but that we borrow it from our children and grandchildren. In such a scenario, we simply cannot do the same kind of business in a new kind of world order with distinctly different global demography. Today, we need to have thought of a problem and see to its solution before a customer even thinks of it, never mind experience it.

The challenge today is not only in identifying problems as it is in knowing the human response to a problem. Between 1786 and 1826 an Anglican Clergyman, Thomas Malthus wrote "An Essay on the Principle of Population" where he predicted England would run out of food and be hit by tragic famine and disease once population growth outstrip agricultural production. Known as the "Malthusian Catastrophe", his prognosis though spot on, did not propose an appropriate response. History records that the Agricultural and later the Industrial Revolution enabled the world to get out of Malthus Trap. Poignant in this example is - - there are ample skills available in detecting problems, not enough perhaps in proposing the human response to problems that could change the way we live altogether.

Our comparative advantage lies NOT in great inventions. It lies in the unsexy act of customising a service for a customer. It lies in providing a service that MAKES SENSE, a service made SIMPLY SIMPLE. It is embedded in our comprehension of the human dimension to every problem we face.

The Razak School of Government provides the opportunity to deliver that new kind of public sector for Malaysia. It is not only to stimulate our own “Essays on Population” but also to suggest the responses to the possible catastrophes that may occur. Its modules and curriculums will predicate the fundamentals of the Government Transformation Plan and the continuing Vision of making Malaysia a high income and developed nation in a fast changing world. The success of this School hinges on the quality of public officials we develop ultimately - quality as defined by the markets we serve. The School will involve all market constituents, not only in ideas, but also to participate in education, research and training. And most importantly, in changing mindset. A mindset that is open to changes to better serve our stakeholders. One that is not necessarily wedded to the past, however glorious it may be!

In the final analysis, we stand apart in a crowded room of talents NOT by the strength of our education alone. We will shine as individuals, not least a public servant, when we are able to engage the strong as much as we are able to show compassion to the weakest amongst us. We will stand apart when the glare from the strength of our own character blinds all else. Indisputably the strength of any organisation will lie in the characteristics of the people who make it. Why? Because where there is strength in character, we will execute the same sound actions whether being watched by many, by one or by no one. We will act and deliver to form, with or without an eye over us.

Tan Sri Mohd Sidek Hassan
Chairman, RSOG Board of Trustees

* *The Message is derived from the speech delivered by the Chairman at the launch of Razak School of Government, 8th October 2010.*

Remarks by Prime Minister of Malaysia



We realise that the country can only prosper if we are able to nurture and be able to groom **young talents** and **potential leaders**. Our government is determined to take any necessary step to achieve this goal and the RSOG is one of the avenues where **human capital** can be channelled to be harnessed as **effective administrators**. It is time for us to take that bold step forward, to take a **quantum leap** for Our Malaysia to become **a truly successful 21st century nation**.

“

...the country can only prosper if we are able to nurture and be able to groom young talents and potential leaders.”



“
...it is time for us to
take that bold step
forward, to take a
quantum leap.”

Our desire is clear. We need to transform the Public Service. In order to transform the nation by **empowering the leaders and policy makers** of the country, the Razak School of Government is given a mandate to work with the government towards ensuring the success of the transformation plan.

“*We need to transform the Public Service.*”





“
*This is the time for
all of us, each one of
us, to be part and
parcel of the
change...*”



With a strong, **highly committed** and **knowledgeable organisation**, I believe **RSOG** will be a vital catalyst to achieving our goal of transforming our nation. I call on your support and encouragement to make this institution work and succeed. This is the time for all of us, each one of us, to be part and parcel of the change, and I thank you for your commitment and your support.

Dato' Sri Mohd Najib bin Tun Abd Razak
Prime Minister of Malaysia

* *The Message is derived from the speech delivered by the Prime Minister at the launch of Razak School of Government, 8th October 2010.*



Razak School of Government

by

B. Dato' Mohd. Najib bin

Minister of

2010



Razak Lecture Series

Inaugural Lecture by

YAB Dato' Sri Najib bin Tun Abd Razak

Prime Minister of Malaysia

Occasion

Launching of Razak School of Government (RSOG)

“Transforming the Malaysian Public Service”

Date and Time

08 October 2010 (Friday) 4.00 PM

Venue

Putrajaya International Convention Centre (PICC)

Have
Arrived?
We



“

*Their wisdom,
foresightedness and
pioneering spirit
geared us towards a
path towards national
prosperity.*

”

This year Malaysia celebrated her 53rd year of independence. As a nation and as a people we have much to be thankful for, from a fledgling under developed economy besieged by the threat of terrorism we managed to be transformed into a prosperous upper middle income economy. This is not a result of chance or mere fate rather it was the **fruit of vision, strategic planning and steely fortitude** of our forefathers in blazing a trail before us. Their **wisdom, foresightedness and pioneering** spirit geared us towards a path of national prosperity. Their work may have been done but **ours is just beginning**, the torch has been proverbially passed. Now it is incumbent upon our generation to pick up the gauntlet and continue to work hard and deliver the promise of a **high income developed** economy for all Malaysians. This commitment is the core thrust of my administration.

Our nation has always been at the **forefront** in the process of **change** and **reform**. We have been constantly ahead of the curve in successfully meeting our domestic and global challenges. This trait and our clear headed **pragmatism** have held us in good stead. Nevertheless, we have come to a juncture where gradual and incremental change is no longer adequate for our national interest. We need to be **bolder** in our planning; more **decisive** in our execution and more **driven** in our endeavour; in a nutshell we now need to **quantum leap** towards a better future.

“

We have been constantly ahead of the curve in successfully meeting our domestic and global challenges.

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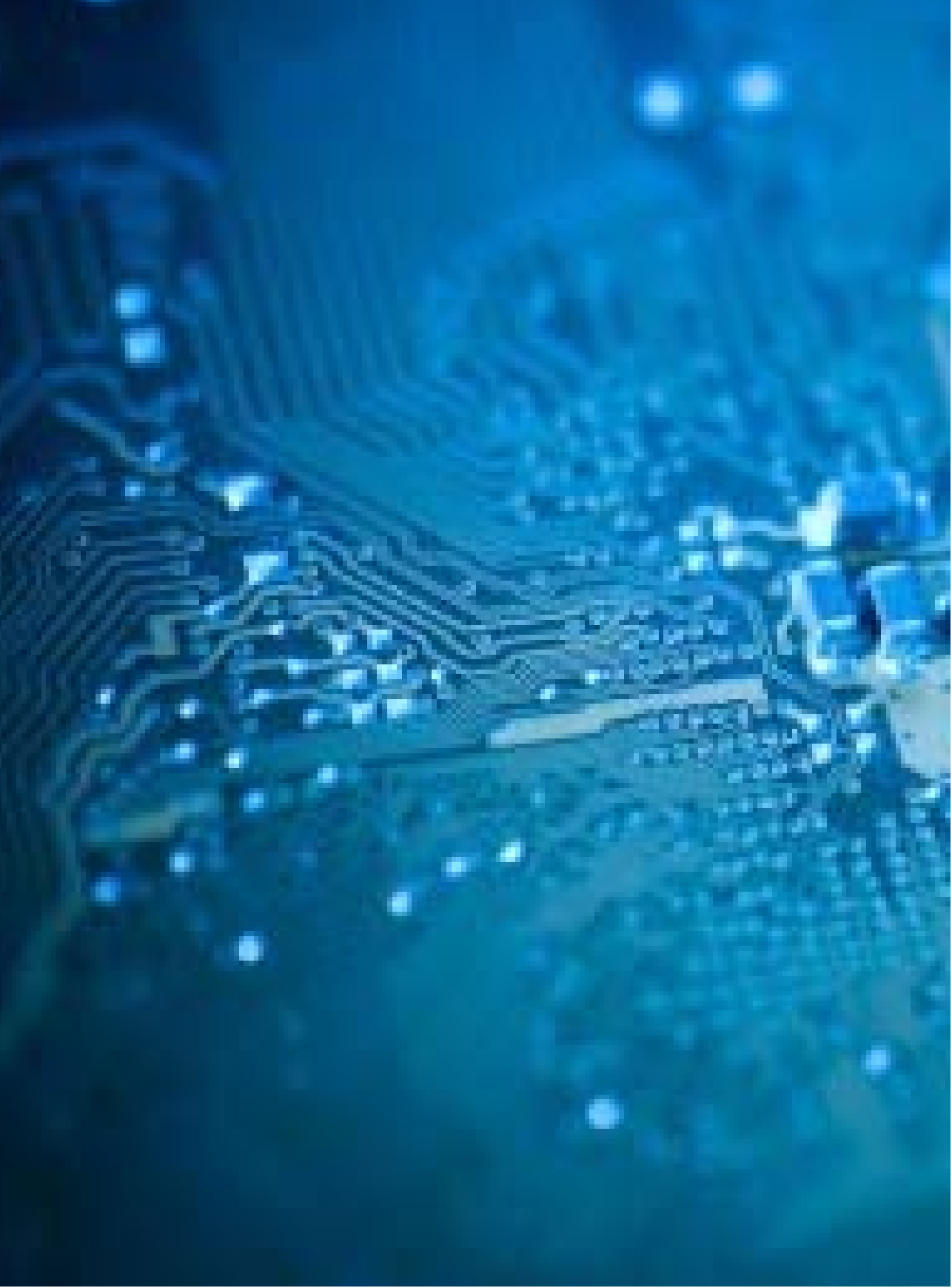
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In less than a decade, our hope is for Malaysia to join the **fraternity of high income developed nations**. That leaves us with not much time.

The government on its part has put in place the necessary mechanism to ensure the nation is on the right track to achieve our national Vision. Both the Government Transformation Programme (GTP) and The Economic Transformation Programme (ETP) under the overarching guiding philosophy of 1Malaysia People First Performance Now is the essential roadmap in transforming the country into a developed and high-income nation.



“*The government on its part has put in place the necessary mechanism to ensure the nation is on the right track to achieve our national Vision.*”



When
Reality
Bites






The Malaysian Public Service is a **vital partner in nation building**. It has over the years built a reputation as an **effective** institution. Malaysia would not have achieved what it has achieved today without the **commitment and dedication** of its public servants.

Nevertheless the Malaysia of today is different from the Malaysia of even a decade ago, it is a completely new era that compels a **rethinking** on the **formula of SUCCESS**. Succeeding in a new and more challenging environment requires the Malaysian public service to take a critical stock of its' new environment and realities. A **paradigm shift** is needed in meeting the expectations of a more open, complex, demanding and nuanced society. Nostalgia and doing business as usual should be a thing of the past. **Innovation, facilitation, meritocracy and creativity** should be the new buzzword. Change is no longer an option it is now an imperative.

“
Change is no longer an
option it is now an
imperative.”



INNOVATIONS

FACILITATION



The

Relevance

of

Relevance



“

*...the public service
to be more accountable
to their constituents,
to better manage
expectations.*”

CHALLENGES

Among our most daunting challenge is caused by the rapid rate of globalisation, individuals thousands of miles apart can now **network** and **interact** with each other with the click of a button. This compels us to change how we **plan** and **conduct** our core business; we need to be more mindful of public **sensitivities** and **aspirations**. Ultimately it requires the public service to be more **accountable** to their constituents, to better **manage** expectations.

The second challenge is **developing and managing high quality human capital** to ensure high-quality service. Countries no longer exist as “islands” on their own - trends towards regionalism means that the competition is getting tougher, not easier. Everyone is **competing** for finite resources and markets. I see this as a **healthy** environment because competition is not just about coming out on top ahead of the rest, but as a **mechanism** to ensure that we are pushed and driven to do our best, hence resulting in **improved** service for the public.



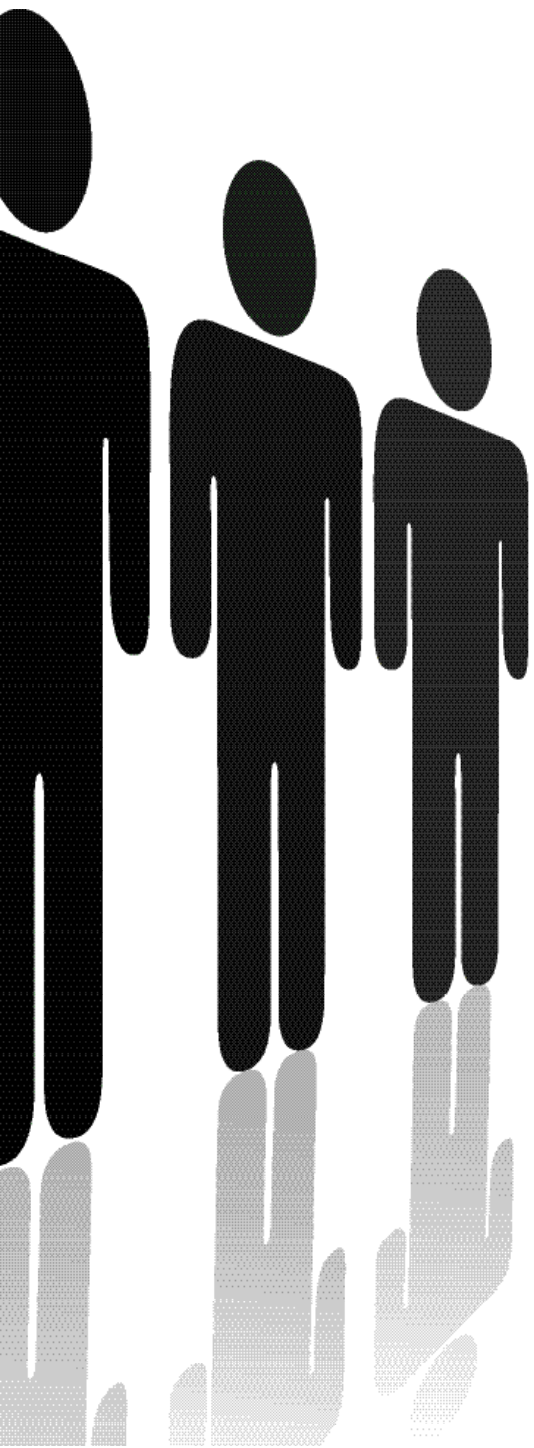
It is therefore important that we equip our public service system with a mechanism in measuring quality human capital and quality of service. There has to be a **new standard** that will shift the old paradigm of our public service to a new one that is reflective of the **expectation and demands of our society**. I believe that the measurement must be at par with the levels of development of a nation and its aspired place in the world. Four areas serve as benchmarks:

“
There has to be a new standard that will shift the old paradigm of our public service to a new one that is reflective of the expectation and demands of our society.”

Have We

What

It Takes



FIRST:

Transparency and Accountability



The Rakyat today no longer limits its demands and expectations to only meet its basic needs and amenities. Those must be given without being asked. But the **society** wants to be part of the **decision making process** because the people are the ultimate stakeholders of government. Public participation is not the exception, it is the norm of all excellent public service delivery systems the world over. We need to move towards a more **collaborative dialogic approach** which includes **voices** and **ideas** from **multiple angles**. Their **feedback** and **participation** is needed for the seamless fleshing out of the best policies and implantation of services. This can only happen, when at the most basic level, we as a society are ready for a *“cultural transformation”* in the way we work and the way we deal with new challenges and problems. This is what some have referred to as the new public leadership in context.

SECOND:

Competitiveness



The best business knows that to remain competitive means **to listen** to the stakeholders. In the case of the public service sector, the stakeholders, as I have mentioned before, are none other than the people themselves. We promise to take complaints and consider questions and solutions from the public, and to respond in the best way that we can. But to even get to a point where this becomes second nature to us, we must find ourselves in an **environment** that is receptive to change. If the environment is lacking, then we must be **creative and innovative** to create the condition that will allow us to be more competitive.



NEW

ORIGINAL

GENIUS

SOLUTION

THINKING

POSITIVE

MIND

FUN

CREATIVITY

BRAINSTORMING

INVENTION

IDEAS

ILLUMINATION

INNOVATION

ART

“

...we must be creative and innovative to create the condition that will allow us to be more competitive.”



We can only achieve competitiveness if we allow competition to flourish in the public service. We need to be challenged and compete with others in order to prove and improve on our credibility and efficiency. Without a competitor, it is unlikely that we will be challenged, thus, will forever remain static. Competition is **not just about winning and losing**, but a venue to capitalise on one's strength, improve weaknesses and embark upon what is called a **positive continuous restructuring and positioning** to achieve our goals of transformation. I am optimistic that if we allow healthy competition to be a culture in the Public Service, keeping in mind our values and norms of respect and trust, behold, a new revamped Public Service will emerge in the nation, providing only the best for its people.



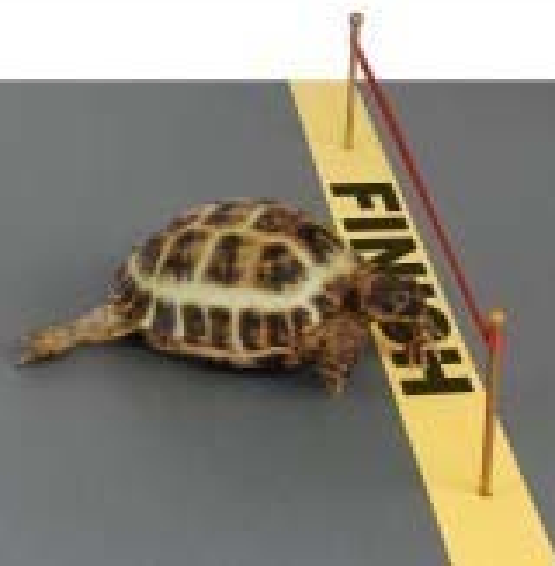
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Competition is not just about winning and losing, but a venue to capitalise on one's strength, improve weaknesses and embark upon what is called a positive continuous restructuring and positioning to achieve our goals of transformation.”



THIRD:

Merit-based Advancement



Everyone has an equal chance to perform and to contribute, depending on each individual's capacity and potential, and this should be our operational yardstick to assess a public servant. The merit should be outcome-based in the sense that satisfaction of performance and delivery is the benchmark of awarding the merit. The tradition of promotion based on seniority and clique without taking into cognizance performance, talent and true potential should cease, the nation cannot afford deadwoods or mere seat warmers.

“

Everyone has an equal chance to perform and to contribute, depending on each individual's capacity and potential, and this should be our operational yardstick to assess a public servant.

”





FOURTH:

Knowledge and High Awareness




Knowledge is **borderless** and always **powerful**, regardless of time and location. It distinguishes each human, organisation, society, nation and what more, a civilisation. In this regard, public service is not excluded. We need to implant knowledge into our thinking and reacting, ensuring that we are a highly distinctive segment of people in the society. With the advancement of Information and Communication Technology (ICT) we must ensure that our public service is not lagging behind even for a moment. Hence, **life-long learning** should be the way of life to our public servants, so our existence will stay **relevant**, even with a changing of time.

Knowledge leads to awareness. The current world order is experiencing substantial change. New dimensions are surfacing while the old features are redefined. Traditional hard power, for example, is now fused with emerging soft power. **Our awareness** can no longer stay stagnant and static, but must **reflect present and future demands and changes constructively.** We are aware that a new wave of generation is emerging in our country. The empowerment of youth and civil societies has resulted in the demand for **alternative solutions.** We should groom the young public servants at an early stage so they are well-equipped in serving the *Rakyat*.

“

Our awareness can no longer stay stagnant and static, but must reflect present and future demands and changes constructively.”



TRUST

and

Why?



“

*Globalisation
has accelerated the
development of a
modern and
progressive society in
a way that renders
government and
society inseparable.*

”

In the end, what we want to achieve is a **society centric government.** A situation where the public voice will be heard by the public service and be the best **assessor** to the quality of public service. Globalisation has accelerated the development of a modern and progressive society in a way that renders government and society **inseparable.**

A question then arises, how could we strengthen trust in the Public Service? We need to repair the fractured **trust** between the public service and the public. The day where **'government knows best' is over**. The government must be able to feel the pulse of the citizens. We are **no longer the absolute arbiter of wisdom**, but a **respondent to the people's needs and demands**. The 21st century concept of governance requires a new reengagement between the government and the people.



REFORMS AND TRANSFORMATION

It is vital that our **institutional and structural transformation** is guided by a clear, comprehensive and commonly accepted

vision of the fundamental principles that should shape the new public service. The idea of the **New Public Leadership** is what we have to keep in mind.

Change is no longer feasible only through **management**, but must be accompanied by **leadership**. By working in partnership across government

agencies, the public service creates a networked governance environment whose aim is the delivery of public value. The creation of a **people-centred** and

people-driven public service is a must if we want to see the structural change happen.

“
Change is no longer
feasible only through
management, but must
be accompanied by
leadership.”



What makes Malaysia **unique** is the diversity of our people. 1Malaysia's goal is not only to preserve but to enhance this **unity in diversity**, which has always been our **strength** and remains our best hope for the future. By encouraging **inclusiveness**, we are allowing more public participation from all Malaysians, to **work together** in serving the nation. 1Malaysia will not be successful without the involvement of people from all walks of life.

Therefore I want to point out that **Institutional and structural change is a must!** It is very difficult to change the mindset of our public service, without internal structural and institutional reform happening. Such reforms are necessary to support our transformational plan to take the next **leap forward** for the public service and the country.

“*Institutional and structural change is a must!*”





STRATEGIES AND APPROACHES FOR MOVING FORWARD

One of our strategies of moving forward is **retaining talent**. To be a developed nation, a country must **utilise** the talent of its human capital, including Malaysia. We are never short on talent, but where do these talents go? Thousands of bright students have been sent abroad as a means of investment for our future, but do we get the proportionate return on what we have invested? In shaping the country to be a great nation, Malaysia needs to utilise the top talents, providing them sufficient **platforms** to share the inner qualities they possess in the public service context.

How can the Public Service attract the best brains and retain them to serve our country?

First and foremost, we need to **appreciate the talent** that they have.

“

First and foremost, we need to appreciate the talent that they have.”

innovation





The Public Service needs to create incentives for them to want to join. It may not offer a life of luxury but it certainly offers satisfaction of serving a higher purpose, of **making a difference**. It is my fervent believe that there is no higher calling than a calling to **serve the nation**. The government will continuously seek to improve the conditions and terms of service for civil servant. Our immediate challenge is to design a **quality workforce** and environment for our talents, legally, structurally, and institutionally. We need to generate an **intellectual ecosystem** in the Public Service that **cultivates ideas** and **celebrates criticism**.

Creating Inclusiveness:

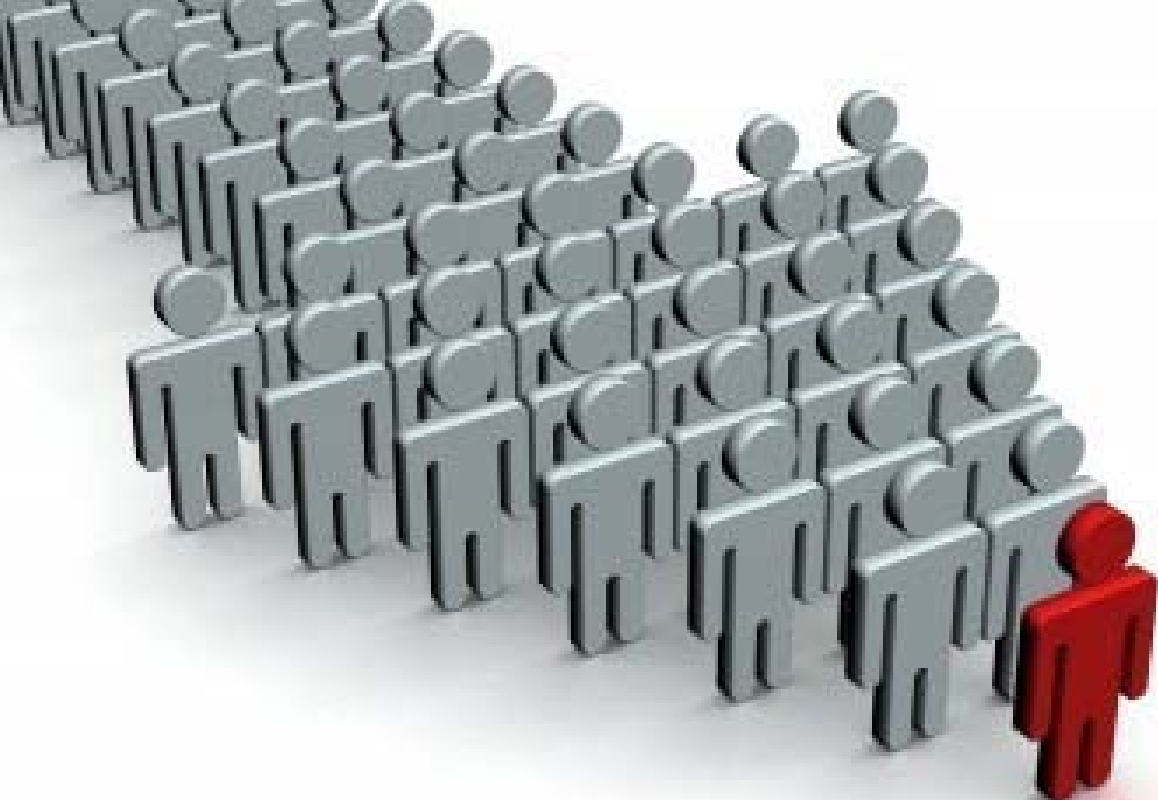
The idea of **inclusiveness** has been something that I want to touch upon. Most of the time, our attitude is such that we tend to think that we earn the right to everything. This is not true. Let me stress to you that this **'club mentality'**, where a certain group remains exclusive, must be abolished. We need to **work collectively** as a team, so that we deliver what we set out to do. The public service has to keep pace with the rising expectations, sophistication and demands of the people.



“

We need to work collectively as a team, so that we deliver what we set out to do.

”



Public Leadership:

This entails the need to have an integration of public organisations and agencies in **sharing** the same vision based on **agreed aims** and **values**, and to together **execute** the vision through partnership with other bodies. The integration and collaboration are intended to **promote**, to **influence** and to **deliver** public services sensitive to the socioeconomic and socio-political aspects within the **society**.

Communication:

We are faced with the rapid rise of **technology** in today's globalised world.

While we all have equally benefited from this phenomenon, its mismanagement can render meritless even the finest tuned plan. That is why we need to create a solid

partnership with the media. At the end of the day, the Public Service will need

to **talk** and **engage** with the **people**. Leaders must be prepared to face this

new reality. It is only through transformation in the realm of ideas that institutional change can happen.

“

It is only through transformation in the realm of ideas that institutional change can happen.”





Feedback Mechanism:

We plan to increase **consultation** among stakeholders, as I believe working hand-in-hand will not only make our goals of achieving Vision 2020 easier, but will also develop us into a society that is governed through **dialogues and persuasion** rather than fiat and decrees. There are various methods by which we will seek the *Rakyat's* input, ideas, and **feedback** so that our system of government will become more efficient.

A New Kind of Leader





A world class public leadership is not merely there to lead, but to inspire others to follow. It requires the capability of making the right decision, with fully informed reasoning, seamless execution, and outcome-driven mentality. To do this we need to cultivate a knowledge-based public service. Thus, our immediate challenge is how to ensure that talented and knowledgeable Malaysians out there will contribute towards the nation becoming a better country to live in.

“
...a world class public
leadership is not
merely there to lead,
but to inspire others to
follow.”



The establishment of institutions like RSOG, I believe, is to **pre-empt, react** and to **respond** to these questions. The School is founded on two main thrusts:

1. Leadership, and

2. Knowledge

Transformational leadership coupled with knowledge, capacity, and capability is the golden formula for creating an environment that is conducive to effective problem-solving and innovation.

With the sealing of our commitment to transform, the government and society will be able to establish a platform for debate on matters that are pressing. This is perhaps one of RSOG's most important roles - **to become the platform for dialogue and discussion**. By consulting with our various **stakeholders**, we give them the opportunity to let them **review** and provide us with **feedback** as to what is best for them. Reaching out to our people on the ground is the only way to **create a sense of trust**, and **with this trust we can provide a public service that will make us proud**.





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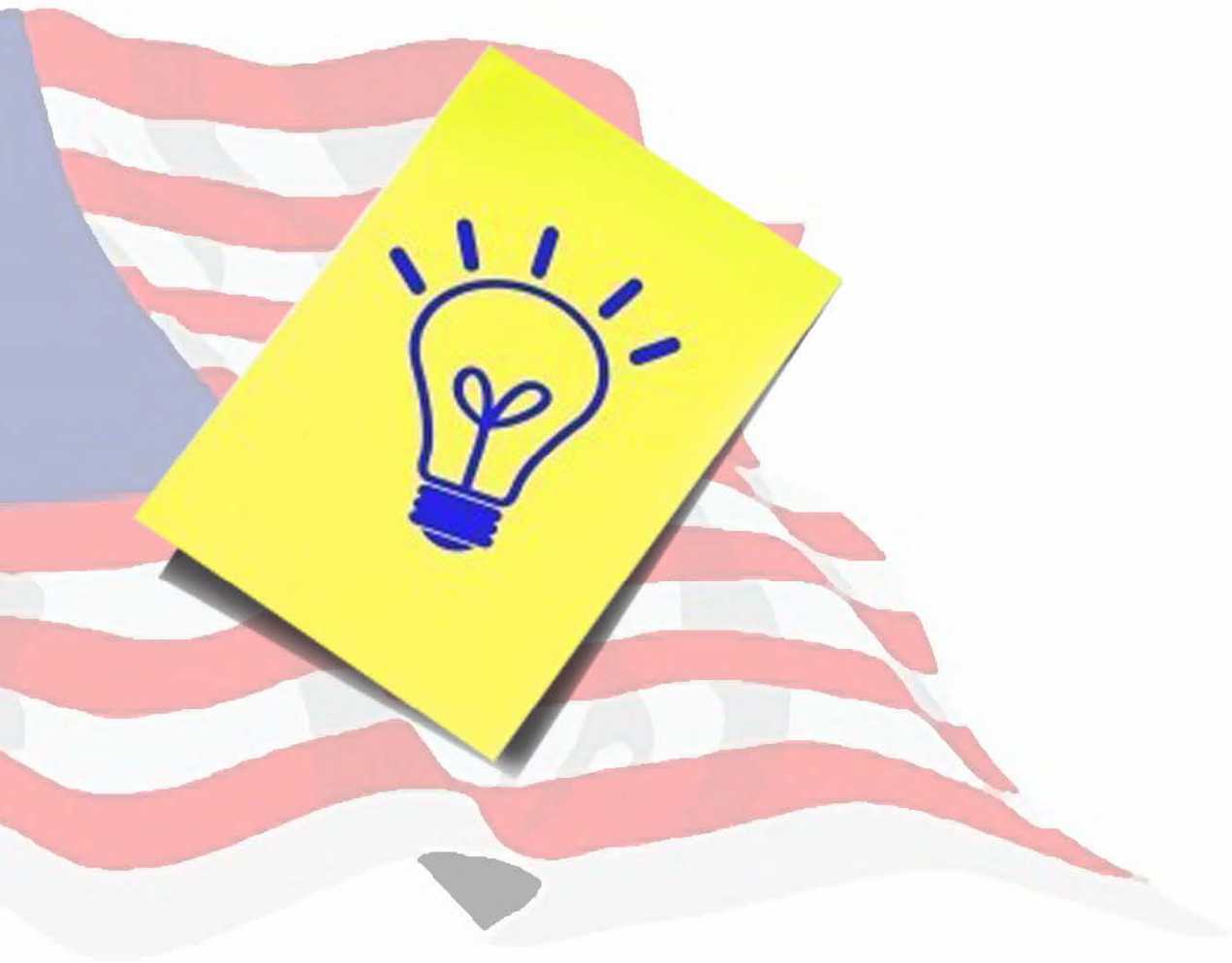
Reaching out to our people on the ground is the only way to create a sense of trust, and with this trust we can provide a public service that will make us proud.”

Making

for

Eureka
Malaysia





CONCLUSION

It is time that we truly recognize that **this is not a matter of choice.**

Not only are we presented with the ripe opportunity to transform the nation, **We must transform.** We must transform or risk becoming a failed state.

Transformation can only happen when three things are in place: the **active participation** and input of all stakeholders, an **environment** in which

key players are ready and able to take on the challenge, and the **readiness** to embrace the culture of always reaching for above and beyond. It is no longer affordable

or intelligent for us to be satisfied with the way things are. An institutional and structural change can only happen when our public leaders not only understand

what must be done, but also has the **integrity, humility, and determination** to bring this great nation into the next horizon.

...we must transform





“*An institutional and structural change can only happen when our public leaders not only understand what must be done, but also has the integrity, humility, and determination to bring this great nation into the next horizon.*”



I thank the **Razak School of Government**, for giving me an opportunity to share my thoughts on **transforming the Malaysian public service**, let us begin this momentous journey in transforming the Public Service in our country. **With God's grace and our strong determination, we will turn this transformation into a reality.**

Thank You.







RAZAK SCHOOL OF GOVERNMENT

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