

DEVELOPMENT SYNERGY



Our Leaders • Civil Service • Rakyat



Sarawak Civil Service

Vision

**A World Class
Civil Service**

Mission

Our mission is to transform the Civil Service through High Performance Team and Excellent Service Delivery.

We will undertake to:

- Work hand-in-glove with the leadership of the State;
- Accelerate the holistic development of the State;
- Preserve multi-racial harmony amongst our people;
- Plan, implement and monitor projects efficiently and effectively;
- Enhance organisational and service excellence through efficient and effective work procedure and systems;
- Engage and delight customers through business-friendly processes;
- Nurture a working environment that generates creativity and innovation; and
- Develop professional and personal skills and competencies through best practices and life-long learning.

Common Shared Values

- High Integrity
- Respect for Others
- Obedience to the Law
- Kind and Caring
- Professional Work Ethic
- A sense of Urgency and Timeliness
- Team Spirit
- Action and Result-Oriented

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AN HONOUR TO SERVE

**The Philosophy underlying
the State Civil Service's
Vision, Mission and Core Values**



Foreword

"In development administration, we must expect problems; so, we need to work closely with the people to solve these problems. Problems multiply because of rising expectations and problems are not negative. We must look at them as feedback from the people and so, we need to have increased dialogues and we must keep on communicating with the people. Problems are part of the transformation process; we must go down to the ground constantly."

-YAB Pehin Sri Haji Abdul Taib Mahmud, (Sejiwa Senada) event in Bintulu, July 2010)

"Now with the advent of Malaysia, the expatriates will quickly disappear and must be replaced by local men. Yet, here lies the difficulty, for it is easier to get a man from London to live in Kapit, than to find one of similar qualifications in Sibul, who is willing to do so...It is a melancholy fact that the higher a Sarawak boy's qualifications, the greater the difficulty of getting him away from his family..."

("Pioneers", August 31, 1963 issue of The Sarawak Gazette)

This was one major hurdle that Sarawak faced in the early days of its independence from the British and as its Civil Service began the process of Borneonisation - **How to recruit suitable and qualified staff willing to serve in the remote areas?**

The joys of independence was being tempered by some of its burdens as well and one of these was how to staff outstations - some of which were far-flung and lacked creature comforts - with capable officers who were willing to forego the comforts of life?

The answer was in inculcating in the young elite the twin ideals of **"adventure and service"**. It is easy to hire specialists to discharge specialist functions but when it comes to self-government, for it to have any meaning at all, "the task of administration," noted the author of Pioneers, "must be discharged by the people themselves".

The recognition that the people of Sarawak would be the driving force for economic development was made on the day that the State attained self-government and by no less a person than the current Chief Minister, YAB Pehin Sri Haji Abdul Taib Mahmud, himself. As the then Minister of Communications and Works in 1963, he proclaimed in a state broadcast on August 31, that "a nation can only enjoy its independence if it has economic stability and a fair share of prosperity for at least a majority of the people."

He called on the people to unite and work together and to give their undivided loyalty to the State. Making the pledge that the government would initiate development projects and undertake public works for the benefit of the people, he pointed out, however, that **"the Government could only lead. The real advancement of Sarawak rests in the hands of its people."**

He urged the people to cooperate with the government to make Sarawak a peaceful and prosperous state. And so it was that when he took office as Sarawak's Chief Minister in 1981, YAB Pehin Sri Haji Abdul Taib Mahmud, intensified his efforts to attain development in all spheres - socio-economic, political, education, health and medical services, information technology - for his beloved Sarawak and its peoples through his Politics of Development philosophy.

Indeed, from day one of his public service career, the Chief Minister has exemplified the twin ideals of adventure and service.

Being in tune and in touch with the wishes, desires, concerns and dreams of the people is a crucial requirement among the team of political leaders under YAB Pehin Sri's administration.

And to keep in pace with the political leaders who have the mandate to translate the people's dreams and wishes for progress, peace and prosperity into realities, Sarawak's civil servants in turn would have to work in close partnership with the leaders.

YAB Pehin Sri often reminds the Sarawak civil servants that the "rakyat" (people's) expectations are growing, so they will need to keep up with the rising demands and expectations of the rakyat

He wants them to be a "thinking civil service", an organization that knows how to manage the people's expectations and is able to draw out their sentiments and feedback so that the government will constantly be informed and kept aware of what the people's desires and concerns are.

Being the nuts and bolts of an efficiently run public service machinery, the Sarawak civil service draws its energy and drive from the people themselves, whose voices are clearly heard and articulated by their chosen representatives in parliament. Hence, following the lead of the Chief Minister and his team of leaders, the Sarawak Civil Service has always maintained the important tradition of bringing the government closer to the people.

From being a vehicle of the Rajah in the early days, and later, the British Colonial Office, to impose their authority and to achieve their own political ends, the Sarawak Civil Service had successfully transformed to its present role as an agent of change. It would still act as a vital link between the government and the people, but this time, in implementing government policies and directions, the SCS officers are expected to do so in cooperation with the people whose wishes and aspirations had to be taken into account when it came to decision-making.

This book documents the efforts and initiatives by the Sarawak Civil Service to fulfill the expectations of the leaders and people of the country, particularly that of the State. Heeding the advice and counsel of the leaders, and following the directions that was set especially by the Chief Minister, YAB Pehin Sri Hj Abdul Taib Mahmud for Sarawak's development journey right up to 2030, the Sarawak Civil Service has undergone major changes in its structure, functions and operations to keep up with the demands of the people and the leaders for excellent service. It is now in the process of reinventing itself once again as Sarawak gears up to meet the challenges of its second wave of development through major initiatives such as the SCORE.

The people of Sarawak are truly in a secure and solid place because both the political leaders and the civil service staff are united in their common belief that it is the people that matters and are always working in synergy to help them fulfill their aspirations.

"We must increase the level of understanding of the people on our development programmes and initiatives. Development, like the SCORE initiatives, is for the people's benefit. We must make them see that if we don't move together, our aspirations will be weakened and we will all sink and be stuck in our journey. Don't be scared of complaints, it's there to sharpen us in our skills and knowledge and strategies to meet their rising expectations."

-YAB Pehin Sri Haji Abdul Taib Mahmud, (Sejiwa Senada) event in Mukah, October 2010)

Journey of Transformation



As a young man, YAB Pehin Sri Hj Abdul Taib Mahmud had the opportunity to leave his undeveloped hometown in Sarawak to pursue further studies in a city of a progressive country. He did extremely well and garnered honours and recognition in his chosen field of study. He met, fell in love and married the woman of his dreams. He proved himself an asset to any company that employed him and would certainly have had no problem carving a successful life if he had decided to settle down in this country with his beloved wife.

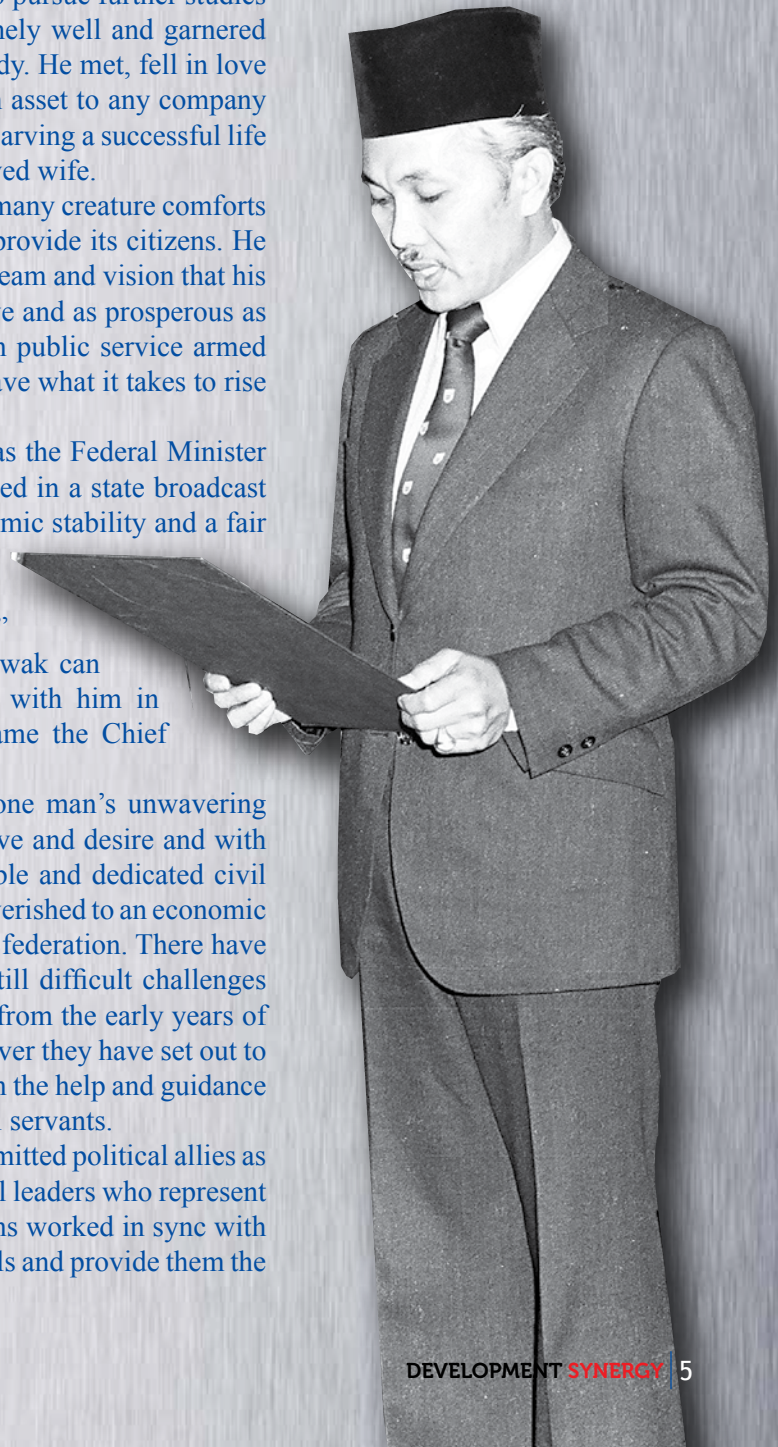
But he chose to come back to Sarawak, which lacked the many creature comforts that a progressive and prosperous country would be able to provide its citizens. He came back, with his devoted wife by his side, nurturing the dream and vision that his beloved State of Sarawak can, and will become as progressive and as prosperous as any developed country in the world. He started his career in public service armed with the unflinching conviction that the people of Sarawak have what it takes to rise above poverty and eventually, make its mark in the world.

When Malaysia was formed in 1963, he was appointed as the Federal Minister of Communications and Works. On August 31, he proclaimed in a state broadcast that “a nation can only enjoy its independence if it has economic stability and a fair share of prosperity for at least a majority of the people.” He stressed, however, that “the Government could only lead. The real advancement of Sarawak rests in the hands of its people.”

Never wavering in his faith in what the people of Sarawak can achieve, he rallied them to unite and work hard together with him in implementing his “politics of development” when he became the Chief Minister of Sarawak in 1981.

The journey of Sarawak’s transformation started with one man’s unwavering faith in the people and his understanding of what they deserve and desire and with the unceasing support of his political partners and the capable and dedicated civil servants. Sarawak was transformed from being the most impoverished to an economic powerhouse and politically stable State within the Malaysian federation. There have been struggles along the way, and no doubt that there are still difficult challenges still to hurdle. But what Sarawak was able to transform into from the early years of independence to the present is, indeed, a testimony that whatever they have set out to do, the people of Sarawak can and will be able to achieve, with the help and guidance from their committed and dedicated political leaders and civil servants.

To lead, guide, teach and serve the people, he had his committed political allies as well as dedicated civil servants to work with him. The political leaders who represent and ably articulate the people’s wishes, dreams and aspirations worked in sync with the Sarawak Civil Service to help realize the people’s potentials and provide them the opportunities to transform their lives.



YAB Pehin Sri Haji Abdul Taib Mahmud is one leader who practices what he preaches. He often enjoins political leaders and civil servants to stay close to the people. He himself travels the length and breadth of Sarawak to listen to the people's concerns and understand their needs. "Bringing the government closer to the people" is a long-standing tradition of the Sarawak government and its Civil Service.

Journey of Transformation

(Keynote speech of the Chief Minister, YAB Pehin Sri Haji Abdul Taib Mahmud during the presentation of Chief Minister Quality Award on May 7, 2010)

First of all I wish to offer my humble thanks and gratitude to Allah s.w.t for the success of the Civil Service in attaining a certain level of success in preparing ourselves to face the challenges of the globalized world. It has not been easy to implement but thank God, due to the co-operations and hard works of leaders in public service, we have been able to commence a process, which I believe can put Sarawak in the position to compete in the economy of the globalized world.

I consider myself fortunate to have the support and close co-operation of all the State Secretaries in the efforts to upgrade the quality of our civil service. Since the late 80s we have been able to carry out a process of re-organizing and re-energizing our administration in order to cope with modern changes and aspirations of the people.

I feel proud in seeing the aptitude and dedication of officers in working out ways how to change the work processes so that they can easily be understood by new officers, who have not been exposed to the new ones. Generally, members of the civil service are adopting new work processes that enable them to expedite the administrative processes in doing their jobs. This is our way of coping with changes and increases in the volume of work and developing correct attitude toward the world market.

I am happy that the process of transformation has been going on quite well. All the recognitions and awards that we have received speak very well of all the changes that we have done for our organizations and civil service as a whole. All of us should feel very proud of the achievement that has been made in the transformation of the Civil service. All the people, especially the leaders in the civil service who have been involved in this transformation, deserve to be congratulated.





But for us, there is no such thing as stopping and arriving at the destination in this transformation of organization and administration. It has to move on all the time.

The world changes much faster than it used to be. If we watch what happen to the changes in IT, for instance, we will be amazed at how fast the changes have taken place. And changes have got to be adopted by us because that is what this global competition is all about - to be able to be up to date in learning how to make full use of successful proactive, management practices, which can help us in the continuous process of transformation.

Transformation comes in, in fact when your overall structure is in danger of not being able to change fast enough. You can change your processes, you can change your management system, you can change the way the civil servants think but if you are not fast enough, the transformation will be a big shock. Sometimes this happens in any organization and more so in any staffing because the dictatorship of the status quo, you have got to understand that one, the dictatorship of status quo and that immediate transformation





must take place. I am happy to say because of our co-operation and initiatives of our own civil service, this has not happened to us. But you must understand that transformation is a process that has got to be tackled continuously.

We can see for example on the ground today, the people not only want to get services from the civil service but they want those services quickly. Because of that therefore, you have to develop a kind of antenna on the ground. That means the outlook of the civil service has got to be changed to that of being sensitive to political changes, although you don't take sides in politics, and also to understand the aspirations of your political masters, who try to gather all the changes and the attitude of the people on the ground to become the component of interaction that you have to undertake when you do the process of changes in the civil service.



Politicians have also to realize they are the important parts in the understanding of the upcoming inspirations or aspirations among our people. They must also understand the civil service so that the civil service do not lose confidence on their ability to cope with the change. If we just say I do not care what the civil service say, this must be done like this, this must be done like that, that cannot be accepted any more. You cannot just say I want it done, I don't care how you do it because we have passed that stage in the development of our ability to implement for results. Results mean recognizing fully the

special condition on the ground. And results mean that you must understand fully that while you





accept people's aspiration, you must also know the overall aim that you have set out in your plan to achieve for the benefits of the people.

The leadership in the civil service is closer to the political masters and they normally can interpret what they

people want as interpreted by the government. Life is balance between change and consolidation. Today we need change because everybody knows that the world is getting much more prosperous from the experience of trade and tourism, each can interact very well in the globalized economy. But there are many things that will be put off balance or even change because it touches something very dear to people in the non economic sense. There are more fights today in trying to preserve forests, we have gone through that, and I think we are still under observation by certain interest groups. Heritage will be something that we have to think about in Sarawak. We have got Kuching town, how do we develop Kuching town, what are the things that we have got to preserve in Kuching town?

Culture is another one, thanks God, we have started very early. Straight away we say we want to develop our culture and that we have the philosophy of confluence that will try to preserve what is most valuable in each of our community but at the same time allow change to bring about interactions between them because we the various races have got to meet each other, we the various races have got to interact with each other, we the various races have got to eat on the same table with





each other and learn to take of course the different kinds of food. So these are kinds of things that are happening all the time in our society.

So don't forget that change, the transformation has got to take into account all these things. We have succeeded to undertake some of the changes like the change of system, change of processes and by developing measures by which we can benchmark ourselves to the best practices that suit our conditions. Those are the processes which are valuable to enable us to adjust in the future to greater changes and to greater successes much more harmoniously with what the people hold to be what is valuable to them and what the people want to adopt as new ways of living.

And that is what we have to recognise all the times in the transformation plan that the government is introducing today. What the Prime Minister has launched is in fact the beginning of a bigger thing and I hope you realize how big it is as we go along. But any ways thank to all the correct orientations in the civil service in Sarawak, I am quite confident





the transformation plan in Sarawak is less heavy than what it will be because you have undertaken many small processes, change of systems, the adoption of latest technology, which can in fact makes our work much more efficient.

Because of that, therefore, I have great confidence that we can move to become much more amiable to understand what the best world practices can be suitable for us for adoption. That is the best way to think once you have armed yourselves with a lot of options to choose from and I am sure the change that you have got to achieve will be much more realistic and much more efficient. I am confident you will be able to do that.



Human Capital Development



The Sarawak Civil Service consists of development administrators, economists, engineers, architects, plumbers, technicians, scientists, researchers, office assistants, drivers, cleaners, teachers, lawyers, IT programmers, webmasters and systems or software engineers, writers, graphic designers and a host of others with various qualifications and competencies. Some have PhD's in various expertise, most have Master's degrees in different specializations, a majority have their basic degrees while others have their diplomas or A-levels. Others may not have any formal education certificate but have practical competencies gained from years of experience.

Currently there are 129,181 civil servants serving in Sarawak including those from the Federal agencies and departments. They comprise different ethnic groups in Sarawak and from other states in Malaysia - Malays, Ibans, Chinese, Melanaus, Bidayuh, Orang Ulu, Indians. Indeed, the Civil Service in Sarawak is a microcosm of what the Malaysia society is all about – a well-knit and integrated society of different ethnic groups who apply their skills and competencies for the country's growth and development. With the push to make Malaysia a fully-developed and high income economy by the year 2020, all civil servants serving in Sarawak are being encouraged, trained and equipped with competencies that would make them creative, innovative and quality workers, artisans, managers and leaders.

In turn, the civil servants are expected to lead and guide and encourage the people that they serve to become competent, able and active enablers and contributors to the high-income society that is envisioned for the country by its leaders.

Each of the civil servants in Sarawak represent the kind of people who are devoted and motivated to help the people of Sarawak achieve their dreams and aspirations for their families, communities, the State and country. And that's because each one of them share and hold the same dreams and aspirations.

Ministries in the Sarawak Government

Ministry of Land Development

Ministry of
Modernisation of Agriculture

Ministry of Infrastructure Development
and Communications

Ministry of Social Development
and Urbanization

Ministry of Environment
and Public Health

Ministry of Industrial Development

Ministry of Planning and
Resource Management

Ministry of Tourism and Heritage

Ministry of Housing and
Urban Development

Ministry of Public Utilities

Ministry of Rural Development

Source: Sarawak Government Official Portal

From induction courses to formal training such as the Master's programme offered by the Centre for Modern Management, the Sarawak civil servants have plenty of opportunities to equip themselves with the necessary skills and competencies.

High ranking civil servants are sent to prestigious academic program such as those offered by the John F. Kennedy School of Government in Harvard University while other qualified staff are given opportunities to further their studies in national and international universities.



Building Human Resource for a High Income Economy

(Excerpt of speech of the Chief Minister, YAB Pehin Sri Haji Abdul Taib Mahmud during the Conference of Residents and District Officers in Bintulu on July 8, 2008)

The number of jobs in Sarawak is projected to increase by 2.5 times from less than one million in 2006 to 2.5 million by 2030. The manpower will be skewed towards the skilled and semi-skilled including those in the managerial levels.

Hence, the state's emphasis on human capital development, which is also in consonant with the national agenda, is to prepare the local people to play meaningful roles in the process of development, the development of SCORE in particular. Its basic aim is to produce, in the next five to seven years, Sarawakians who could take up skilled jobs in SCORE.



In this connection, Mukah, which is being developed as a smart city, has been earmarked as sites for university campuses, polytechnics and specialized training centres. As a smart city, Mukah is ideally suited to be the epicenter for Sarawak's ambitious human capital and skill development initiatives.

However, the development of human capital entails the people, the school going children in particular, having the right attitude toward education. Generally, they must accept the fact that going to school is an introduction to a better way of life and learning is a continuous process; it should not stop once a person completes his tertiary education or once he graduates from a university.

Essentially an all out efforts must be made to create an awareness among the people, the new generation in particular that their future lies in education. More importantly, they must learn to accept that any works that involve skills are the most respectable occupation.

In this connection, the people must realize that, as all types of white collar jobs will get less and less with the general policy to reduce the size the Civil Service, blue collar jobs will come up more and more. Besides, even members of the civil service are expected to be competent, not in reading and writing, but in the usage of computers and the internet. This has already begun.

Transformation of Education

The state has already launched a strong campaign to convince the people to imbibe the right mentality towards education or the appreciation of the role of education in determining their future. Generally,





In addition to formal training given to civil servants, they are encouraged to take part in workshops, seminars, conferences where they have the opportunity to upgrade their knowledge and network with other participants from other parts of Malaysia or overseas.

Sarawakians, whether in rural or urban areas are conscious of the necessity to acquire higher education; the consciousness, which is quite widespread, is still spreading. As a consequence, more and more graduates are coming out from both urban and rural areas. That is the overall change that has successfully been initiated, which must be continued.

In other words, continuous efforts must be made to talk to the people as the task of modernizing education is time consuming and involving every level of the society. Basically, the task of pushing for a higher standard of education should not be left to teachers alone. The teachers must necessarily become the operators but they require a lot of support from the community. They need the community support as an encouragement to become more dedicated in their jobs; they could become less motivated if they do not get sufficient support from the community.

In this regard, Residents and district officers should cultivate relationship with teachers as people, who can help to influence the young people to appreciate ideas like the necessity to develop healthy society and make appropriate choices



Launching of the book - People Development & Leader's Journey in the Transformation of Sarawak - Taib Mahmud.

in developing their careers. Therefore, the Residents and District officers must bring education officers to their circles of discussions as a way to show their support to them in their work. It was also a way to make teachers feel that they have roles to play in the civil service. Essentially, the people must work together to achieve a transformation in education primarily to produce a new generation of workers, who must have knowledge of ICT, other knowledge and skills.

Admittedly, the hardest of all development is to prepare the people to get maximum employment opportunities in development towards the year 2020 and beyond. Initially, the State may have to source what ever skills being needed in managerial and professional levels to implement SCORE from anywhere in the world. But the primary aim is to get the local people to take over all these senior jobs gradually. That explains why the State has decided to develop SCORE up to year 2030 based on the planning of the state's manpower development.

The Capacity Building for Graduates programme aims to provide new graduates with the skills and exposure that will help prepare them for the rigors and demands of the working place.



The push for a high-income economy by the year 2020 has prompted the Sarawak government to pay close attention to the development of our human capital. Programmes that aim to discover and tap the full potentials of our children are being strengthened. These include the preschool and the youth capacity building programmes where pre-school education providers as well as organizations involved in youth programmes are given the much-needed support and resources by the government.



I believe that the development of SCORE will create new opportunities, which will be dependent on efforts in restructuring the society, and economy. Restructuring the economy is relatively easier than preparing the people on what they should do in pursuit for progress and advancement.

For example, they must know how to pursue the right kind of education in order to avoid mismatch between manpower planning and courses being pursued by young people. That will take us at least one generation.

The government has been taking appropriate steps to spread the penetration or intrusion of internet into rural areas as a way to provide more modern education to the rural population, school-going children in particular. The intrusion in Mukah has increased to 50% while Miri has over 70%. The spread of intrusion of internet to rural schools will be further intensified as a way to modernize teaching methods and contents of education to be more in keeping with the pace of the industrialization program.



I believe that the development of the economy will undergo continuous changes in order to absorb new technologies, which are going to spread in the country. Basically, new technologies entail more people to operate them and technical transfer of skills from foreign to local workers. Therefore, the local people must acquire such skills to enable them to fit well with the jobs. Ideally, the young people, who do not have the aptitude to pursue tertiary education should opt to pursue skills development trainings, which could help them to shine in their jobs. They should choose their own way forward.

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Youth take part in programmes such as the Youth Engaged & Empowered to Serve (YES) Programme by AZAM that aim to develop their social innovation and entrepreneurship capacities.

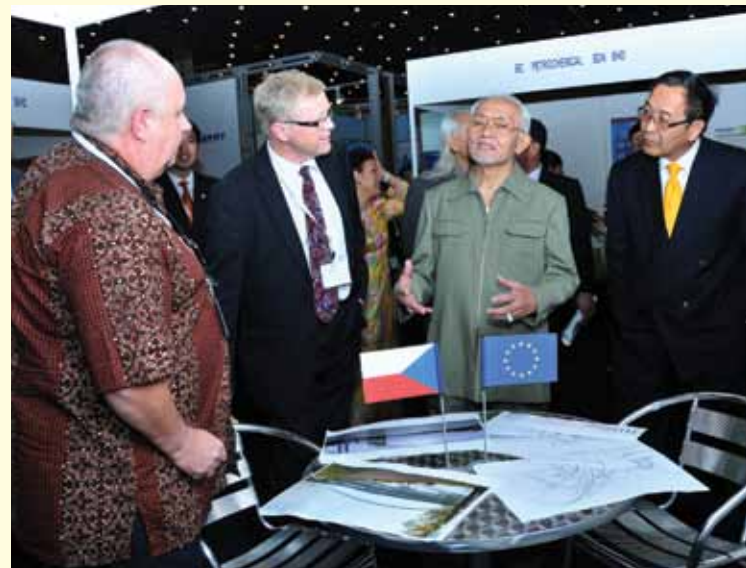


The Sarawak government and the Civil Service engage in international events, meetings and fora to enhance Sarawak's visibility in the international arena. Moreover, these activities provide benchmarking opportunities where the leaders and the civil servants gain exposure on best practices in areas such as governance, and administration management.





International events also provide the civil servants with a platform for sharing ideas with their counterparts from all over the world, thus giving them a global perspective in carrying out their responsibilities.



The women of Sarawak are not neglected as they are also given opportunities to upgrade their capabilities and knowledge to ensure that they are able to actively take part in development.



Culture of Integrity and Professionalism



The era of globalisation and the knowledge economy brought into focus the importance of Sarawak positioning itself in the international arena. This necessitates a major paradigm shift in the way the civil servants think and in the way they conduct their day-to-day operations and functions. The State Civil Service recognizes that it has to play a major role in the fuelling of changes in society and hence, it adopted a set of values that supported change and growth, enabling adjustment and modification of thinking, approach and the shift in paradigm.

Through transformation and establishing practical, excellent and proactive institutions, the Civil Service was able to steer and facilitate economic development so that Sarawak was poised to take on a better position internationally. Sarawak's civil service played an early vital role in the process of preparing Sarawak to meet the demands of the global community. Its many measures have sought to transform the civil service internally and externally, instilling in many civil servants the need to change and to think of change as the only constant in life.

From strengthening the corporate culture of the civil service to developing a quality mindset, fostering professionalism and being active partners of the private sector, the civil service has undergone many transformations seeking to bring about greater quality in the long run, greater efficiency and immediacy in its tasks and aims and a wider perspective from its civil servants, in keeping pace with globalisation.

And as the Civil Service role and influence expanded to cope with challenges presented by globalization, it has become even more crucial for the civil servants to understand and practice the tenets and principles of professionalism and integrity in their day-to-day tasks. They know, for instance, that Sarawak will not earn the respect and the confidence of the international investors if their procedures, systems and competencies are not up to par with the requirements and standards set by the international community. Hence, part of the integrity that they bring into their jobs is to ensure that they never let up in their pursuit of new knowledge, new skills and competencies that will make them fulfill the expectations of the people for competent, quality and professional service across the ranks of civil servants throughout the State.

YB Datuk Amar Haji Mohamad Morshidi bin Abdul Ghani has made it his top priority to build a High Performance Team in the Sarawak Civil Service who will work together to achieve a heightened improvement of service delivery. He noted that these twin pillars are crucial to achieve Sarawak's vision to become the most prosperous state in Malaysia by the year 2030. To achieve this, he has enjoined all civil servants in the State to work across ranks and departments to plan, strategize and execute programmes and projects with utmost efficiency, integrity and professionalism following the directions set by the Chief Minister, YAB Pehin Sri Haji Abdul Taib Mahmud as well as the guidelines laid out in the Government Transformation Programme (GTP) for the country.

Strategic Management, a Rule of the Day for Civil Service

(Excerpt of speech of the Chief Minister, YAB Pehin Sri Haji Abdul Taib Mahmud during a rally to mark Civil Service Day on October 20, 2007)



Members of the civil service, with the knowledge and understanding of their own working environment, should endeavor to adjust according to their changing roles in the era of globalisation. Even officers at the lower levels, who tend to be harder to convince to work as a team, must open their mind to the new realities and adjust themselves accordingly; they must come in.

The lower echelon of members must be willing to accept changes in the overall transformation of the service as they have equal right to benefits, which come up as the country gets more prosperous. This is enough justification for all members to work for a transformation in the civil service to make “strategic government”, the rule of the day from now onward.

During the colonial period in the 50s and early 60s, the people were only motivated to be diligent, loyal and dedicated to their work according to the standard, which had been set for them. Then members of the civil service were considered as administrators as opposed to managers. The country was poor and the government, with its powerful machinery, had to spearhead what ever changes that could bring progress and prosperity to the people and the country.



Undoubtedly, the civil service became the premier work place for the people as the private sector was weak and its system was minimal. It was only motivated by the desire to make meager profits and had to rely mainly on hard work rather than the efficiency of the system.

Since independence, development has been the dominant factor in motivating the people and the government to develop all sectors of the economy from the most conservative agricultural sector to the receptive commercial sector. In this connection, the government has been playing the role of motivator in order to facilitate changes. Besides, it has also been giving a lot of incentives for the purpose. As the state had to move forward, the change over to development administration became increasingly essential as the government was not only to keep peace and maintain unity of the people but more importantly to see that everything moves in the common efforts to develop the country.

But with the tremendous success in motivating the people for change in development, the state and the country have been able to use the manpower to intensify and accelerate its pace to bring about greater progress and prosperity to what they are today. With the new reality, members of the civil service cannot remain as development administrators only. Instead, they must be involved with the management of the economy, which entails interacting the micro matters with the macro ones primarily to improve their efficiency in such management. In other words, they must be motivated to ensure that the state and the country must achieve maximum level of growth and prosperity towards the year 2020 and beyond.

Essentially members of the civil service can no longer think like in the old days. They have to think forward and regard themselves as people who are going to implement strategies for change. The concept of strategic governing must be worked out within themselves. It is something, which they cannot do by imposition from outside or from the top. They must embrace the transformation willingly whether they are at the bottom or top levels of the structure. They must be conscious of the fact that they are working for change within a highly competitive environment in the global world.

With the tremendous progress being achieved, the private sector becoming more adept to taking advantages of change and being able to achieve greater success in participating in the growth of the country, members of the civil service must endeavour to function as those of the management team rather than remaining as administrators as in the old days.

HPT KFA 2010



The State Civil Service must acknowledge that its immediate challenge must necessarily be to upgrade the machinery to stimulate enough activities for the private sector and at the same time make necessary preparations to produce skilled workers to enable the state to intensify and accelerate its pace of economic development. They must take into consideration that the private sector may take the best brains out of them.

We must also acknowledge the fact that the quality of service in the civil service can no longer stop at being knowledge motivated at the high level of the administration only. Instead it must permeate into those in the lower rung, who must be motivated to be more consciousness of the reality that knowledge has increasingly become the motivating factor in the growth of the civil service. Hence, the immediate task is to update their thinking about management and embrace the latest technology, which can make communication in management faster.

High Performance Teams in the Sarawak Civil Service (SCS)

These are highly motivated, almost self-directed groups who meet and work together to achieve a common purpose. They could be working on certain projects, such as Quality improvement initiatives [Quality Control Circles (QCCs)], or any other projects (Project Teams) that would help improve or upgrade an organization's functions and service delivery.

Who makes up a High Performance Team?

- **Innovative and High level Thinking Leader**
 - ~ Forward-looking, visionary
 - ~ Aware and exposed to current thinking and trends on a host of issues
 - ~ Source of new ideas
- **Skillful, competent and knowledgeable team members**
 - ~ Well-trained and equipped in certain skill to carry out new ideas
 - ~ Possess necessary skill such as analytical, problem solving, negotiation, communication and report writing skills

What does the SCS Team Need to Work On?

Improve service delivery systems, which include:

- Development, continuous Improvement and promotion of E-Government systems
- Application of Quality Management systems and principles in the workplace
- Project Implementation & Monitoring
- Provisions of excellent Counter Services



Need for Decentralization in Decision Making

We have reached a level of development where we need quick decision to be made and fast actions to be taken. Obviously, decision-making, being centralised to few people at the top, is no longer practical; it must be made by more people further down the line. For this reason, efforts must be made to prepare such officers for the tasks, which must be entrusted upon them based on their competence to do so. In other words, the level of management in the civil service must increase and the members, like their counterparts in the private sector, must contribute their part towards the overall development of the state and country. If they cannot maintain such balance they actually become the obstruction to the private sector in playing their roles in development. It is incumbent upon them to upgrade their capability in carrying out their duty to ensure that they can move together in the same direction as the private sector.

Improve Administrative and Management Systems, which include:

- Executive Reporting System
- Administrative system
- Manpower management system
- Information system
- HQ – R&DO communication system
- Government – Public communication system
- Integrity – Governance management system

Why do we Need to Keep On Improving and Strengthening the SCS Team?

There is only a decade left before Vision 2020. Over the next 10 years, we need to use every means and capacities that we have to achieve our Vision 2020, which aims to make Malaysia a fully developed country by the year 2020.

- A fully-developed Malaysia means that our country should not be developed only in the economic sense. It must be a nation that is fully developed along all the dimensions: economically, politically, socially, spiritually, psychologically and culturally. We must be fully developed in terms of national unity and social cohesion, in terms of our economy, in terms of social justice, political stability, system of government, quality of life, social and spiritual values, national pride and confidence.

We have embarked on “Sarawak’s second wave of development” which brings challenges that are UNIQUE to our present day and time, and which will require new sets of skills and competencies, a stronger sense of purpose and a more cohesive bonding among us all.



*(Source: Keynote Address delivered on 15th August 2009 by
State Secretary Datuk Amar Haji Mohamad Morshidi bin Abdul Ghani)*





Essentially, the management of the economy cannot be separated between private and public sectors in terms of development. Instead, they must work together especially in facing the challenges ahead. A meeting point, which needs to be enhanced, between the public and private sectors, could be traced back to the government's decision in the 80s to create a number of statutory bodies, which were semi-private in nature and having more defined regime of activities. The general policy was for them to operate like the commercial sector. The statutory bodies gave opportunities for the people working in them to represent the government on some boards of government-linked companies, which enabled them to understand the working of the private sector. In this regard, the government cannot abandon its roles to ensure healthy growth of the economy.

Hence, the question of good governance becomes a very important topic both within the public and private sectors. This requires the public sector to think continuously about improving the standard of integrity and performance and has greater awareness in encouraging the private sector to grow. In other words, they must help to develop a healthy atmosphere of competition among them. Besides, they must also think like those in the private sector, who are objectives oriented. In this regard, they must set a clear a target for what ever they want to do, which must be practical, so that they do not become confused by general policies. Undoubtedly, this represents the greatest challenge to members of the civil service, the challenge, which they must endeavour to meet.

The state's development philosophy of the politics of development, now entering its second phase, will emphasise on efforts to ensure any interests by investors into the economy must be further encouraged.

Generally, the state has a good work force, which have the ability to implement modern system of management and are trainable to do bigger jobs, must gear up to compete in the world market. Hence, the strategy for development must concentrate more into producing better workers, which have become parts and parcels of the march forward to achieve greater progress towards the year 2020 and beyond.

For this reason, the state, through the human resource development program

must produce workers, who have high degree of knowledge and motivation in their jobs. Trainings must necessarily become parts and parcels of the human development program in the public sector; the people must trained to work with greater initiatives. They must work as a team, which should not rely too much on top level co-ordination. They must have their own initiatives to coordinate with others on what needs to be done. More importantly, they must be able to prepare a strategic plan, which can be adjusted according to the changing situations. This means that they must pool their experiences and transform them into knowledge. Admittedly, it is a very difficult exercise but it is something, which must be done for prepare members of the civil service for the challenges ahead. They must be prepared to stretch themselves out in order to make the exercise become part and parcel of the system.

As I have said in a number of occasions, the implementation of the Regional Corridor for Development, in the mid-region of Sarawak represents the biggest challenge to both the public and the private sectors. It entails a massive development of new areas, now still underdeveloped but known to have vast energy potentials, through an integrated strategy. Its major component will be to train people to become knowledge workers, who will be able to take up jobs to be created in industries, which will be more sophisticated and advanced in nature.

Initially, Sarawak, like other places of the ASEAN region, where the economy tends to be more aggressive in structure, may have to rely on foreign workers for the purpose. Sarawak cannot escape from this phenomenon as it must have a more sophisticated structure of the economy towards the year 2020 and beyond. As it will have different bubbles, in terms of the economic structure, its development should be more significant beyond the year 2020; it is anticipated to reap the development success assuredly by the year 2030.

Undeniably, the country is experiencing continuous prosperity, as can be reflected in our GDP, which has been experiencing multiple growths since independence. Generally, the people are enjoying a much higher standard of living as compared even to the periods of the 70s and 80s as the nation moves forward towards the year 2020 and beyond. For this reason, conscientious efforts must be made to ensure that no segment of the society should be left out in the midst of





progress and prosperity. In other words, the tremendous progress being achieved in development should enable the people, even at the bottom level, to move up to become members of a progressive community. However, they must also realise that progress and prosperity are the outcome of the common struggle through hard work and productive efforts.

Essentially, the public sector must think of bigger things, based on policies, which have been charted out for them. For this reasons, heads of departments must do their utmost to continuously enrich their systems to enable members to keep up to date with the changes. However, those relating to motivational programs and changing skills must have similarities with those in the private sector as they must be compatible with each other.

Again, I have said in a number of occasions, in the era of globalisation, every department must undergo a transformation, which necessitates all heads to understand the overall trends of development in the country. They must be knowledgeable of the fact that strategic development is not something, which can be implemented without a comprehensive plan. Nor can a strategic government work unless its plan is religiously studied and adhered to even though adjustments may be made from time to time.

Admittedly, this kind of transformation needs greater delegation of authority down the line. Hence, the state government has already given back the power to heads of departments to plan and recruit their own manpower requirements. They must plan well ahead for the kind of changes, which the departments will have to cope with, because their functions will change drastically as the state and country enter into the new era of competitions.

Generally members of the civil service, with the knowledge and understanding of their own working environment, should endeavor to adjust themselves to the changing roles accordingly. In this regard, even officers at the lower levels, who tend to be harder to convince to work as a team, must open their mind to the new realities and adjust themselves accordingly; they must come in. The lower echelon of members must be willing to accept changes in the overall transformation of the service as they have equal right to benefits, which come



Sarawak's achievements in the socio-political economic front is now fast becoming a cause for pride for the country. Sarawak often plays host to national and international leaders who are keen to learn more about Sarawak's development approaches and programmes.

up as the country gets more prosperous. This is enough justification for all members to work for a transformation in the civil service to make “what I call stratetgic government, the rule of the day from now onward”. May the same success, which the civil service has been able to achieve in the transformation in the past, be achieved with greater success in the future.

The recent salary revision for members of the civil service, which gives higher increments to those in the lower levels is to ensure that they do not fall below the poverty line Index(PLI), the level of poverty, which should reflect the prosperity of the state, the country as a whole. Indisputably, it has been achieved through uninterrupted development since independence and should serve as an indicator of the success of our common struggle not only to contain, but eradicate poverty among the people.

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Prime Minister of Papua New Guinea Sir Michael Somare



*Development Exhibition in conjunction with
45 Years of Sarawak's Progress in Malaysia*



Quality Management as Culture of Excellence

(Excerpt of speech of the Chief Minister, YAB Pehin Sri Haji Abdul Taib Mahmud at the Opening ceremony of 4th International Quality Congress on October 21, 2007)

The Human Resource and Quality unit of the Chief Minister's department deserves to be congratulated for the continuous efforts to upgrade the standard of quality in the civil service. Obviously, the Unit is conscious of the demand for more people to have good work ethic and discipline in anticipation of the heavier responsibility in the overall task to intensify and accelerate the pace of development towards the year 2020 and beyond.

Essentially, the state must remain in the mainstream of development towards achieving the objectives of Vision 2020 or attaining the status of a developed nation by that year 2020, more significantly towards the year 2030. Hence, the overriding objective must necessarily be to sustain good values, which necessitates quality management to become part of the culture of excellence. In other words, conscientious efforts must be made to achieve excellence, which is an endless decree, both in the public and private sectors.

Indisputably, conscientious efforts must be made to put things in proper perspective to enable us to take our rightful place in the global market. For example, we must realise that development is not just about increasing the GDP but developing the capacity and capability of the people, particularly those in the civil service as service providers. Therefore, right from the beginning of independence, the government realized the necessity to nurture people to have good work discipline and ethics to manage the system in the public sector. For this reason and taking cognizance of a continuous demand for efficiency in service, the government deems it necessary to make quality management as the integral component of development.

Our choice for democracy as the system of government was made out of the firm belief that it allows us to be creative; it enables us to unite the dynamic forces for change, which are being appreciated more and more



these days. We have been able to maintain our democracy, which creates the atmosphere for the people to speak their mind in a more intelligent manner. They have the freedom, encroachment into the freedom, if any, is very much restricted by the law, to do so.

Generally, in whatever we do in development, we must think of the overall situation in the country. Working in democracy, though easy, some times may take us to b-line journeys where we get ourselves involved in circular movements, caught in emotional debates on new ideas and hosts of other things. But political freedom is essential especially in modern economy, which is susceptible to market forces, to enable the private sector to play more active roles in its development.

Quality service to Cope with Changes

As we have to adopt a lot of changes into the society, the government has got to build up, within its own framework for building a nation, the movement that will be more and more conscious and affective in building quality in the system. More importantly, the standard of quality must not be confined within the milieu of the local environment. It must look at quality within the context of movements in the world.

As the economy becomes more private sectors driven, the impetus for public sector must necessarily be to make conscientious efforts to improve efficiency in services in order to stay in line with the demands of the market vis-à-vis the private sector both at the national and international levels. In other words, the determining factor for the public sector must necessarily be the ability to respond to the demands of the market.

In this connection, the civil service cannot learn quality purely within the milieu of the environment of the state. It must look at quality within the context of movements in the world. In other words, change is a major factor in the search for quality all the time. Responding to customers or more specifically, to the private sector or the market as a whole is a very complicated exercise. What was good yesterday is no longer good today and what is good today can longer be good tomorrow. I do not create the rule but that is how it is.

Customer Orientation in Service

What is obvious now is that if we want to survive and keep better way of life by participating in the globalize world, we must brace ourselves to do some

Quality is the cornerstone of the Sarawak Civil Service. Quality initiatives implemented by the Civil Service, such as Quality Control Circles, Total Quality Management, Balanced Scorecards and Investment in People Standards (IPPs) are all designed to inculcate a quality mindset among the civil servants. The civil servants are encouraged to lead their families and communities in adopting quality as a way of life. This quality mindset and practices is now being raised several notches higher when the Sarawak Civil Service started to make a push towards a Creative, Innovative and Quality organization.





re-adjustments to our life in response to the market; we re-orientate ourselves towards the customers. Understandably, the private sector to respond quite easily to the changes as it could mean incentives or disincentives to those involved in them. For example a question will arise who respond or who do not respond to customers? Things like these are not easy to define.

Understandably, it takes a lot of efforts to define objectives of the public sector to ensure that they do not become obstacles in over governing or access for a free for all, which can eventually destroy the system. Ideally, we must examine ourselves, from time to time, to see whether our approach and development philosophy are consistent with our development objectives or whether we have efficient system, which can help us to achieve the objectives.

Unfortunately, from time to time, the world's economic system has not been able to cope with the changes. Now we are witnessing the growth of big corporations, whose operations are no longer defined within boundaries, which stretch from one corner to the other corner of the globe. Consequently, it is not easy to monitor their movements and cope with them. The effects of such movements on the financial structure of the world are quite vague.

During the financial crisis in 1998, Malaysia was condemned for going against established doctrine. The country was accused of not listening to IMF. But looking at the crisis from the hindsight, it is obvious that IMF has got to evolve drastic changes, primarily to make orderly injections of pragmatic practices into the financial architecture.

As the state and the rest of the country enter into a new phase of economic development, which requires greater involvement of the private sector in the process, it is incumbent upon the public sector to find ways how to bring the private sector to move in the same direction. Admittedly, it is not an easy task especially in a developing country like ours. We are still in the process of building a political structure and getting people to get used to the principles and practices of parliamentary democracy.

Encapsulate Best Practices into System

Actually, the task of building a healthy stake in the private sector, which the state and the country must embrace, is a new phenomenon arising out of global challenge. Therefore, the public sector must study the best practices elsewhere and encapsulate them into the local system. The government, on its part, will ensure that the top leadership comprises of people with quality and

vision, who can look ahead into possible the future. The public sector must be prepared to play a role to alert the private sector to changes to enable them to prepare themselves to meet the related challenges.

The immediate challenge of the public sector is to develop the manpower to enhance and sustain the quality in the civil service. Understandably, the process will take time as it starts from the transformation of the education system from pre-school all the way to tertiary education. Besides, other forms of trainings, which specialize in various fields of emphasis in economic endeavors, must also be pursued. The state must also adopt appropriate technology, which entails adjustments on the manpower training. Essentially, the public sector must build up sufficient technical people in order to make technology to become part of the transformation of the economy.

More importantly, the state and the rest of the country must take cognizance of constant changes taking place all over the world, which requires us to develop better management systems, both in the public and public sectors, to enable us to respond appropriately to the demands of the global market. In other words, continuous efforts must be made to refine our ways of managing our country in this borderless world. In this regard, our knowledge of management must continue to be enriched with the growing sophistication in approaches in management arising out of the necessity of the public sector to work closely with the private sector to face global challenges.

The quality of people, based on social discipline or religious or moral consciousness should conform to the normal norms, which could be lumped together to become social capital. Consequently, the public sector is encouraged to identify in the private sector the kind of network, which can emerge from the political or social interactions in the country. Besides, we must encourage the growth of associations or organisations that will encourage interactions among the people in a more organised manner. The process takes time and will be subjected to changes all the times. Therefore, we must get guidance, from time to time, in order to get ourselves prepared to adopt quality management as a way of life.

Personal Integrity Essential in System

Of course, central to all these, is the idea that members of the civil service must have basic integrity in participating in the system. Without basic integrity, the system will not be followed and all the ideas and efforts to build quality

The Sarawak Civil Service spares no effort in equipping its civil servants as well as the private sector employees with up-to-date knowledge and exposure on global quality management practices and approaches by bringing in globally renowned quality gurus and experts to Sarawak. This is part of the Smart Partnerships practice, involving the politicians, the public sector, private sector, the media and the general public, that is encouraged in Sarawak. The partnership is not borne out of rigid hierarchy or contractual relationships but a willingness to be flexible, driven and motivated only by shared goals and a common duty to the country.



The emphasis on continuous improvement and quality in the Sarawak Civil Service began in the early 1990's. Since then, the Sarawak Civil Service has been proudly receiving global recognition for its quality management initiatives.



management will go to waste. Undoubtedly, integrity in the civil service is very important as it could also serve as an example for the people, the children in particular, as they will man our industries, manage our businesses and carry out our national development in the future.

The private sector, with its own rule about the good governance, may find it easier to supervise as compared to the public sector, which has got to do beyond the scope of direct supervision. For example, the public sector must convince the people that the benefits of development can only be felt if they have the conviction that things must be done properly and with integrity. Besides, things must be done with consciousness that they are being done for common benefits and development in a way to reward people, who must participate in the process. In other words, we must be guided, in what ever things that we do to attain an equitable society for us all.

The development of the business community, at the same time the civil community is the function of the public sector. We have to make sure that we can interact with both wings of the major development efforts in our society so that we can have, what I call, the continuous improvement of the system in the country that can be called quality management. In this particular congress, I



think we all have got to take a re- look after ourselves, it is a noble cause and yet we always aware that we just cannot stop and be satisfied with what we achieve at this congress without thinking of having another one in the future.

All of us must be motivated by the desire to achieve the common goals, as envisioned in Vision 2020. However, we must also understand that a developed nation has its own established values and system, which ensure fair play, competition and consideration for the people. Hence, our responsibilities to the community and society must become our second nature. In other words, they must become part of the culture of growth in Malaysia towards the year 2020 and beyond.

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Empowerment comes with Responsibility in Civil Service

(Excerpt of speech of Chief Minister, YAB Pehin Sri Haji Abdul Taib Mahmud during the Civil Service Day gathering in Bintulu on August 15, 2006)

Unavoidably, empowerment will become a prominent feature of the civil service in future. However, power requires a stronger sense of responsibility so that the people can stand on their own feet. They must be guided by the discipline as they have to assume greater responsibility in carrying out their jobs in the services of the people, state and country. As we build the administrative system, based on the development administration, and as we gear to work closely with the private sector, we must be prepared to have more power and assume greater responsibility in carrying out our jobs.

As heads of departments get more power, they must also think of the days when the divisional subordinates will have to exercise more autonomy and greater initiatives. These are the complicated evolutions of the machinery of the government and the delivery system by which we can serve the people. However, we must boost up the power of the civil service in order to hasten the pace of development towards the year 2020 and beyond.



Quite obviously, continuous efforts are being made to upgrade the government machinery with the primary objective to improve efficiency and the overall quality of service in the State civil service. When I first came back to the State 25 years ago I had to impress upon members of the State Civil service the importance of knowing the difference between status quo administration, which we inherited from the Colonial government and the development administration of today.

I am very grateful to the leaders and officers of the Sarawak Civil Service for their strong support to efforts to raise the standard of good governance in the Civil service. A number of government departments and agencies have been reorganized or revamped with the check and balance system being installed in every government agency to ensure that they spend the government's money according to the financial regulation and procedures.

Financial Autonomy subject to Scrutiny

Now we are in the process of installing the internal audit system primarily to monitor the central financial position all the time. We want to have the position of financial autonomy that can be scrutinised not only by the government, state assembly and parliament, through the Auditor-General and Public Accounts Committee, but also the rating agencies. Thus far established rating agencies,



A culture of professionalism and integrity means that civil servants must complete their tasks within the timeframe and the budget set and with quality results. As such, it is a must that civil servants, especially heads of departments, go on the ground to inspect, monitor and ensure that projects are carried out as efficiently and as cost-effectively as possible. It is the norm for the State Secretary and his team of senior officers to make regular site visits to be on top of situations and conditions on the ground, and thus address the concerns of the staff as well as the people with a sense of urgency and immediacy.



SARAWAK MONITOR

Sarawak Development Project Monitoring System

An accumulation of over 10 years of work, experiences, lessons learnt and several system enhancements.

APPROVED 9MP PROJECTS

As at 31 Dec 2010

PROJECT	MNOI	BUDGET ALLOCATION				APPROVED 9MP CUMULATIVE			
		NO.	%	NO.	%	2009	CUMULATIVE	2010	%
Physical	444	29.7%	424	30.3%	636	1.21.13	2,497.42	2,497.42	91.47
Non Physical	1,000	70.3%	1,386	69.7%	3,344	6.78.87	7,492.57	7,492.57	88.53
TOTAL	1,444	100.0%	1,810	100.0%	3,980	17.99.99	9,989.99	9,989.99	90.00

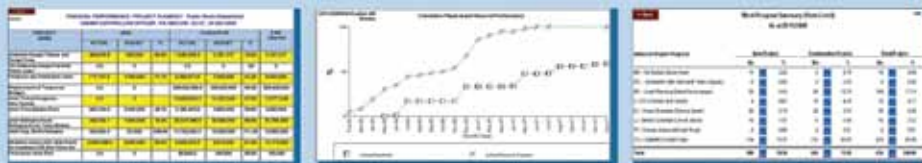
The system provides a single source of reference on all government approved projects.

Plans and Monitors

- physical projects - roads, bridges, buildings, water supplies, ports, etc
- non-physical projects - studies, investments, trainings, etc
- project profiles, financial monitoring, work progress, contracts and performance
- different templates for different project types

Currently being used by 650 users from 150 agencies, including Ministries, Departments, Statutory Bodies and Local Authorities.

Actual expenditure and work progress on the ground are updated by implementing agencies on monthly basis.



Besides the hands-on approach adopted by the Sarawak Civil Service officers to carefully and consistently monitor development programs and projects, the Sarawak Civil Service has also created and applied the use of ICT to upgrade its project monitoring and implementation functions. These approaches ensure that the implementation of Sarawak's development programmes can pass the scrutiny of the people and the investing community.

both local and foreign, have given us good ratings, which have enabled us to borrow money to accelerate the pace of development towards the year 2020 and beyond.

We have been able to convince the rating agencies of our ability to spread out financial planning and do jobs as early as possible at lower costs. In other words, we have been able to show our capability to race against the trend of inflation. We must be able to sustain the achievement as we are no longer the status quo administration of the past but a development administration, which must have the capacity and capability to change with the time.

Admittedly, the development administration always suffers under the yoke of the increasing volume of projects and other works in the process of development. It is an accepted fact that works are never decreasing. Therefore, we must build our capability to cope with the expanding challenges by improving our efficiency. For example, in every department, we must get the people to think how they can hasten the pace of the development and spend their expenditure in accordance with the budget.

We must think of doing things, which can be expected to increase greatly in volume, differently from now onward in order to cope with the increasing volume of work load.

The expenditures during the last two or three development plans show continuous expansion in the amount of money to be spent for development.

Empowerment needs System of Checks, Balances

The question of empowerment will become more important among the civil servants as soon as the civil service could establish enough checks and balance in the system. Essentially, empowerment can only be working well if there is sufficient system of checks and balances in the government machinery and the

financial control is in place. It is improper to empower people, who are not subjected to checks and balances or who cannot have self-discipline to follow procedures.

Unavoidably, empowerment will become a prominent feature of the civil service in future. However, power requires a stronger sense of responsibility so that the people can stand on their own feet. They must be guided by the discipline as they have to assume greater responsibility in carrying out their jobs in the services of the people, state and country. As we build the administrative system, based on the development administration, and as we gear to work closely with the private sector, we must be prepared to have more power and assume greater responsibility in carrying out our jobs. However, empowerment should not do away with control, which is a very important thing, although it gives a lot of autonomy and initiatives. Some balance will have to be worked out from time to time.

I have authorised the State Secretary to give back most of the power to heads of departments, who should be responsible to matters inside their respective departments. For example, a head of department has got correct background and detailed knowledge about things happening in his department. If the responsibility is not put squarely on his shoulder then the area of responsibility will become blurred. Generally, people in the higher up places tend to have generalised outlook on things in a certain department but the head should know it in greater details. Therefore, heads of departments must be given more power to ensure that their departments have people with the right kind of talents and expertise and the machinery must have sufficient system of Checks and balances.

As heads of departments get more power, they must also think of the days when the divisional subordinates will have to exercise more autonomy and greater initiatives. These are the complicated evolutions of the machinery of the government and the delivery system by which we can serve the people. It is like driving a car. You must push up your engine as powerful as possible but you must have efficient brake system to avoid crashing into the ditch. However, we boost up the power of the civil service in order to hasten the pace of development.



Service Delivery Excellence





“It’s the People that Matters”

Recognizing that it is the people that counts, the civil servants in Sarawak, across all ranks, have made it their priority to always be in tune with their customers’ needs and to provide those needs as best as possible within available resources. Among other measures, the civil servants had to gain proficiency and capability in being able to provide a standby service recovery system if there is a breakdown, and to introduce mechanisms for monitoring performances and receiving feedback.

The leaders and management in the Sarawak Civil Service needed to create and sustain an environment where people feel needed, supported and valued as individuals. An environment where people can have a sense of pride in their work, where they can feel that their ideas and suggestions are listened to and that feedback is given either for implementation or for him/her to improve on.

This environment of openness, transparency and willingness to share and work together among themselves in turn encourage the civil servants to be more attentive and responsive to the needs and concerns of the people that they serve.



The Chief Minister, YAB Pehin Sri Haji Abdul Taib Mahmud, encourages all civil servants “to care for the rakyat”. And so, true to their calling as “servant leaders”, civil servants in Sarawak are ready and willing to serve the people, not only within the scope of their day-to day tasks but also by lending a hand in civic-oriented activities, be it participating in regular “gotong royong” events or taking active part in the Askar Wataniah programme of the government, or blood donation drives, among others. The spirit of volunteerism and civic-mindedness is a quality that the Sarawak Civil Service encourages among the people in its employ.



Working for a Common Desire to Meet the People's Aspirations

(Keynote speech of the Chief Minister, YAB Pehin Sri Haji Abdul Taib Mahmud at a gathering to mark Civil Service Day at Stadium Perpaduan Sarawak on 24 November 2009)

Undoubtedly, our Civil Service is quite dynamic as manifested in the higher level of performances of members, who have been able to fine tune and at the same time improve the delivery system. I am confident members of the civil service, with their determination to move forward, will be able to give better service to the people, State and the country in future. Firstly, we have the political stability and politicians no longer throw their weight around any more. They have more orientation towards politics than the administration of the State. Generally, the local politicians, with a good knowledge of the needs and aspiration of people, have been able to rise up to a higher level of experience and maturity in carrying out their services for their constituents, State and country.

I am proud to say here, because our politicians and members of the civil



service are development - oriented; they place development above their political parties and other considerations.

I am very happy that over the years, we have been able to build the Civil Service, under the leadership of State Secretary, whose members can work hand in hand with each other. The cooperation between Federal and State civil service is very good and getting better all the time. Admittedly, there are still differences in certain areas that need to be ironed out from time to time. Since the time of Tan Sri Datuk Amar Haji Bujang Mohd. Nor, as the State Secretary, I have been having a civil service, which believes in consultative approaches in formulating policies; the tradition is being carried forward by successive state secretaries.

Generally, Sarawak has been growing by leaps and bounds in terms of the infrastructure development and the overall progress and advancement over the last 20 years. Besides, we have also been developing our manpower very well as manifested in the quality of the civil service, which is improving all the time.

The implementation of SCORE, which will stretch over 20 years, will bring Sarawak to high income and knowledge economy by the year 2020 and beyond. Then our income, in current term, should be five times more than what it is today. However, it also means it will be an intense work for us in one generation in order to achieve the objective; but we have the time and we can do it.

The Civil Service have been able to cope with heavier work load because they have been able to change with the time and pick up new tools of management over the years. Generally, the Civil service has been able to improve the quality of service over the years and the program for training and re-training is being escalated for them. In other words, conscientious efforts are being made to ensure that members of the civil service will remain adaptable to changes and able to pick up new tools of management to enable them to cope with the increasing volume of work.





I believe the Civil Service can Re-invent Itself

The bottom line is members of the civil service must not only have knowledge but the skills in the management of knowledge. Though management of knowledge is a newest form of science but it is an important one as it can help to transform us from a developing to a developed society by the year 2020 and beyond. For this reason, knowledge management should become the foundation for building a more efficient civil service.

An efficient delivery system is vital to ensure that we can administer the country well regardless of the differences in social conditions, circumstances, geographical locations and the temperament of the people. Basically, civil servants must understand that they have to be close to the people because as the government machinery gets heavier work loads and copes with new types of works, more and more works have to be delegated downward.

That is why more and more people talk about empowerment, which entails arming junior officers, who are further down the line, with sufficient knowledge to enable them to exercise power with the real sense of responsibility. That is good because the officers concerned must be able to stand on their own feet and make decisions among the people. They can assimilate with the people, they have clarity of views on a certain locality and they are knowledgeable of techniques in administering government policy. Understandably, empowerment is inevitable. Therefore, officers serving on the ground must arm themselves with sufficient knowledge, which is absolutely essential. Otherwise, they become outdated or remain as someone, who cannot move comfortably in carrying out their duties in the services of the people.

Changing from Inside

Understandably, politicians must work closely with the people but politics may change from time to time. For example, at certain time we may have very stable politics with responsible leaders, who have good teams and high professional ideas. Generally, politicians, who embrace new ideas, will be able to carry out their jobs effectively. They anticipate changes and bring smooth changes from inside. That is the best kind of change, which combines boldness with experience and initiatives being pampered with experience.

We are having this pattern of change and the civil service has been able to adopt it. Undoubtedly, the best mechanism to bring about smooth changes is the interaction between politicians and members of the civil service.

The civil service, as an institutional memory and reservoir of data, which can serve as the basis for designing better approach in the implementation of the development machinery, will become not only the implementer but also the stabilizer of change in the future. In other words, the civil service may have to play a different role primarily to make the people a bit more moderate and realistic in dealing with the government. For example, civil servants, in preparing the people for change, must be prepared to interact more and more with the people by having dialogues, talks and discussion with them. Besides, they must convince the people including those having middle level education that they must involve in the process of change.

Feeling of Care for Rakyat

It is also important that members of the civil service must cultivate a feeling of care or if I can call it a feeling of love for the rakyat as they will come more and more in contact with them. It is this kind of relationship that will continue to make our democracy working smoothly in the future. Members of the civil service, who are well armed with good knowledge, records, precedents and high education, have the ability to anticipate good policies and translate them into good management and delivery system.

Obviously, if members of the civil service can translate policies into good management and efficient delivery system in a working democracy, it doesn't matter what party comes into power in a country. Of course, the party must have transformed itself to become a responsible party in power to ensure that the country will run smoothly. In other words, members of the civil service must not only transform the service but the government and environment as a whole. This is the kind of scenario that members of the civil service must have when we talk about change and transformation in the public sector and the government.





It is important that members of the civil service must interact with the people, to understand their variances in reaction and responses to government development policies, which should become part and parcel of the mode of administration of the state and country, which may get a brilliant or not so brilliant leader from time to time. However, the rakyat should not suffer because whatever policies that have been designed must be implemented to benefit them.

Before I conclude, I would like to emphasize the importance of integrity both in politics and the civil service. If, for what ever reasons, integrity is being compromised or worse, declining in the system of government, we are likely to go into trouble, big trouble. It is not easy to change a bad government to good one, just as it is not as easy to build a new house as to repair an old one, within

the context of democracy. Therefore, Members of the civil service and civil society, politicians, social and corporate leaders and others, who have stakes in the government and country, have important roles to play in stabilizing the situation in the state and country.

Therefore, firstly, conscientious efforts must be made to transform the old administrative civil service to the one that cares for the people. Secondly, members of the new Civil Service must serve with total integrity and thirdly, they must endeavor to update themselves with the latest knowledge to improve their ways of working. They must be prepared to think differently from precedents that have been dictated to them in the past.

Finally, let us journey together towards a more innovative civil service in a transformation that will make the civil service to become a high performance team with an effective delivery system. I know our civil service, which can boast of many organizations that have won national international awards, can do it. The awards are testimonies to the ability of the State Civil service to respond to challenges and be adaptable to changes.



The discipline required of a Civil Servant demands that he/she be of a sound mind and a sound body. Hence, the Sarawak Civil Service places priority on Total Wellness and Fitness Programmes for its staff such as sports or other activities like regular runs or marathons, aerobics and cycling, among others.



Common Shared Values makes for a High Performance Team

The process of achieving service delivery excellence begins with clearly articulating the common shared values that each civil servant must adhere to. Hence, Datuk Amar Haji Mohamad Morshidi bin Abdul Ghani has identified the following Seven 'Common Shared Values' for the Sarawak civil service:-

- 1 Possessing high integrity
- 2 Respecting others
- 3 Obeying the laws and rules
- 4 Being kind and ready in sharing
- 5 Professionalism
- 6 Sense of urgency and timeliness
- 7 Keeping team spirit

High Integrity: This is something that the government and the people expects and demands from all civil servants. Being the custodian of the people's trust, the civil servants' integrity is what will keep that trust alive. All civil servants must exemplify in their actions, thoughts and in their dealings with others high integrity, which is "to be honest in our jobs. "Bringing integrity into our jobs is when we have truly internalized our philosophy of 'An Honour to Serve' and look at our tasks as our way of serving the country and serving the rakyat," said the State Secretary.

The State Secretary also emphasized that all heads of department should be very competent in finance and financial procedures and processes, a crucial ability that each one of them must

acquire as the civil service is the custodian of the country's assets and resources. He stressed that civil servants must be above reproach in their knowledge of and in their strict adherence to financial protocols and procedures.

Respect for others: Civil servants need to show respect towards each other. The civil service organization must be a model of this culture of respect.

Observing the laws and procedures governing the civil service: Civil servants must always do the right things, especially related to their tasks of providing services, like going to office in time or not abusing their authority and obeying the laws of the land. Civil servants must be a good example of being law-abiding and civic-minded citizens to the people.

Be kind and willing to share with each other: The working lives and relationship will certainly be pleasant staff spend time to listen to each other and be willing to help or support each other in carrying out their task. They must also be willing to listen to the people's concerns and complaints and show kindness to everyone they meet. However, being kind and attentive does not necessarily mean that the civil servants should give everything the public wants.

"You must know how to accommodate them and their needs, and the needs of our civil service as well," the State Secretary said.

Professionalism: This means that Heads of Department must be proficient in human resource matters and must know how to motivate their respective staff.

The welfare of all civil service staff matters, such as their service records and performance assessments must always be given due attention to ensure that their welfare and career development paths are not neglected.

Sense of urgency and timeliness: This is the sixth value which is very much related to professionalism. Datuk Amar Hj Morshidi said that “The public needs to see civil servants being on time in providing the service required by the people. They should not wait for you for hours outside your office (to get services). We must have an action-oriented civil service culture where matters are attended to promptly and desired results are attained in record time,” he explained. “Our corporate culture must be one where all of us stand ready and able to respond and take actions that are needed to be taken promptly, not only in a state of emergency, but in our day-to-day operations.”

Datuk Amar Haji Mohamad Morshidi noted that there is the need to eliminate “pen-pushing” and “paper-pushing”, which delays services within the civil service.

To do-away with this practice, the State Secretary said that he wants each department to have a secretariat that will be charged to monitor all issues raised in every department and actions taken to address these issues.

“These secretariats should be headed by Deputy (HODs) or the next most senior officer, perhaps Deputy Directors who usually monitors respective departments’ administration”, he explained. “We can definitely push forward the completion of a lot of programs, projects and activities if we pay serious attention to monitoring of these projects and activities,” he stressed.

Team spirit: All civil servants must work in a well- integrated manner, always communicating with each other, ready to offer and exchange useful ideas with each other. “We must constantly maintain a high productivity mode, achieving more with less. And we cannot achieve this unless we can develop a strong spirit of comradeship and camaraderie among us,” said Datuk Amar Haji Mohamad Morshidi. He explained that this is the reason why all civil servants must take part in social and sports events that are being organized for the SCS by groups such as MAKSAK, and the respective agencies and departments.

“I want to build a strong, efficient and effective team in the civil service. Heightened improvement of service delivery will be the order of the day under my leadership.

These twin pillars are crucial to achieve Sarawak’s vision to become the most prosperous state in Malaysia by the year 2030”.

Excerpt from YB State Secretary’s speech during the ‘Perhimpunan Amanat Perdana’ on 13 August 2009

To ensure that civil servants apply their knowledge, skills and capabilities to the fullest in their tasks, the Sarawak Civil Service strives to provide a safe and conducive working environment to its staff. Government facilities such as Residents and District offices even in the remotest areas of Sarawak are being equipped with up-to-date facilities and equipment. These not only help to make the civil servants perform their tasks more efficiently and effectively; it also makes government offices more approachable and welcoming to the general public.







Getting down to the ground to personally assess situations and deliver speedy solutions, developing and strictly observing Clients' Charters, making service counters as pleasant and as friendly as possible, devising forms that are simple and user-friendly, setting up hotlines and producing and disseminating useful information on the Civil Service, holding "meet-the-customer" open days such as the series of "Sejiwa Senada events" held in all the Divisions - these are just but a few of the ways that the Sarawak civil servants maintain an open and welcoming quality. For the Sarawak Civil Service, openness and accessibility to the public that they serve, and to each other, are essential qualities of an organization that is committed to achieving customer satisfaction all the time.

"Enhancing Communication with the People"

(Excerpt of Speech of Chief Minister, YAB Pehin Sri Haji Abdul Taib Mahmud during the Civil Service Day gathering on November 25, 2008 at Stadium Perpaduan Negeri)

I would like to take this opportunity to commend civil servants, those being engaged in direct developmental efforts and those, who have been tasked to develop policies and strategies, for what the state and country have been able to achieve until now. The success, as depicted in the exhibition, by and large, is quite impressive. Undeniably, we have been able to transform the administration of the state from one of status quo administration to that of development administration.

Basically, the status quo administration concerns itself with the maintenance of peace and security and other normal administrative duties, which do not relate to the social transformation like the development administration. For this reason, we have been to see the transformation in our vast land surface and even



the skylines of most of our towns throughout the state. We are also penetrating areas, which used to be isolated before, to communicate and absorb the people into one big society called the Sarawak people.

Indisputably, we have been able to create, as far as we can, a common society for the people, a Society of Anak Sarawak with the people having the feelings and stakes for the community, state and country. Nobody can deny the fact that today the people of Sarawak have become one, but does this transformation in the attitude of the people indicates that we have achieved the status of a developed society?

The answer is no. Instead, we must work hard to achieve a much higher level of progress in order to fulfill the hopes, aspirations and ambitions of the people towards the year 2020 and beyond.

For this reason, the civil service must restructure its organisation, primarily to initiate new ways of doing things in order to meet the rising expectations of the people. In this regard, senior officers, who must be knowledgeable about management, the fields of technology, development of industries, economy, environment to ensure that the progress will benefit not only the present generation but those that will come after us, make conscientious efforts to upgrade the quality of their services. In other words, improvement of quality and productivity must necessarily be entrusted to officers in the top echelon of the civil service.

For those in the lower level, who are entrusted to implement all the policies, they must be knowledgeable of the environment in which they are working. They must have thorough knowledge about the state, the area where they are serving in particular. Besides, they must know the problems relating to geography, land, rivers, obstacles, which they have to face and the problems of communication with the people, whom they must serve.

Regrettably, sometimes, the people, whom we want to serve, oppose us out of ignorance of what the government wants to do to help them. Consequently, members of the civil service, at the lower level, cannot implement policies, which have been formulated at the top level, on the ground.

For example, if we want to construct roads, there are bound to be people who do not want their land to be used for the purpose. But road development is





the only way to bring progress or development to their area; if they do not want the road to be built, they are actually depriving themselves of development. We must give them proper explanation about the project. In 1963, 1964, 1965, I used to spend few nights in Serian to explain to the people and show to engineers of JKR that every development must begin with developing a positive attitude toward it. The new attitude could be triggered among the people with good explanation on the aims and objectives of the proposed project.

It is important that civil servants must explain to the people whatever things that the government wants to do for the people. Basically, we must fight all allegations and lies that are being spread to agitate the people to go against the government. The officers, who are working on the ground must regard the people as stake holders. This is the kind of problems that civil servants will be facing more and more in the future.

Knowledgeable Officers for Service Counters

The counter service is where there are a lot of interactions between members of the public and government officers. Therefore, it is important that government officers, who man the service counters, must have good



information on the government development policies and programmes and rules and regulation pertaining to their services to enable them to disseminate correct information to the people. The people, who meet the officers, will also be convinced that there is only one government and that they can deal with government as one body, they can ask anybody on any matter. Therefore, heads of departments must ensure that their service counters will not be manned by officers, who only know certain segments of the government development policies and programs; they will not be able to respond to certain queries from the people, as their clients.

For a start a government department must consider counter services as a linkage with the people, who may not be able to ask the right questions in dealing with us. Therefore, we must try to find ways how to make counter services to be armed with proper information. A good counter service should be able to convince the people that the civil service has come of age in being able to help in solving some, if not all their problems.





Knowledge Sharing

We must build a kind system, as a matter of urgency, whereby the experience of people, who are going to retire, must be passed down to those in the ages of 40 and below. At the moment, the proportion of officers above 40 is quite high. Immediate steps must be taken to institutionalise knowledge to reflect the practical experience, which has been gathered over the years by senior officers for the benefits of the junior ones. After all, knowledge management has increasingly become a science of the future.

It could commence with a step, which is easily understood in the officers of the the department and members of the civil service as a whole. By doing so, we will be having knowledge sharing system in the civil service. It may sound easy to hear but the task of knowledge gathering, articulation and sharing take lots of efforts. However, with digital net and ICT, I am sure we can start gathering knowledge right now. In this respect, senior officers should try to find time to record their knowledge and pass it to the body of knowledge in order to share with others, who will come after them in future.



The transformation of the administration, as a result of the transformation of the country and the rising challenges ahead, can be expected to be more complicated in the future. Therefore, we must prepare ourselves with necessary knowledge and experience to face them as we move forward. The State civil service, which has already developed a good system of services, must continue to rise up to the occasion in anticipation of greater challenges ahead. The state civil service can take pride in the fact that it has developed some of the best civil service systems in the country. Arguably, Sarawak is being recognised as one of the best run states in the nation. Undoubtedly, the State civil service can rise up to the occasion to make Sarawak a better place for all.





Civil Service Must Endeavor to Make Success of E-government

(Excerpt of speech of the Chief Minister, YAB Pehin Sri Haji Abdul Taib Mahmud during the presentation of excellent service awards to members of the State Civil Service on December 9, 2006)



In this connection, civil servants should be able to enjoy more discretion to be equipped with in-depth knowledge on their specific functions. Members of the civil service must endeavor to make the best efforts to make the E-government a great success. We have created something special about the State civil service because of the strength in planning, the ability to maintain a very sound financial position and the setting up of e-government in the system, which starts from the district and moves to the centre.”

I was born in the generation where the word computer was mentioned in a very rare fashion among my contemporaries. But today computers are invading every office and spreading to more and more schools. Indisputably, our administration has better reach in terms of ideas and official control

through the creation of E-government. Personally, I am working very hard to ensure, before I retire from the government, that we get higher internet penetration in our society than the present 5% now.

The concept of e-government has enabled us to have wider reach in term of exchange of ideas and install some kind of control over the functions of government in a more intelligent fashion. It represents a concrete step forward in the preparation for a knowledge society or k-society. In this connection, civil servants should be able to enjoy more discretion to be equipped with in-depth knowledge on their specific functions.

Members of the civil service must endeavor to make the best efforts to make the E-government a great success.

MIS Concept, a way to Solve Problem

(Excerpt of speech of Chief Minister, YAB Pehin Sri Haji Abdul Taib Mahmud during the Civil Service Day gathering in Bintulu on August 15, 2006.)

I wish to take this opportunity to congratulate members of the State Civil Service for their ability to adapt to the E-government concept. We must make ourselves familiar with the monitoring system that has been introduced by the government in the Ninth Malaysia Plan. Hence, the monitoring must get the support of all officers, whether they are Divisional Development Officers (DDos), District Officers (DO)s or heads of departments. It is important that the monitoring system must be updated to ensure all projects are being implemented according to the Master Implementation Plan (MIS).

The MIS concept, if followed closely, will help the implementing agencies to identify problems and report to the centre or have a conference or meeting with the central agency with a view to find solutions to the problems. The monitoring system will cover more activities of the government as indicators are designed by the people, who must be involved in the process. Besides, the monitoring system must serve as our link with the centre.

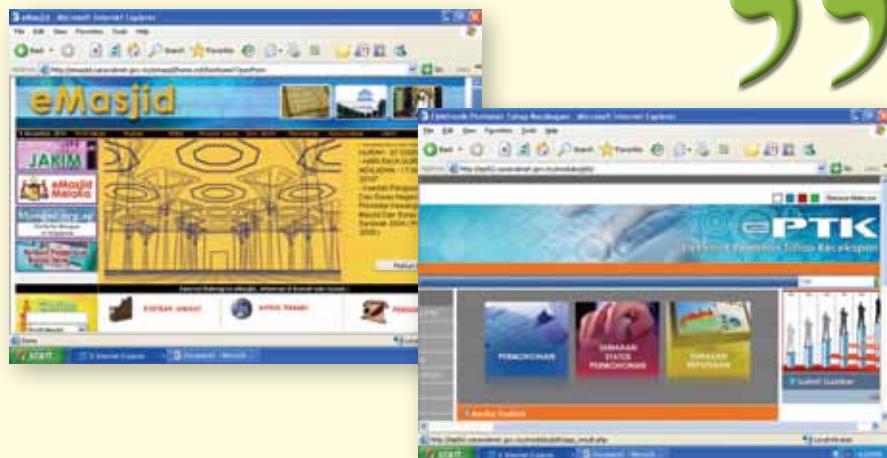
Eventually, the government may revamp the divisional level administration to ensure that coordination will take place as soon as possible. Only the big questions that touch on the main policy at the state level will be brought to the centre. This is the beginning of the concept of E-government, which tends to encourage us to have more knowledge of the relevant works being entrusted upon us. We must arm ourselves with sufficient knowledge to be able to use the E-system efficiently.



The Sarawak Civil Service looks at ICT as a strategic and competitive driver of development not only within the public service but in society as a whole. The strategic importance of ICT is not just for developing and delivering quality products and services to the public, it also serves as a strategic driver that reshapes society and the Civil Service.

Sarawak's vision for ICT was to develop a knowledge-based society in the State, and to leverage ICT to provide government services anytime, anywhere.

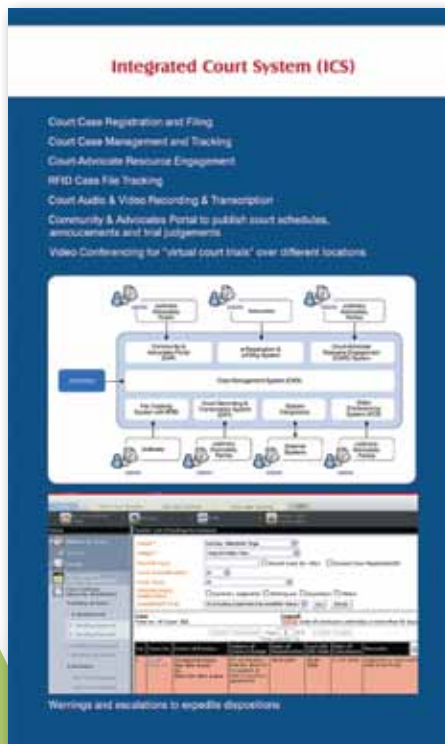
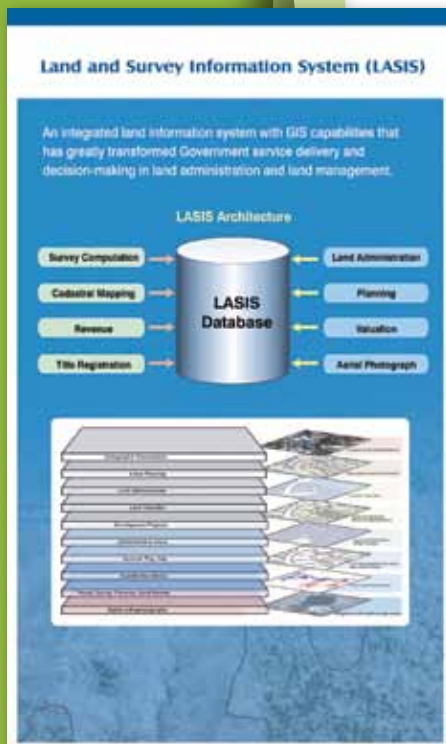
As such, ICT programmes in the Civil Service are all designed to prepare the people to face the challenges presented by today's knowledge economy. ICT tools for the Civil Service make communication between individuals among the teams easier. With the connectivity, information for decision-making can be made available to all members of a team almost simultaneously. Civil servants or team members can also utilise the data and information to ensure that processes and projects can be carefully monitored and necessary corrections made immediately. ICT applications are designed based on the premise that in order for the Civil Service to be transformed from that of organization-based to innovation-based, it would require civil servants to be well connected, self-directed and motivated to acquire new knowledge and proficiencies.



Some of the State's notable achievements in improving Service Delivery include:

- **LASIS** – An Integrated Land Administration and Land Management System which incorporate planning information system, valuation system, land information system and survey by the Land and Survey Department;
- **Integrated Court System** that won UN's World Summit Award 2009 for 'e-Content and Creativity';
- **E-Syariah** – used by our Syariah Court and adopted nationwide and recognized by some middle east country; and
- **Angkasa Library Management System** by the state government of Sarawak – used by a number of the public libraries in the nation and by some international University.
- **eLA** (e-Local Authority System) consist of eBooking and eRequest Management System

Launched in December 2010



Building the Future Together



What do the people want and expect from the leaders? They want educational opportunities for their children. They want jobs that will provide them an income that will be sufficient not only to meet their basic needs but will also enable them to afford amenities and conveniences that will make their families live more comfortably. They want safe and secure neighbourhoods, where they can interact with their neighbours in a peaceful and harmonious environment. They want a balanced quality of life where they and their friends and families can enjoy modern recreation and leisure facilities such as theaters, sports facilities, shopping and dining. They want high-speed internet access that will allow them to connect with others in real time convenience. They want platforms where they can freely express their sentiments and voice their concerns, and a government who will have the time to listen and respond.

The Malaysian and Sarawak governments know that these are what the people want and need, among others. And they have responded with major initiatives that will help fulfill these wants and needs. Initiatives such as the Government Transformation Plan (GTP), the New Economic Model (NEM, the 10th Malaysia Plan were rolled out by the Federal government this year. In Sarawak, the Chief Minister has launched the Sarawak Corridor of Renewable Energy (SCORE) development initiative two years ago, which is designed to launch the State's second wave of development.

As the Chief Minister himself has described, these are colossal tasks that the civil servants are now required to execute. Led by the State Secretary, YB Datuk Amar Hj Mohamad Morshidi Abdul Ghani, the Sarawak Civil Servants, recognize the immense tasks that they carry on their shoulders.

The State Secretary has reminded the civil servants that there is only a decade left before Vision 2020. He enjoins them to use every means and capacities that each one of them have to achieve Vision 2020, which aims to make Malaysia a fully developed country by the year 2020.

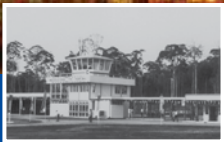
"We have embarked on "Sarawak's second wave of development" which brings challenges that are UNIQUE to our present day and time, and which will require new sets of skills and competencies, a stronger sense of purpose and a more cohesive bonding among us all," Datuk Amar Hj Morshidi said.

The civil servants also realize that they must rally the people to build Sarawak's future together with the leaders of the land. And so, they are mustering all the resources in their disposal to provide the best service to the leaders and the general public. They know that only when they are seen to be dedicated, committed and perform their jobs with the highest standards of professionalism and integrity, that they will be able to garner the support and cooperation of the political leaders, the private sector, and the general public in fulfilling the mandate that have been placed on their shoulders.

The Sarawak Civil Service stand ready, willing and open to lend a hand while humbly accepting the assistance and support from the people. They appreciate every bit of guidance and direction from the political leaders and stand ready to work with them on any initiative that will best serve the people's interests.

In this spirit of **collaboration, cooperation** and with a **caring and compassionate heart of service**, the Sarawak Civil Service will no doubt be able to fulfill what are expected of them, and with the guidance of the political leaders and the faith and confidence of the people, they can, most certainly, even go beyond expectations!

Throughout the length and breadth of Sarawak, there are evidences of the rapid growth and development that Sarawak has achieved under the “Politics of Development” of YAB Pehin Sri Haji Abdul Taib Mahmud. Today, Sarawak can take pride in a socio-political-economic landscape that affords its people the best of infrastructure facilities, amenities and services that are comparable with the developing countries of the world. Moreover, the people of Sarawak can now easily avail of educational, employment and business opportunities that enable them to contribute to and enjoy Sarawak’s progress and prosperity.



SCORE

(Excerpt of speech of the Chief Minister YAB Pehin Sri Haji Abdul Taib Mahmud, during the “Amanat Perdana” Programme on March 30, 2009)



Our civil service, who are open to changes, must make the necessary preparations to face the future with greater confidence. After the year 2010, I believe we should be able to see greater interactions between our civil service and the private sector in the common pursuit for greater progress and advancement towards the year 2020 and beyond.”

“SCORE introduces a new kind of problem to us in the way we want to utilize fully the private sector initiatives and entrepreneurship in development towards the year 2020 and beyond. We have to build, in short time, skills among civil servants to enable them to respond constructively in dialogues with big investors. For example, they must learn new work processes and understand the position of big corporations in negotiating with them. Basically, they must know how to work together with the private sector, which must be assisted to become a new engine of growth in the development and growth of the economy towards the year 2020 and beyond.”

“We must find ways to create more employment and business opportunities for the new generation in the next 10 to 20 years. Besides, we must also anticipate other factors that will emerge in the later stage of development. For this reason, both the public and private sectors, must build their capacity to serve. They must have greater enforcement of talents or new skills in their management to enable them to participate efficiently in the implementation of the development policies and programs, the development of SCORE in particular that takes into consideration the changes that will take place beyond 2030.”

First of all, I wish to offer my humble gratitude to Allah S.W.T for his grace to bring the civil service one step forward in preparing ourselves to shoulder a heavier responsibility in the development that will be undertaken in future. Our ambition is to raise the level of development and change the structure of the economy through the implementation of SCORE towards the year 2030 and beyond.

I am very grateful to the Civil Service for the continuous co-operation and support given to me and my cabinet colleagues in our efforts to raise the quality and efficiency of services for the state and country. As I have been chosen to lead and as the duty of members of the civil service is to serve the people, we have to work closely together in providing such services, which require an efficient delivery system. In this context, the roles of political leaders and professionals in the civil service cannot be separated.

In Malaysia, we try not only to produce the best managers but develop capabilities of people with talents. We want to have super managers, emergence of bigger banks to handle big mobility of the world capital and encourage investments of the private sector in the development of our economy. By doing so, we hope to achieve some kind of balance between the developed and developing world. That is the scenario that we want to see.

There is much more to be done in Sarawak than just implementing projects. Essentially, we must process the social engineering to make the people realize that they must try to take advantage of the growing market forces that we have unleashed in the country through the first phase of politics of development. Without that we can face very serious problems.

Efficient Delivery System

Essentially, we must develop the delivery systems that can benefit our people. More importantly, the empowerment in the lower strata of the administration must be made possible as more money have to be spent in order to accelerate the





pace of development for the people, state and country. In a developing country like ours, we cannot afford a situation that does not move on the ground and that we remain a stagnant society with the stationary economy. Basically, we must work harder to transform our traditional society to become a more successful, modern and progressive society to befit our status as people of a developed nation towards the year 2020.

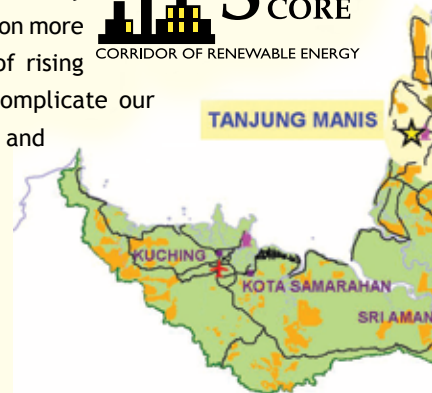
The transition must not only be confined to economic progress but in the development of the character of the people. Generally, the people, once they have achieved certain level of success in development, they want more freedom and power in order to achieve bigger things in life. It is alright but sometimes the power does not match with their understanding of the process of development, which entails the necessity to cooperate with the government in the pursuit of common progress and advancement. That is our position today.

Generally, the people do not have the same perception. For example, our young people, who have never seen attap houses, walked on one blockbridge across a river and paddled their way to schools as the old generations did, don't understand what poverty means. To them everything can be taken for granted. Therefore, they are gullible to irresponsible politics that instigate them to ask for more and more things in their daily life without their own efforts. They have not learnt to be grateful with what ever they have in life. They must learn to recognize that they are living a much better life than their parents, grand parents or their ancestors. To them, what ever the government gives or what ever they get is their right. It is the problem of rising expectation that can be exploited by irresponsible elements including irresponsible politicians. We have not evolved enough sense of responsibility in any political parties that can bring the people to have a more realistic response to development.

The problem between the changing and rising expectation and perception, the new perception that makes the people wish for more and more things, without regards to how they can be achieved, will make development implementation more difficult. We must find ways to solve the problem of rising expectation of the younger generations as it can complicate our process of development. It will give political leaders and civil servants migraine or headache as we accelerate the pace of development towards the year 2020 and beyond.



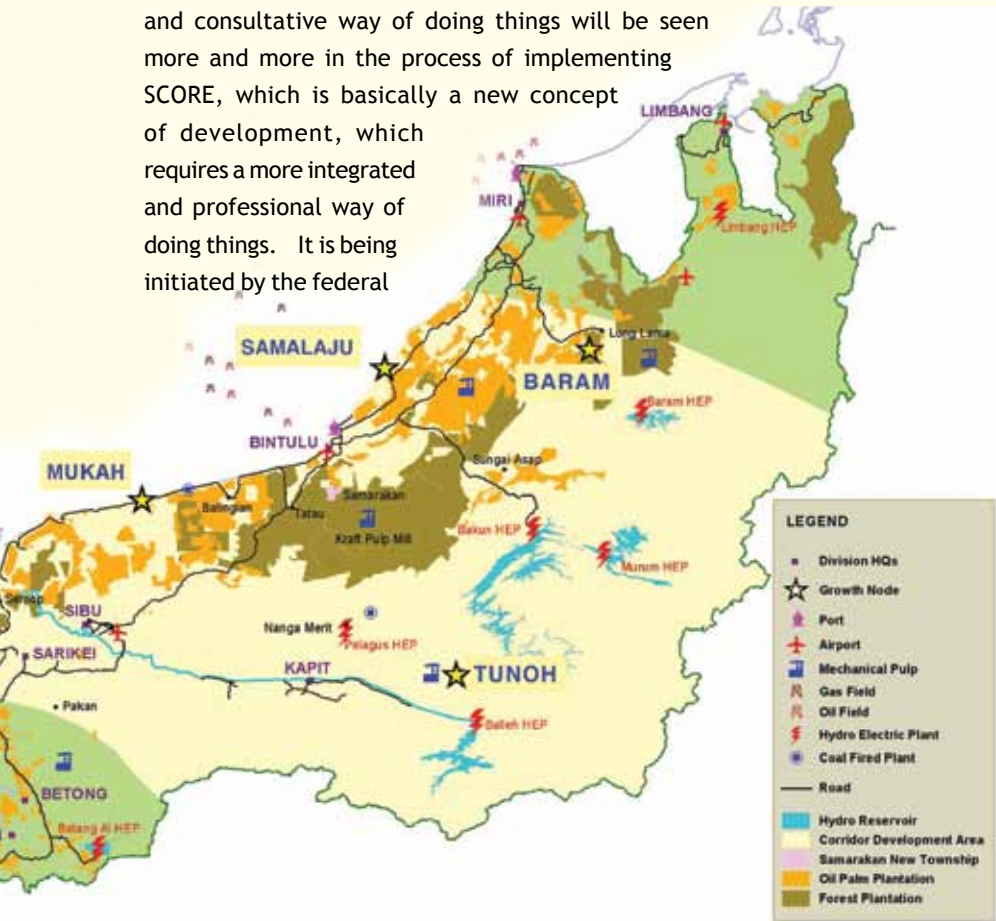
TANJUNG MANIS



The change, based on new dimension of problems spurred by rising expectations and demand for more and greater things in socio-economic development, that will take place, requires us to prepare our people for it. For example, we should anticipate that children, going to schools, are liable to enjoy greater freedom in searching for better things in life and become more creative in learning how to improve themselves. We must find ways to create more employment and business opportunities for them in the next 10 to 20 years. Fortunately, we have SCORE that has taken into consideration the changes that will take place beyond 2030.

Building Capacity to Serve

Besides, we must also anticipate other factors that will emerge in the later stage of development. For this reason, both the public and private sectors, must build their capacity to serve. They must have greater enforcement of talents or new skills in their management to enable them to participate efficiently in the implementation of the development policies and programs. A more professional and consultative way of doing things will be seen more and more in the process of implementing SCORE, which is basically a new concept of development, which requires a more integrated and professional way of doing things. It is being initiated by the federal



Economic Growth Indicators

Indicators	1963	1980	2006	2030 (without Corridor)	2030 (with Corridor)
Real GDP (RM Billion)	0.527	5.142	23	75	118
Per Capita GDP (RM)	660	3,932	9,583	19,000	25,000
Number Employed ('000)	294	457	918	1,700	2,500
Population	744,529	1,307,582	2,404,200	3,900,000	4,600,000



government to harness the economic potentials of an area and develop them concurrently or in the same master plan, in a more integrated manner in order to achieve greater economic success. That is what SCORE is all about.

Undoubtedly, the integrated development of the Central region of the state, through SCORE, will help to convince investors that any bigger investments are justifiable; they can be expect to yield big profits. In the development of Batang Ai hydro dam, the State had to seek loans from World Bank because no private investor wanted to invest in the project. It is no longer a problem to raise money from the private sector to finance projects, those in SCORE in particular, now. The State has upgraded the efficiency of the administration and raised the level of the economic development to make us more attractive to the private sector.

The world has more surplus capital, which needs to be mobilized in order to get greater profits from it. SCORE will try to attract huge capital, not in millions but billions for the development of the Central region of the state. It is a new game to us. The normal response of just giving lists of incentives to prospective investors will not be enough for us to get big investors any more. They want to be assured of a long-term relationship between them and the government in order to guarantee good returns from their investments. Generally, huge investors want to find out how we chart our way forward to reflect our understanding of mutual benefits and desire for mutual help before they put their money with us. Next they want us to study all the conditions under which they can invest their initial investment in the country. For example, they want to know whether the State

has airports, ports, good network of roads, amenities like water and electricity and hosts of other things. More importantly, our delivery system like whether civil servants, who represent the government, understand their requirements for better investments or not?

This represents a big challenge to us. SCORE introduces new kind of problem to us in the way we want to utilize fully the private sector initiatives and entrepreneurship in development towards the year 2020 and beyond. We have to build, in short time, skills among civil servants to enable them to respond constructively in dialogues with big investors. For example, they must learn new work processes and understand the position of big corporations in negotiating with them. Basically, they must know how to work together with the private sector, which must be assisted to become a new engine of growth in the development and growth of the economy towards the year 2020 and beyond.



“Eddy Covariance Tower” to measure carbon flux in the ecosystem

Basically, we must try to develop our capability and capability to deal with them. Once they stay with us, we can help to develop their interests to plan for the expansion of their ventures or undertake new ones. Basically, we must be able to work with them, which require us to equip ourselves with necessary knowledge and experience to handle big investments into the country.

For example, the World Bank or other financial institutions have developed a lot of standards, which can be considered to be quite fair to developing countries, in accordance with equatorial principle or environmental requirements. We have to study the requirements as part and parcel of development and responsibility to become a developed country.

Colossal Task Ahead

Generally, we must consider many problems, not least the environment, as we accelerate the pace of development in order to attain the status of a developed country. For example, we must refrain from spending all the money or borrowing more money and left them to be paid by the younger generations in the name of



Research facilities to strengthen R&D capabilities of Sarawak



development. Such practices, if allowed to happen, will lower or jeopardize the quality of life of the new generations. Besides, we must also think of how to control food quality, not only for export, but for local consumption. As our standard of living goes up, we must ensure that our people do not ingest too much chemical that can endanger their health. We must be concerned about such problems from now on.

The task ahead will be colossal. We must brace ourselves to do what we can to build the capacity of our people to participate in the new kind of development in the future. In the next 15 years from now, we must start building the capacity of the new generations at the pre-school, primary and secondary schools levels and tertiary education levels. Thanks God, we have been able to start our human resource development program even before we launched SCORE.

Essentially, capacity building forms a very important part of the state's transformation towards the year 2020 and beyond. For this reason, we have to build more training institutions, set up another skill development centre and generally upgrade the standard of education in the state. We also plan to engage foreign consultants to study how we can generally upgrade the skills of the people in the state. In other words, we are leveling ourselves based on the manpower requirements of the state in preparation for SCORE, which is capable of creating 1.5 million jobs for the people by the year 2020 and beyond.

Now, we have a workforce of one million people. In other words, we will have one and half time more workforces with the development of SCORE. It will take huge number of people to transform the countryside, now grossly under-developed, to bring it to the mainstream of development. Perhaps, the development of the central region may not be able take off without having a huge undertaking, which emphasises on an integrated approach, like the development of SCORE. Initially, we may have to recruit foreign workers to do some of the jobs, those in the lower ranks in particular, as being done in the Middle East and other fast developing countries. There will be shortages not only of professionals but also skilled workers. Therefore, we must start to train our people, based on rezoning to the business skills, to take over from foreigners in the future. With that kind of picture we must have the right aptitude in managing our workforce.



Youth participants of the YES Programme visiting the aluminium plant in Mukah.

The process of capacity building requires a civil servant to be open minded. He or she must be open to views including from those people, who may not view the civil service favorably. Sometimes, it is not that easy but we have been doing it in Sarawak; that is one thing working in our favour. Our administration is also flexible and able to recognize problems. That is the strength of a growing administration.

Capability to Rise up to Occasions

We have a master plan for re-organization and expansion of our public sector. I believe our civil service is open to changes and making the necessary preparations to face the future with greater confidence. After the year 2010, I believe we should be able to see greater interactions between our civil service and the private sector in the common pursuit for greater progress and advancement towards the year 2020 and beyond.

The Sarawak government and the Civil Service is sparing no efforts in ensuring that the youths of Sarawak are able to develop and fulfill their potentials and play an active role in attaining the vision for Sarawak's second wave of development. The Chief Minister himself has been making time to conduct dialogues with the youths to guide them in understanding the development initiatives of Sarawak under the SCORE and how they can better prepare and equip themselves so that they can actively take part in building Sarawak's future.





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