PERFORMANCE MANAGEMENT IN MALAYSIA PUBLIC SERVICE

2nd JOINT WORKING GROUP MEETING MALAYSIA-INDIA
26 AUGUST 2014, NEW DELHI

PRESENTER: H.E MOHTAR MOHD. ABD.RAHMAN
DIRECTOR OF SERVICE DIVISION
PUBLIC SERVICE DEPARTMENT
MALAYSIA
PERFORMANCE APPRAISAL CYCLE

Ministry/Departmental Annual Strategic Plan
(Dec – Jan)

Setting of Departmental/Division Work Targets
(Dec – Jan)

Performance information
(April)

Setting of Work Targets for the Appraisee
(Jan)

Human Resources Development Panel
(Feb-April)

Work Implementation and Monitoring
(Jan-June)

Vision 2020

National Development Plan
(10th Malaysia Plan 2011-2015)

Ministry Annual Strategic Plan

Preparation of Performance Appraisal
(Jan - Feb)

Work Implementation and Monitoring
(July – Dec)

Mid-Year Review
(June-July)

National Agenda
Ministry Annual Strategic Plan

Vision 2020

National Development Plan
(10th Malaysia Plan 2011-2015)
PERFORMANCE ASSESSMENT TOOLS

**Premier Officers**
- KPI-based
- Salary Increment
- A+, A, A-
- Promotion
- Dev. Programs

**Management & Professional Officers**
- Appraisal Report
- Potential Assessment
- ≥85%
- B, C, D
- A+, A, A-
- Promotion
- Dev. Programs

**Supporting Staff**
- Appraisal Report
- Salary Increment
- Promotion
- Dev. Programs

ALMP (assessment for confirmation)
- (Acting Premier C posts)
- Talent pool for Premier C posts

A-LEAP
- (Grade 54 Only)
- (Adv. Leadership Assessment Prog.)

(Premier A, B, C)

(Chief Sec. to the Govt., Premier I, II, III)

(Grade 41-54)

(Grade 11-40)
CHALLENGES FACED

Subjectivity in Evaluation

Implementation of 360° appraisal
The Way Forward

Continuous improvement processes - PSD is currently reviewing:

1. the performance appraisal system to reflect the performance-based work culture;
2. cascading down the KPIs to the next level;
3. nationwide implementation of potential assessment and A-LEAP; and
4. nationwide implementation of fast-track career path.
THANK YOU

“DRIVING PUBLIC SERVICE TRANSFORMATION”

Public Service Department Malaysia

www.jpa.gov.my
KPI - BASED PERFORMANCE MANAGEMENT
Year 2008
KPI-based performance measurement was introduced. (Top-Level/ Premier Staffs only)

Year 2012
KPI-based performance measurement was extended to the state level.

Year 2013
KPI-based performance measurement was extended to additional 8 posts - Heads of Departments, Heads of Services and Directors General of Central Agencies.

Year 2014
KPI-based performance is implemented on a total of 53 top level/ premier staffs.

KEY PERFORMANCE INDICATORS (KPI): PERFORMANCE MANAGEMENT FOR PREMIER STAFFS
Overall KPI performance will be tabled to a Special Panel chaired by Chief Secretary to the Government.

The overall performance for each officer will affect the following:

i. Annual increment;

ii. Promotion/ career advancement; and

iii. Career development purposes (training).

HOLISTIC ASSESSMENT METHOD, SPANNING A NUMBER OF PERFORMANCE DIMENSIONS
<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>DESCRIPTION</th>
</tr>
</thead>
</table>
| Shared Responsibilities Amongst Ministries/Departments | - Common KPI across services to ensure interdependence amongst ministries and departments.  
- Shared and collective responsibilities of tier 1 officers in order to enhance national competitiveness and to meet the expectations of the people. |
| Ministry/Agency Specific Programs/Activities | - Ministry/Agency specific programs/activities which cover planning, development, and the implementation of organisational objectives.  
- Delivery of core functions and continuous process improvement.  
- Adherence to financial and project monitoring procedures and guidelines (governance and accountability). |
| Leadership and Core Personality Values        | - Consultation service quality (YB Minister/Chief Minister)  
- Leadership competencies, qualities and core values of the assessed tier 1 officers via 360° assessment (Superiors, Peers and Subordinates).  
- Measuring the level of employee satisfaction. |
## Example of KPI Template for Secretary General/ Director General

<table>
<thead>
<tr>
<th>Category</th>
<th>Performance Dimension</th>
<th>Weightage</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shared &amp; Collective Responsibility</td>
<td>Competitiveness</td>
<td>5%</td>
<td>• Gross Domestic Product (GDP)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Competitiveness Index</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Fiscal Deficit Management</td>
</tr>
<tr>
<td>Ministry/ Agency’s Specific Programs</td>
<td>Delivery of Core Functions &amp; Continuous Process Improvement</td>
<td>55%</td>
<td>• Ministry/ Agency Specific Programs</td>
</tr>
<tr>
<td></td>
<td>Governance and Accountability</td>
<td>30%</td>
<td>• e-Procurement</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Star-Rating MAMPU</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Project Monitoring System - SPP II</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Accountability Index</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Accrual Accounting</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Human Resource Management Information System (HRMIS)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Joint Department Council</td>
</tr>
<tr>
<td>Leadership &amp; Core Personality Values</td>
<td>Transformational Leadership</td>
<td>10%</td>
<td>• Quality of Consultation Provided to the Minister/ Chief Minister</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Leadership Competency and Core Values (via 360° assessment by Superiors, Peers and Subordinates)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Employee Satisfaction Index (Assessment by subordinates)</td>
</tr>
</tbody>
</table>
## WEIGHTAGE PERFORMANCE SCORE

<table>
<thead>
<tr>
<th>Evaluation Aspects</th>
<th>Top Management Group</th>
<th>Management &amp; Professional Group</th>
<th>Supporting Group</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>I (Grade 27-40)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>II (Grade 1-26)</td>
</tr>
<tr>
<td>Leadership</td>
<td>55</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>-</td>
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<tr>
<td>Work Output</td>
<td>10</td>
<td>40</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>50</td>
</tr>
<tr>
<td>Knowledge &amp; Skills</td>
<td>15</td>
<td>25</td>
<td>25</td>
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<tr>
<td></td>
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<td></td>
<td>20</td>
</tr>
<tr>
<td>Personal Quality</td>
<td>15</td>
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<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>Activities &amp; Contributions</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>
POTENTIAL ASSESSMENT
ASSESSMENT OF OFFICERS’ POTENTIAL COVERS 4 MAJOR QUADRANTS

1. Foresight & Perspective
2. Political Savvy
3. Decisiveness & Problem Solving
4. Communicates with Conviction
5. Influential and Tactful Persuasiveness
6. Visionary Leadership
7. Standards and Accountability
8. Developing Capabilities
9. Composure and Self Control
10. Perseverance and Focus
11. Driving Excellence
12. Society before Self
ADVANCED LEADERSHIP ASSESSMENT PROGRAMME
# A-LEAP COURSE MODULES

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>0830-1030</th>
<th>1100-1200</th>
<th>1200-1300</th>
<th>1430-1730</th>
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<tbody>
<tr>
<td>#1</td>
<td>Registration / Course Briefing</td>
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<td>Transforming Minds</td>
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<tr>
<td>#2</td>
<td>Transformational Leadership</td>
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<td>Commentary Session</td>
<td></td>
</tr>
<tr>
<td>#3</td>
<td>Strategic Communication/ Negotiation</td>
<td>Leadership Ethics &amp; Integrity</td>
<td>National Security and Patriotism</td>
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<tr>
<td>#4</td>
<td>Case Study - Leadership/Strategic Management</td>
<td></td>
<td>Creative &amp; Innovative Ideas Lab</td>
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<tr>
<td>#5</td>
<td>Language Proficiency</td>
<td>Course Evaluation</td>
<td></td>
<td>Media Engagement / Closing</td>
</tr>
</tbody>
</table>

**COURSE FOCUS**

- **Leadership Capabilities**
- **Attitude**
- **Skills**
- **Knowledge**
SELECTION PROCESS FOR PREMIER C POSTS’ TALENT POOL

A-LEAP

<table>
<thead>
<tr>
<th>Band</th>
<th>Range</th>
</tr>
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<tbody>
<tr>
<td>5</td>
<td>90-100</td>
</tr>
<tr>
<td>4</td>
<td>80-89.99</td>
</tr>
<tr>
<td>3</td>
<td>70-79.99</td>
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<tr>
<td>2</td>
<td>60-69.99</td>
</tr>
<tr>
<td>1</td>
<td>0-59.99</td>
</tr>
</tbody>
</table>

Potential and Performance

- A+, A, A-: 3-5
- B+, B-, C, C-: 1-5
- B+ B-, C, C-, D: 1-2

Annual Appraisal + Potential Assessment = Talent Pool

Talent Pool

Recommendation

Development Programmes
ADVANCED LEADERSHIP AND MANAGEMENT PROGRAMME
COURSE OBJECTIVES

1. Develop Strategic And Transformative Leadership Competencies

2. Strengthen Critically And Innovative Analysis From Different Dimensions And Perspectives

3. Enhance Strategic Visioning, Scenario Scanning/Planning And Scenario Building, Articulating Vision And Mission
COURSE METHODOLOGY

Development and Evaluation/Assessment

• Critical key skill set for Premier officers – conceptualizing, analytical, strategic thinking/visioning/critical thinking, synthesizing, integrating, creativity and innovation:

Use of case study method

Critique paper, reflection, book review, project paper

Individual and group presentations

Evaluation by Panels and Secretariat
FAST TRACK CAREER PATH
**Screening:**
1. Performance / Potential
2. Head of Department’s Recommendation
3. Security / Integrity Vetting
THANK YOU

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Public Service Department Malaysia

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