

# PERFORMANCE MANAGEMENT IN MALAYSIA PUBLIC SERVICE



2<sup>nd</sup> JOINT WORKING GROUP MEETING MALAYSIA-INDIA  
26 AUGUST 2014, NEW DELHI

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PUBLIC SERVICE DEPARTMENT  
MALAYSIA





Vision 2020

National Development Plan  
(10<sup>th</sup> Malaysia Plan 2011-2015)

Ministry Annual Strategic Plan

Ministry/  
Departmental  
Annual Strategic Plan  
( Dec – Jan)

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

Setting of Work  
Targets for the  
Appraisee  
(Jan)

Work  
Implementation  
and Monitoring  
(Jan-June)

Mid-Year Review  
(June-July)

Work  
Implementation  
and Monitoring  
(July – Dec)

Preparation of  
Performance  
Appraisal  
(Jan - Feb)

Human Resources  
Development  
Panel  
(Feb-April)

Performance  
information  
( April )

# PERFORMANCE APPRAISAL CYCLE



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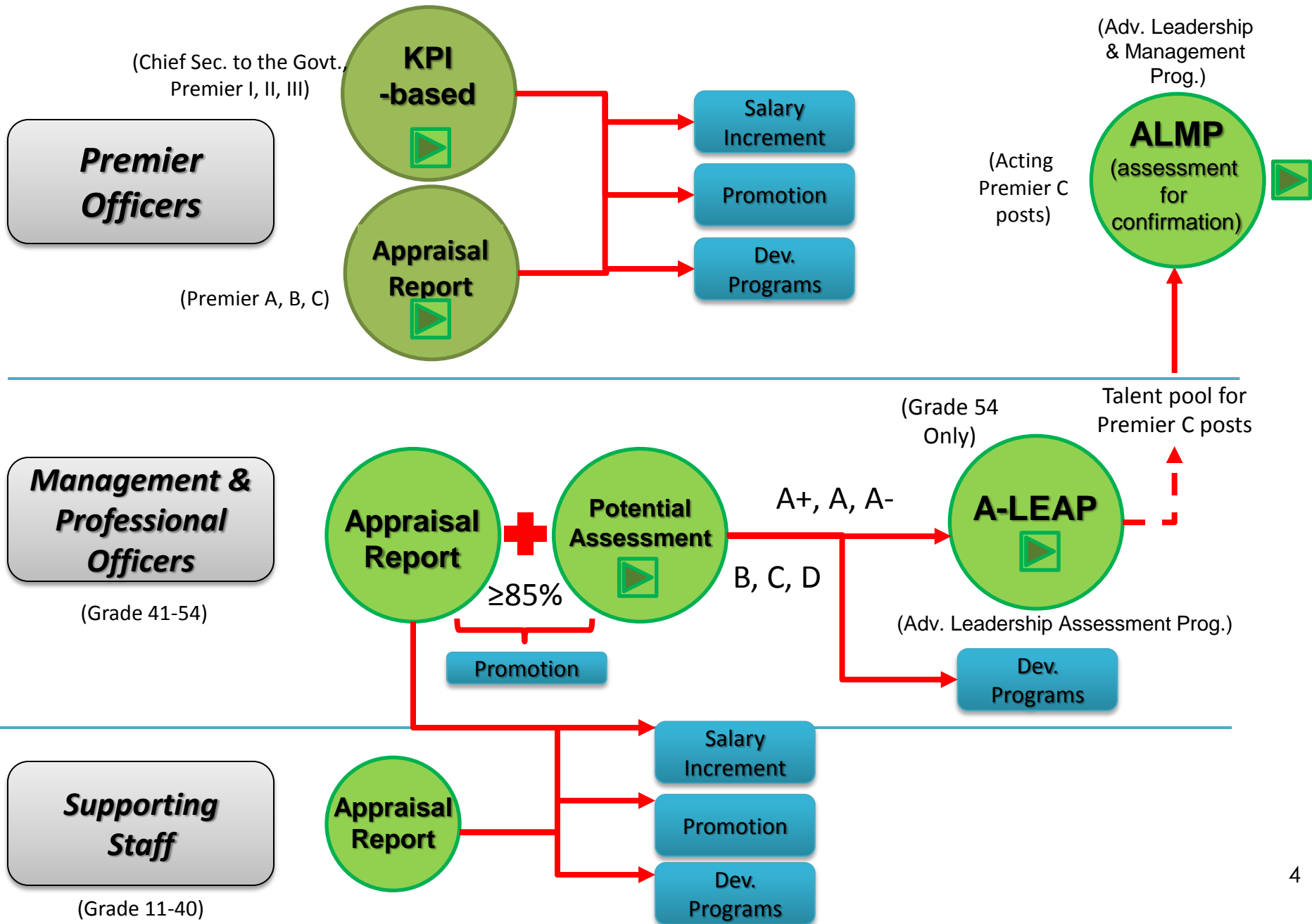


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# PERFORMANCE ASSESSMENT TOOLS



# CHALLENGES FACED

Subjectivity in Evaluation

Implementation of 360° appraisal




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# 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 



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# KPI - BASED PERFORMANCE MANAGEMENT



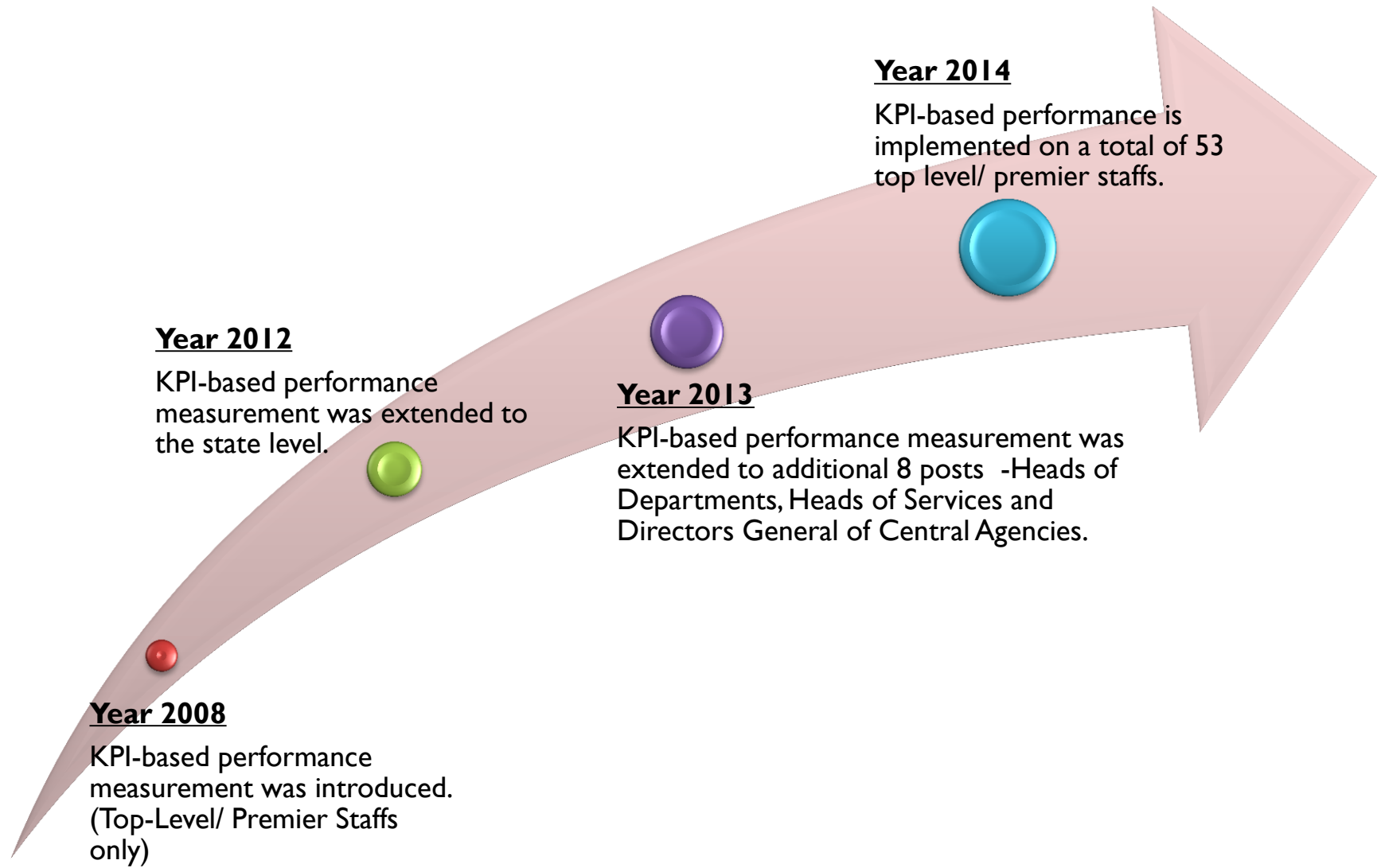
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# KEY PERFORMANCE INDICATORS (KPI): PERFORMANCE MANAGEMENT FOR PREMIER STAFFS



## **KPI-BASED PERFORMANCE MANAGEMENT IS USED TO MONITOR AND ASSESS OVERALL PERFORMANCE OF PUBLIC SERVICE TOP LEVEL/ PREMIER OFFICERS**

- ▶ 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**



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# MEASURED PERFORMANCE DIMENSIONS

CATEGORY	DESCRIPTION
<p>Shared Responsibilities Amongst Ministries/ Departments</p>	<ul style="list-style-type: none"> <li>• Common KPI across services to ensure interdependence amongst ministries and departments.</li> <li>• Shared and collective responsibilities of <i>tier 1</i> officers in order to enhance national competitiveness and to meet the expectations of the people.</li> </ul>
<p>Ministry/ Agency Specific Programs/ Activities</p>	<ul style="list-style-type: none"> <li>• Ministry/ Agency specific programs/ activities which cover planning, development, and the implementation of organisational objectives.</li> <li>• Delivery of core functions and continuous process improvement.</li> <li>• Adherence to financial and project monitoring procedures and guidelines (governance and accountability).</li> </ul>
<p>Leadership and Core Personality Values</p>	<ul style="list-style-type: none"> <li>• Consultation service quality (YB Minister/ Chief Minister)</li> <li>• Leadership competencies, qualities and core values of the assessed <i>tier 1</i> officers via 360<sup>0</sup> assessment (Superiors, Peers and Subordinates).</li> <li>• Measuring the level of employee satisfaction.</li> </ul>



# EXAMPLE OF KPI TEMPLATE FOR SECRETARY GENERAL/ DIRECTOR GENERAL

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



# PERFORMANCE APPRAISAL REPORT



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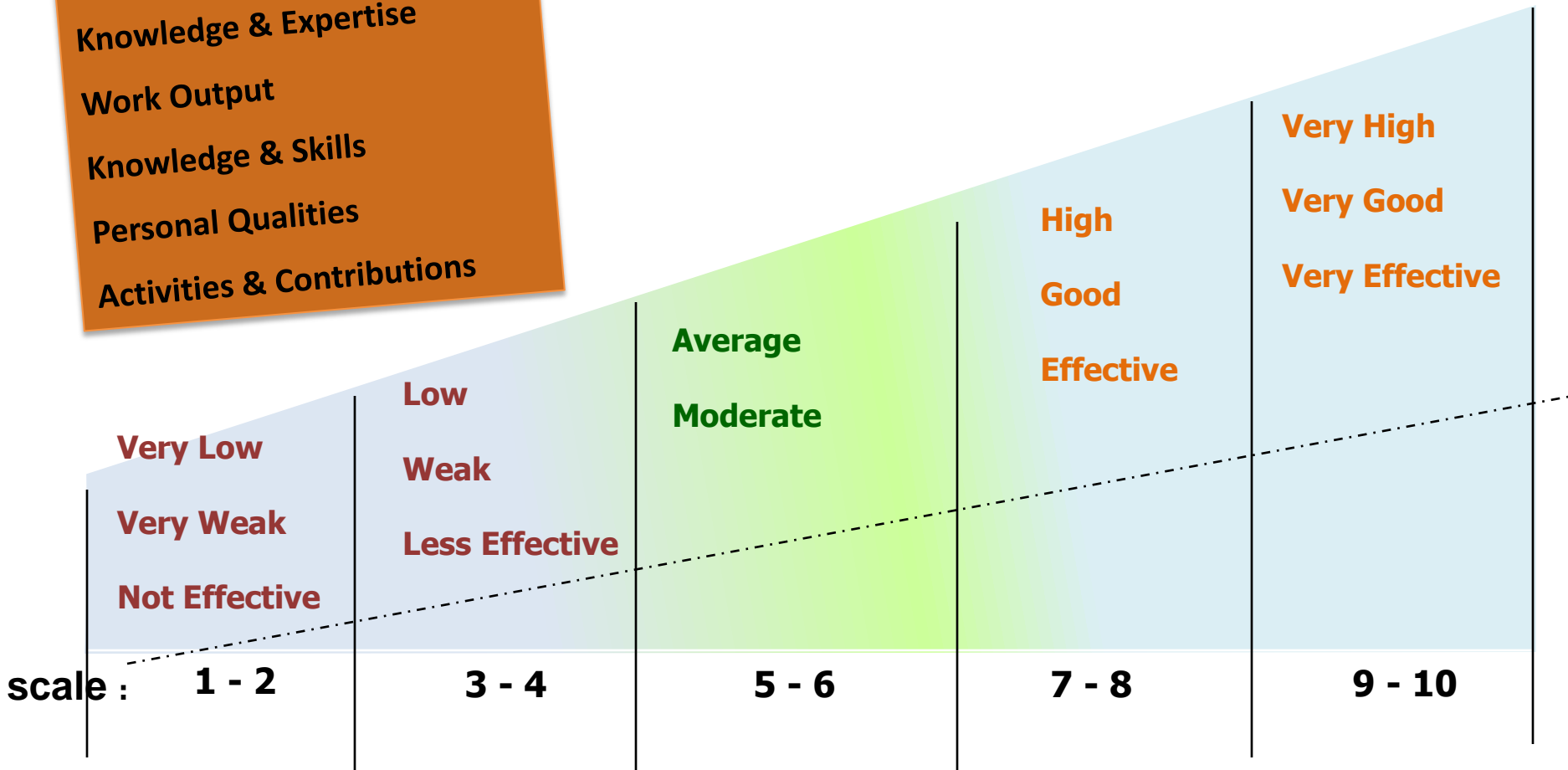


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# PERFORMANCE APPRAISAL SCALE

## EVALUATION ASPECTS:

- Leadership
- Knowledge & Expertise
- Work Output
- Knowledge & Skills
- Personal Qualities
- Activities & Contributions



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# WEIGHTAGE PERFORMANCE SCORE

Evaluation Aspects	Weightage Score (%)			
	Top Management Group	Management & Professional Group	Supporting Group	
			I (Grade 27-40)	II (Grade 1-26)
Leadership	55	20	10	-
Work Output	10	40	50	50
Knowledge & Skills	15	25	25	20
Personal Quality	15	10	10	25
Activities & Contributions	5	5	5	5



# POTENTIAL ASSESSMENT



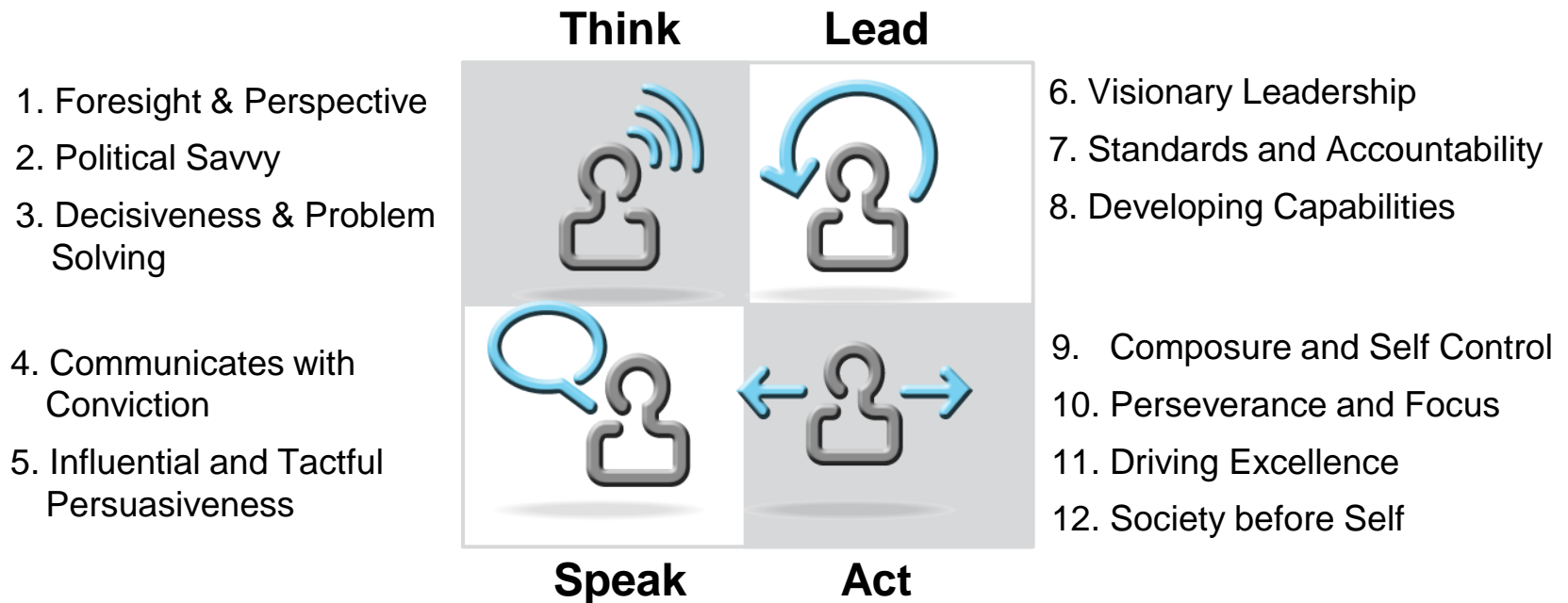
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# ASSESSMENT OF OFFICERS' POTENTIAL COVERS 4 MAJOR QUADRANTS



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# ADVANCED LEADERSHIP ASSESSMENT PROGRAMME



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# A-LEAP COURSE MODULES

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

## COURSE FOCUS

*Leadership Capabilities*

*Attitude*

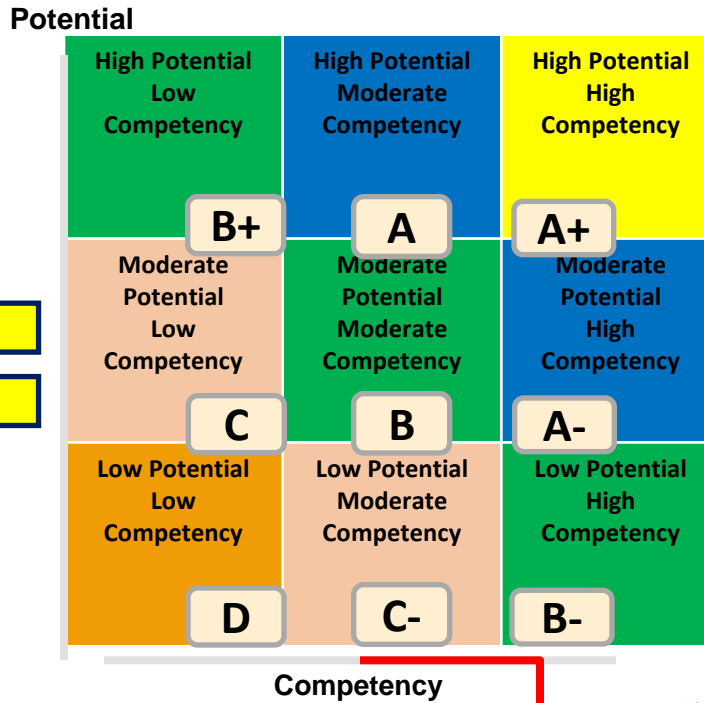
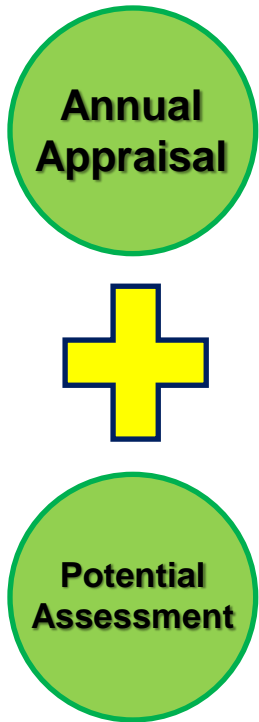
*Skills*

*Knowledge*



# SELECTION PROCESS FOR PREMIER C POSTS' TALENT POOL

## A-LEAP



Band 5	90-100
Band 4	80-89.99
Band 3	70-79.99
Band 2	60-69.99
Band 1	0-59.99

Potential and Performance	A-LEAP assessment	Recommendation
A+, A, A-	3-5	Talent Pool
B+, B, B-, C, C-, D	1-2	Development Programmes
	1-5	



# ADVANCED LEADERSHIP AND MANAGEMENT PROGRAMME



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# 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**



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# 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



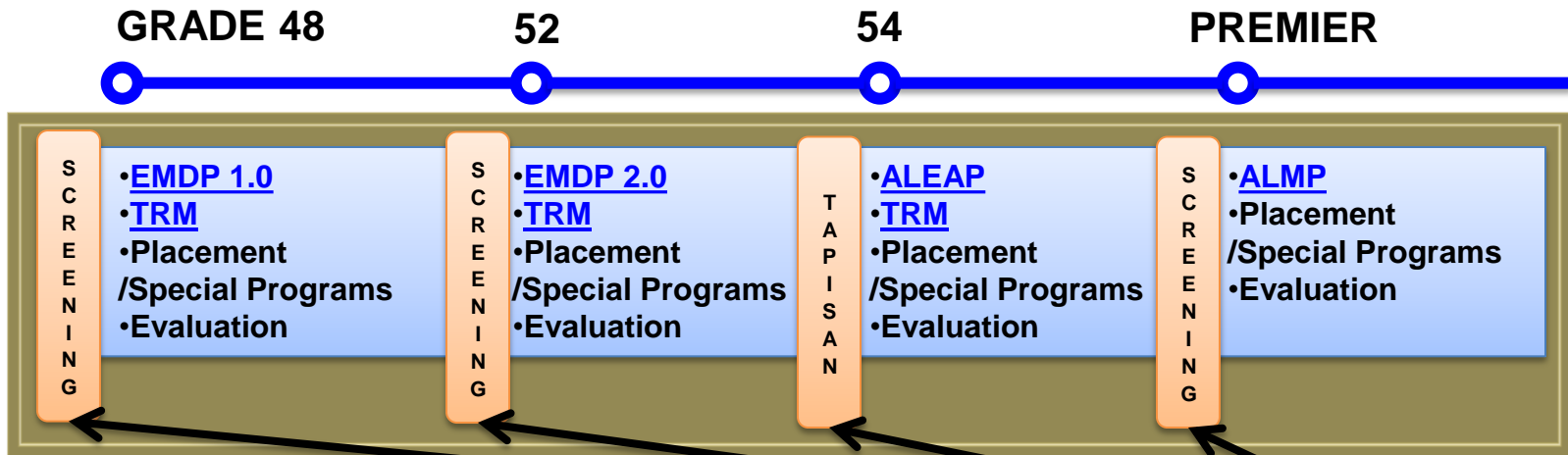
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# FAST TRACK CAREER PATH SIMULATION



<b>EMDP</b>	<i>Emerging Management Development Programme</i>
<b>TRM</b>	<i>Training RoadMap</i>
<b>ALEAP</b>	<i>Advanced Leadership Development Programme</i>
<b>ALMP</b>	<i>Advanced Leadership and Management Programme</i>

## Screening:

1. Performance / Potential
2. Head of Department's Recommendation
3. Security / Integrity Vetting



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