

PM proposes criteria to assess civil service

BY NORMAWA YUNUS

KUALA LUMPUR, Tues.— Prime Minister Datuk Seri Dr Mahathir Mohamad has proposed the formulation of a system or criteria to evaluate the performance of the civil service.

Speaking at the opening yesterday of the Bukit Kiara, Damansara, campus of the National Institute of Public Administration (Intan), Dr Mahathir said this system was necessary as the role and structure of the civil service had become more complex.

"A single criterion to measure performance is inadequate. We must use a number of suitable criteria to evaluate performance, based on the situation."

Stressing that civil servants must pay special attention to their performance, Dr Mahathir said these criteria should be enforced at all times.

Among the criteria the Prime Minister proposed were:

- effectiveness in achieving set objectives;
- productivity in terms of quality and quantity from one type of input;
- efficiency in increasing output using the least input;
- profitability based on

return from investments;

- achievement based on set policies and procedures; and,

- achievements in creating new norms.

He urged Intan to give priority to these matters during its training programmes and among members of the civil service.

He also called on Intan to strike a balance between the aspect of knowledge and the aspect of philosophy and attitude as well as skill in its training programmes.

Observations

Dr Mahathir said Intan with its motto *Training for Development* would be a mere decoration if it was unable to change the thinking, practices and techniques among Government officers and staff.

He said his advice was applicable to all training institutions.

His observations were not made with the intention of criticism but to draw attention to the facts that determined the success or failure of any training programme, he added.

The Prime Minister also called for the eradication of outmoded procedures that cause de-

lay in the civil service, incurs unnecessary expenditure and hampers development.

He believed that if the weaknesses faced by the civil service could be overcome by at least 2.5 per cent, national productivity would be increased.

national debt would be reduced and the process of development expedited.

He called on civil servants not to condone delay in their work as the country would be the ultimate loser.

Islam not only condoned abuse of power a

sin but also wastage of time and deliberately delaying work, he said.

"This means that we have sinned if we maintain procedures that contribute to delay."

Dr Mahathir also proposed an integrated action and problem solving programme to motivate district development administration to expedite national development.

He felt that this type of training programme could be undertaken with the help of Mampu. Socio-Economic Research Unit (SERU), State development units and district offices together with Intan.

For a start, he said a number of districts in States which were less developed could be chosen for such training programmes.

Dr Mahathir also said the Government had introduced a number of innovations and approaches aimed at upgrading national development and the quality of the civil service.

He asked whether the

civil servants who had undergone training truly understood the orientation and philosophy behind it.

He also asked just how far they had applied this perception in their daily lives.

"Has the concept of clean administration become a daily practice, or, have civil servants who had undergone training adopted the desk file procedure?" he asked.

Dr Mahathir also spoke on the functions of a civil servant saying that their functions, however small, had an impact on the public, adding that if they did not discharge their duties with dedication it would create problems for others.

He urged civil servants to realise that qualifications, knowledge and expertise did not guarantee they would be good Government officers.

The Prime Minister, who was accompanied by Datuk Seri Siti Hasmah, later toured the campus.