

SENIOR OFFICERS URGED TO SET PATTERN FOR OTHERS

That senior Government Officers should set the pattern for others to follow and that they have to create new precedents as guide for others in the future was the advice given by Tun Razak when he addressed the members of the Malaysian Society of Public Administration on 30th July, 1968. in Kuala Lumpur.

I have thought for a long time that there is a need to have a Society like this or a Club where members of the public service can meet regularly and informally to discuss matters affecting their duties and also matters of national interest.

I am pleased that this Society has decided to open its membership to politicians as well as to business executives and academicians. This would provide an opportunity for people outside the public service, such as Ministers, to meet the members of the public service and to get to know them more intimately and more closely in order that there should be understanding and close co-operation between the politicians, who are the policy-makers of the Government, and the civil servants, who implement those policies.

As many of you know, I was a civil servant myself: but I did not stay in the civil service long enough to get into some of the bad habits, but long enough to know the techniques and to realise some of the short-comings of the Colonial Administrative Service. Ever since I joined this Government in 1955, I have always taken a personal interest in the public service in seeing to it that our public service does adapt itself to the changing conditions of our country so as to be able to discharge its duties efficiently and effectively.

We in the Government realise only too well the important roles that civil servants must play not only in nation-building, in welding together our people of various races, but also in carrying out Government policies to meet the needs and aspirations of our people and to satisfy their expectations. We politicians may be able to formulate a first class policy, but unless that policy can be implemented satisfactorily and effectively, it will not be of any benefit to the people or to the country.

We, in Malaysia, are fortunate in the fact that we inherited from the Colonial Government a good civil service; but a civil service under Colonial Government was merely a care and maintenance service, devoting most of its time to routine work to maintain the status quo and not to carry our development more than absolutely necessary. No Colonial Government would be so foolish as to embark on an extensive development programme because in doing so, it will only assist to accelerate its own elimination.

Therefore, on achieving Independence, we had to adapt our civil service from a lifeless and impersonal organisation to a progressive, dynamic body of men ready to embark on new schemes, and to create new opportunities—indeed to be lively and dynamic. Also, as an independent and young nation, our people expect to see changes, to see progress and to see improvements in their standard of living. It is, therefore, the duty of the Government, which, of course, includes the public service, to deliver the goods to the people.

I am happy that with our techniques of development implementation and with the establishment of Operation Rooms at national, state and district levels, we have been able to establish a machinery of Government which could implement our Development Plans effectively and successfully. These techniques meant the desirability of full co-operation among all officers in all departments and at all levels.

By working together at all levels, Government officers were able not only to resolve problems and difficulties, but also to avoid friction, redundancies and over-lapping. In this way, they were able to produce the maximum results with minimum efforts.

Gentlemen, it is my considered view that development administration should be a revolutionary concept. That is, it must subject itself to continuous changes in response to technological, political, social and economic changes in our environment. As a young nation, we must be prepared to initiate new moves and new opportunities, to create new precedents. Indeed, all of you, members of the public service, are pioneers in your work.

Although in the last 11 years, through the efforts of all of us, through training and maintenance, there has been great improvements in the attitude and mental outlook of our civil servants.

there is still room for further improvement. While in the Ministries and at the level of Permanent Secretaries, there have been great changes. I would like to see changes at the lower levels, at the district levels, and at the level of officers who have direct dealings with the public. They must be imbued with the idea that it is their duty to serve the public loyally and efficiently and that they are servants of the people. They must attend to the public politely and promptly. I would like to see changes in the Land Offices at district levels and also at the District Offices. There are still many Land Offices which have not changed from the old Colonial days.

The public want to see changes and if they go to the Land Office and they see the same things and the same ways as they used to see during Colonial days, then what changes are there in the structure of the public service or the attitude or mental outlook of our civil servants? I have always told young District Officers, many of whom are graduates of Universities with good academic education, that they should bring "fresh air" and new ideas to their work. They must have the courage and the initiative to bring about change for the better—changes compatible with the present political and social environment in our country. j

Gentlemen, all the improvements that I have mentioned could only be sustained and enhanced if there is good leadership. I have always found that in our development implementation techniques, where we have a District Officer who is a good leader, or where we have a Head of Department who has powers of leadership, then you find there is congenial atmosphere all round and you find the machinery works well. So the whole future of our public service depends on leadership and you, gentlemen, can give that leadership to our younger officers.

That is why in a Society such as yours, it has such importance because it will provide opportunities for you, senior officers of the public service, to meet your juniors informally and at leisure, to guide their thinking, to help to mould their characters and to instill in them the powers of leadership. I have always said you cannot give this leadership in the Office alone or while at work. You can only do it outside office work where you and your juniors are in a relaxed atmosphere; where you can pour your hearts to them; where you can watch and size them up more closely. -

I do wish your Society all the success that you deserve and that you will get the support from not only the members of the public service, but politicians as well as business executives. But I do ask of you that you should also join a Club or have a club of your own so that there is a permanent place for you to meet and discuss and talk matters informally and at leisure.

PROGRESSIVE AND PROSPEROUS

FAMILY PLANNING NECESSARY

Tun Razak. at the launching ceremony of the National Family Planning Week on 8th June, 1968, at Stadium Negara, pointed out that for all in this country to enjoy better the amenities of life and maintain a standard of living compatible with a modern and progressive society, a well-planned national policy of family planning was absolutely necessary. He cited the case of Japan as a nation to be emulated and followed in order to bring about success in the fields of development and in achieving a high standard of living through people having small sized families.

The national policy of Family Planning is regarded by the Government as an important measure if we and our descendants are to enjoy the amenities of life and a standard of living compatible with a modern and progressive society. I am also happy to note that our policy to encourage our people to adopt a family planning programme has been well received by all sections of our community.

I would now state here the danger of an uncontrollable increase of population to a country and the world at large. Now, let us take our country, Malaysia. According to our 1947 census, the population of West Malaysia was 4.008 million. Twenty years later, namely by 1966, our population rose to 8.298 million. This shows an increase of about 4 million people within such a short period of only 20 years. Population surveys indicate that the rate of increase of 3% per annum of the population of this country would mean that our population would double in 23 to 25 years. If this is so, by 1990 we in Malaysia should be having