

## Staff and Organisation

The Board of Directors expresses its appreciation to all staff of the Bank for their dedication and hard work in 1997. The Board also expresses its appreciation to them for enduring a challenging and trying year, following the full implementation of the voluntary separation programme, the on-going departmental reviews and the increased responsibility of line departments as a result of the devolvement of certain human resource, financial and staff development functions. The Bank continued to focus on the implementation of the strategic change programme, emphasising on strengthening its structure and streamlining its functions in order to further enhance organisational efficiency. Concurrently, equal emphasis was placed on staff training and development, customer service orientation, and the assimilation of its shared values. An infrastructure to implement and monitor safety and health measures at the workplace was instituted in the Bank, in line with the provisions of the Occupational Safety and Health Act, 1994. With these developments, the Board is confident that a solid base is now in place for the Bank to boldly face the challenges in the years ahead.

After 38% of the non-executive staff voluntarily left the Bank last year, there was a need to redistribute their workload among the remaining staff. Since most jobs including those at the executive level were redesigned and enriched following departmental reviews, there was a consequential need for an accompanying review of the retention strategies, particularly the Bank's salary policy in relation to the external market and the career path of all the staff. The Board agreed to a review of the Bank's salary structure and all staff received their new salaries in July 1997.

During the year, a review of the job-content and profiles of the technical and non-technical support staff was conducted and a new career path for staff in this category was approved. The Bank also implemented the specialist career path for the executives. The Bank is confident that these developments will contribute towards the building of a pool of motivated and multi-skilled staff.

To ensure that staff at all levels acquire and enhance the competencies required to perform effectively in a rapidly changing and challenging work environment, steps were taken to strengthen the management of the training process and the quality of the training programme. Management of staff training was made a shared responsibility of the Staff Training Centre, the line departments and the individual. Through this collaboration, there is greater assurance that the right person is attending the right course at the right time. Training in computer, management and leadership skills were intensified so that together, staff can build up high-performing teams.

## Awards

The Board congratulates the Governor, Tan Sri Dato' Ahmad bin Mohd Don, on being conferred the Panglima Setia Mahkota (P.S.M.) and Dr. Awang Adek Hussin on being conferred the Johan Setia Mahkota (J.S.M.) on the occasion of the birthday of His Majesty, the Yang Di-Pertuan Agong on 7 June 1997.

The Board also extends its congratulations to Datuk Zamani bin Abdul Ghani on being conferred the Darjah Mulia Setia Mahkota (D.M.S.M.) on the occasion of the birthday of His Excellency, the Yang Di-Pertua Negeri Melaka on 11 November 1997.

The Board would also like to congratulate all 60 staff who received the long service awards upon the completion of 20 and 30 years of dedicated service in the Bank.

## Retirement

The Board wishes to place on record its appreciation and gratitude to the 17 retirees who have rendered loyal and dedicated service to the Bank. The staff who retired from the services of

the Bank in 1997 were Tuan Haji Ahmad Fadzli Tajuddin (Assistant Governor), Encik Lee Khee Joo @ Lee Ying Chong (Internal Audit Department), Encik Mohd Arif bin Jaafar, Encik Yap Sze Keong, Encik Samad bin Hussin (Payment System Department), Puan Vivien Yang (Economics Department), Puan Noor Aini bt. Othman (Staff Training Centre), Encik Patt Lok Kong (Currency Department), Puan Halimah bt. Abdullah (Insurance Regulation Department), Encik Ibrahim bin Jap @ Rejab, Encik Malek Ibrahim bin Mohd. Wazir (Mint), Encik Freddie Chen Tham Tai (Kuala Terengganu Branch), Encik Mohd. Rathy @ Radzi bin Hassan

(Alor Setar Branch), Encik Munir bin Yusof, Encik Mohamad bin Ibrahim, Encik Abu Bakar bin Muhammad (Kota Bharu Branch) and Encik Sabar bin Moslan (Penang Branch).

## Manpower

As at the end of 1997, the Bank had a total staff complement of 1,595 representing staff in the Head Office, five branches, two representative offices in London and New York, the Staff Training Centre in Petaling Jaya and the Mint in Shah Alam.

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# BANK NEGARA MALAYSIA ORGANISATION STRUCTURE

