

» From **Page 15**

tem can promote. It depends on the people and the leadership. But yes, I agree that you must have people who can work. It is not a popularity contest. There used to be accusations that the leadership is anti-intellect. But now, in the cabinet there are many I think who are qualified to do the job.

The component parties in the BN after the last elections are being increasingly aware of the importance that the party has to rebuild its credibility and its capability to serve.

**You visited the Immigration Department soon after taking office. Your initiatives brought a lot of support and we saw some changes in the administration of the department. But then your officers and even some ministers were not on the same page. One said set up task force; others said set up committees, while some did not move at all! What went wrong where?**

I know! I know! Different people have a different view of how their departments should be running. Some people tackle issues differently. While I may want to see immediate results others may want to take their time in doing things.

**But should they not be given goals and deadlines?**

This is how I do it: I tell them these are the objectives given to you, the period given to achieve. How you do it is up to you but I want it. I want this! And that you have to deliver to me. Maybe to some it is not an appropriate style, it has its weaknesses as some people need to be taught, to be guided. I have a tendency where I put down the objectives; I give you the budget to do it; so I want it done.

**One thing we seldom see is that even with change in ministers, it is the same civil servant who implements things. But if civil servants become subservient to the administration, to the ministers, then there is a tendency of putting paid to your plans.**

The setting up of Pemudah is based on the fact that if you want everyone to do their jobs correctly, you have to spell it out in detail. General rules result in so many interpretations and this leads to delays. Pemudah goes into details on what needs to be done and how it needs to be done.

Pemudah deals with the system. You must get the systems right, regulations right, instructions must be written out and understood clearly. We cannot leave everything to the imagination or everything to the initiative. We have to prescribe it. On the subject of motivation and self improvement, it is handled by other agencies like Intan and the National Integrity Institute to ensure the quality of civil servants and that this is the right man for the job in terms of attitude towards work. This is back to human capital again. How to add value to the person who is going to undertake all these tasks!

**So it is up to the individual on how he views his job and if he**

The whole institution is to the rakyat. Everyone works for the rakyat but the culture of the work is that you have to work as a team and you cannot be working for yourself or some individual. You must be loyal to the team, you try to dribble by yourself like in football, you will never go through.

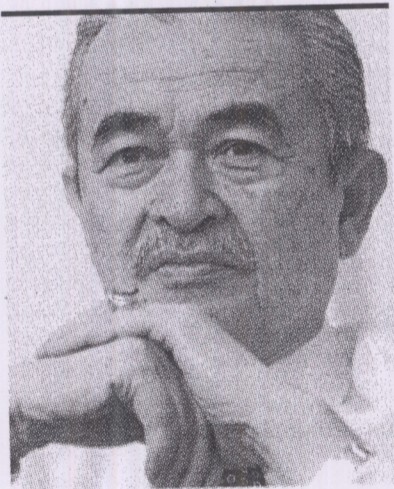
**Datuk Seri, we didn't have the space to write for such a long time. People can now voice their opinions more vocally and publicly. Do you regret loosening the reins?**

All this freedom of speech and all that ... I have given the space but it must commensurate with responsibility ... a sense of balance and proportion is very, very important.

If you want to exercise your right to speak, yes, go ahead, but you must be mindful of your responsibilities. You claim the right to speak; you must also listen to others.

**Every PM wants to be remembered for something. Is this your legacy? The reformation of Malaysia?**

I don't know if people are conscious about leaving a legacy or just doing the right thing while



**My survival is in Umno!**  
If Umno doesn't want me what can the 90% do?"

you have a chance to do so. This is what I am doing. If the people say what Pak Lah is doing is good, then good-lah! So when I decided on the development of the soft infrastructure - the heart, the human being - a long-time colleague of mine said: "Tell Pak Lah he chose something to do that people find it difficult to see.

"Ask him to do something that people can see. Human capital development nobody can see!"

But it is okay because I believe that 2020 cannot be achieved without a quality, dynamic human capital.

**Some opine that in pursuing development during the Mahathir years, this nation had lost its soul and values, and Pak Lah is trying to regain our lost identity as a people with high moral and ethical values. Is that a correct assessment of the last five years?**

If I have to do something I will. You do something when you are given a task, the value of what you do whether it is good or not, it is for the people to judge. If they like good, if not too bad.

But yes, it is very difficult to change some mindsets and I wish I had started on some of these (reforms) earlier. I hope everyone as human beings just