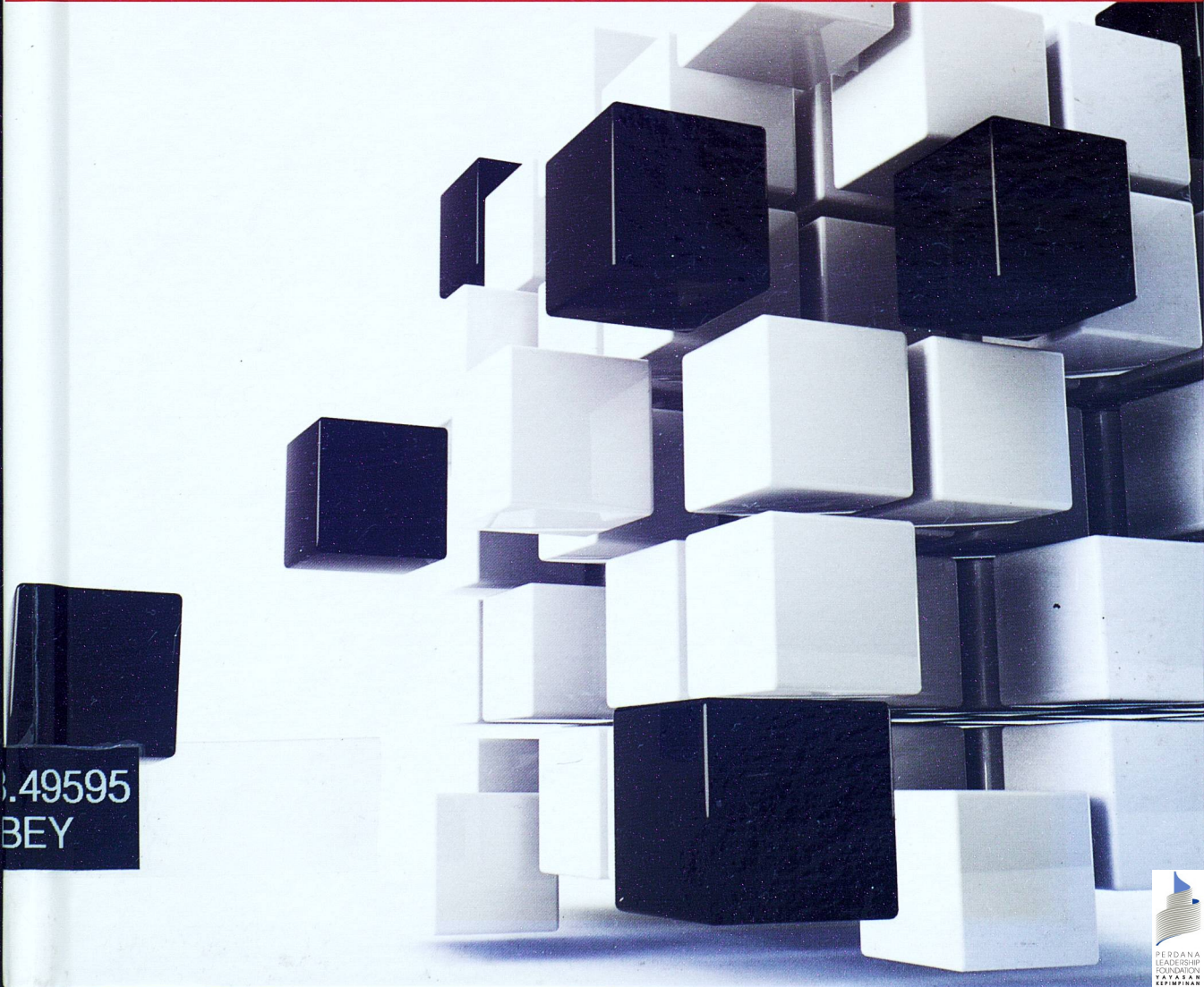




RAZAK SCHOOL OF GOVERNMENT

Beyond Expectations



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With Compliments



RAZAK SCHOOL OF GOVERNMENT

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COVER RATIONAL

"The colours in the cubes form diversity and variance. It personifies consensus in the face of divergence. We can form a solid entity, in spite and regardless of our differences. The richness variance brings to the workings of public institution drives competitiveness and comparative advantage. With the right strategies and training RSOG can imbue meaningful elements that would make for an excellent public service.

The cubes also personify the symbol of talents and people which is the core to a relevant government. When the right people are in the right place, based on merit and nothing else, the wheels of excellence will turn its own due destiny in strengthening the nation."

Published by



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Beyond Expectations

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Foreword by CEO of the Razak School of Government

Assalamualaikum Warahmatullahi Wabarakatuh and
Salam 1Malaysia.



Courage. Innovation. Change. Those three words are simple but powerful enough to make a difference in our lives. These are the ingredients that need to be injected into our Public Service in order for us to retain the faith of the Malaysian people. Not only to bring the Public Service to a better state than what the country is benefitting from now, but also to be an all-rounded service, taking into account the people, leadership, culture and mind-set of the Service. This transformation will revive the Public Service in order to remain relevant and consistent to the people.

This book highlights the challenges of a young nation like Malaysia in the process of becoming a developed state. While expectations are increasing due to the maturity of the Rakyat, it is also pertinent to think on how to better manage the expectations of the people. Malaysians demand improvement of public service in four aspects: transparency and accountability; competitiveness; merit-based advancement; and knowledge and high awareness among the civil servants. These probably are not new to us as a developing nation, but the book further discusses the contemporary spectrum of these four challenges in facing globalisation. The government, at the same time realises these challenges and proposes strategies of retaining talent, creating inclusiveness, and streamlining communication and the feedback mechanism. General as those may seem, the book attempts to suggest effective methodologies on how to implement the strategies mentioned above.

“Beyond Expectations” is chosen to portray to the readers that Malaysia has to and can be far better than where we are at today. We can accelerate further, jump higher, and go beyond the ordinary normalities in achieving what the country desires to be. The Government Transformation Plan and Economic Transformation Plan are introduced to be catalysts to achieve what we expect in the year 2020. This book will share with the readers that consistent momentum is being instilled in our country and transformation has landed its footstep in the mindset of our leaders.

The book conveys a message that the country is in the process of transformation. And that message is clear. The public needs to know that we are committed in recognising strategies and initiatives towards that. Along the transformation, the Razak School of Government is envisioned to be a catalyst for intellectual and professional grooming of the nation’s future public leaders. This is in line with the nation’s aspiration and commitment to advancing public interest and well-being by ensuring that our most valuable capital, the people, are equipped to embrace present and future challenges.

On behalf of the Razak School of Government, I hope you will enjoy the book while gaining some insights and more hope for our nation to succeed. I would like to thank the Chairman and Members of the Board of Trustees, Prime Minister's Office, Office of the Chief Secretary to the Government of Malaysia, my dedicated and hard working staff of RSOG, and all who have worked hard in producing the first ever book publication of RSOG.

Thank you.

Yours sincerely,

Assoc. Prof. Dr. Hamidin Abd Hamid

Chief Executive Officer

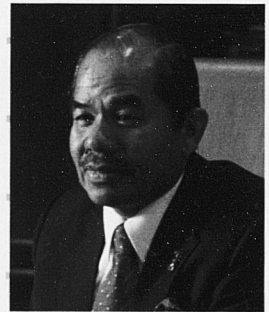
Razak School of Government

Courage
•
Innovation
•
Change

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Message from the Chairman



The world over, from Europe to Africa, India to Australasia, there is a congruent deafening call for a new kind of public sector. A kind that will serve a world burdened by challenges such as energy security, climate change, economic vitality, food sufficiency, nuclear non-proliferation, fight against terror to name but a few. If the 20th Century saw emergence and clash of ideologies, the 21st is experiencing human predicaments that cut a common purpose and end.

The end game now is - we all share this place called Earth. And so, what we do with it today draws the legacy for the generations that come after us. When all is said and done, this world is not inherited from our ancestors but that we borrow it from our children and grandchildren. In such a scenario, we simply cannot do the same kind of business in a new kind of world order with distinctly different global demography. Today, we need to have thought of a problem and see to its solution before a customer even thinks of it, never mind experience it.

The challenge today is not only in identifying problems as it is in knowing the human response to a problem. Between 1786 and 1826 an Anglican Clergyman, Thomas Malthus wrote "An Essay on the Principle of Population" where he predicted England would run out of food and be hit by tragic famine and disease once population growth outstrip agricultural production. Known as the "Malthusian Catastrophe", his prognosis though spot on, did not propose an appropriate response. History records that the Agricultural and later the Industrial Revolution enabled the world to get out of Malthus Trap. Poignant in this example is - - there are ample skills available in detecting problems, not enough perhaps in proposing the human response to problems that could change the way we live altogether.

Our comparative advantage lies NOT in great inventions. It lies in the unsexy act of customising a service for a customer. It lies in providing a service that MAKES SENSE, a service made SIMPLY SIMPLE. It is embedded in our comprehension of the human dimension to every problem we face.

The Razak School of Government provides the opportunity to deliver that new kind of public sector for Malaysia. It is not only to stimulate our own “Essays on Population” but also to suggest the responses to the possible catastrophes that may occur. Its modules and curriculums will predicate the fundamentals of the Government Transformation Plan and the continuing Vision of making Malaysia a high income and developed nation in a fast changing world. The success of this School hinges on the quality of public officials we develop ultimately - quality as defined by the markets we serve. The School will involve all market constituents, not only in ideas, but also to participate in education, research and training. And most importantly, in changing mindset. A mindset that is open to changes to better serve our stakeholders. One that is not necessarily wedded to the past, however glorious it may be!

In the final analysis, we stand apart in a crowded room of talents NOT by the strength of our education alone. We will shine as individuals, not least a public servant, when we are able to engage the strong as much as we are able to show compassion to the weakest amongst us. We will stand apart when the glare from the strength of our own character blinds all else. Indisputably the strength of any organisation will lie in the characteristics of the people who make it. Why? Because where there is strength in character, we will execute the same sound actions whether being watched by many, by one or by no one. We will act and deliver to form, with or without an eye over us.

Tan Sri Mohd Sidek Hassan
Chairman, RSOG Board of Trustees

* *The Message is derived from the speech delivered by the Chairman at the launch of Razak School of Government, 8th October 2010.*

Remarks by Prime Minister of Malaysia



We realise that the country can only prosper if we are able to nurture and be able to groom **young talents** and **potential leaders**. Our government is determined to take any necessary step to achieve this goal and the RSOG is one of the avenues where **human capital** can be channelled to be harnessed as **effective administrators**. It is time for us to take that bold step forward, to take a **quantum leap** for Our Malaysia to become a **truly successful 21st century nation**.

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