

Penyampai : TAN SRI DATO SERI AHMAD SARJI BIN ABDUL HAMID
Tajuk : MAJLIS PENUTUP KURSUS `PRIVATE SECTOR TRAINING AND ATTACHMENT FOR SENIOR MALAYSIAN PUBLIC EXECUTIVES - EUROPEAN MODULE
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Dasar Persyarikatan Malaysia diwujudkan berlandaskan kesedaran bahawa sektor awam dan sektor swasta perlu memupuk kerjasama erat dan persefahaman supaya projek- projek perniagaan dan perindustrian dapat digiatkan dan mampu bersaing di arena antarabangsa. Dasar ini juga diwujudkan dengan tujuan menghapuskan sifat permusuhan di antara kedua-dua sektor dengan menggalakkan perkongsian maklumat, dan saling faham - memahami akan prosedur dan matlamat kedua-dua belah pihak. Oleh itu, sektor awam perlu meorientasi semula sikapnya terhadap sektor swasta agar dapat memupuk kepercayaan dan keyakinan di antara sektor awam dengan sektor swasta. Sektor awam mestilah mengkaji semula, menyelaras dan memperbaiki sistem atau proses kerja supaya kualiti dan produktiviti dapat ditingkatkan dalam penyampaian perkhidmatan kepada sektor swasta.

Saya mengucapkan berbilang-banyak terima kasih kepada Ketua Pengarah Jabatan Perkhidmatan Awam kerana sudi menjemput saya ke majlis petang ini sempena dengan Penutupan Kursus Kedua Private Sector Training and Attachment Programme for Senior Malaysian Public Executives - European Module, serta Majlis Penyampaian Sijil kepada para pegawai sektor awam yang telah mengikuti kursus ini dan juga kepada wakil syarikat-syarikat Eropah yang telah turut serta menjayakan program ini.

It is my great pleasure to thank the participating companies namely: Asea Brown Boveri; Behn Meyer; Duetsche Bank; East Asiatic; Robert Bosch; and Siemens for their active support in the attachment programmes for government officers in their respective companies. When this programme was launched last year, if I may recall, our immediate objective was to provide a learning exposure to senior public sector executives about the corporate world and the dynamics of corporate cultures in multinationals. Clearly, the success of this programme illustrates that the public and private sectors are able to work and think closely together which are so crucial to the implementation of our Malaysia Incorporated concept. This has enhanced the quality of interactions and the capacity for the "sharing of minds" between the public and private sectors. The attachment module and provides unique access for the government officers to procedures in the private sector; allowing them to have better knowledge and understanding concerning the corporate operations at company headquarters level in Europe and at the subsidiaries level in Malaysia.

The attachment programme originally started in 1983, pioneered by BMITA (British Malaysia Industry and Trade Association). Now, with the participation of the European companies, the idea undoubtedly has gained wider acceptance. The Japanese module will be implemented this year, the government is hopeful that American companies will join in this programme, to share their corporate experience with Malaysian government officers. The United States of America is said to be the leading country in the origination of management theories, concepts and practices.

I believe that the government officers who participated in the programme benefitted from the closer study of the many aspects of corporate business, while at the same time contributing as ambassadors in giving the host companies here and in Europe accurate information on Malaysia's industrialization policy, and trade and investment policies.

I would like to re-emphasize some of the essentials of Malaysia Inc., which I have mentioned at various times in the past:

- (i) that civil servants need to perceive the role of their ministries and departments as that of a service agency, and that of providing quality services to clients, including the business community;
- (ii) to envisage Malaysia as a corporation where both the private sector and the public sector hold 'equity', to view the private sectors's share in this corporation, through the returns to government by way of the taxes the private sector pays, which in turn can be ploughed back to upgrade public administration.

(iii) the need to streamline processes and procedures and to abolish unnecessary rules and regulations which hinder the progress of business and industry.

It is acknowledged that the concept of Malaysia Incorporated is still not widely understood, at the lower echelons of the civil service. Senior civil servants are working well with the private sector in the spirit of Malaysia Incorporated. The attachment programme such as this will help civil servants gain exposure to the work milieu in the corporate sector. I must reiterate the importance of feedback from the private sector to the civil service. This feedback is being sought through the official channel of the Malaysia Incorporated Committee which I chair, and through the many Malaysia Incorporated Panels at the Ministry, State and district levels.

There should also be more opportunities for social interaction through sporting activities and professionals associations. The Government will issue in due course guidelines on these. I am very pleased to note that there is now closer relationship and interaction between the public and private sector especially since the issuance of the Development Administration Circular No. 9/1991 entitled Guide To The Implementation Of The Malaysia Incorporated Policy. The Circular has encouraged greater cooperation and collaboration between both sectors while at the same time, introducing a new dimension in the social relations between the private and public sectors.

Since the issuance of the Development Administration Circular, there is an increasing participation of public agencies and officials in conferences, seminars, forums and training workshops organised by the private sector. While the involvement of public agencies and officials in such forums provides various benefits, their frequent and unsupervised involvement and participation can adversely affect the smooth operations of the public agencies. The image of public agencies can also be jeopardised if the credibility of the sponsors are in doubt. In addition, unsupervised involvement provides opportunities for such doubtful private companies to make use of the reputation and influence of public agencies for purely monetary gains.

Public agencies and officials are also frequently involved in games and sports activities sponsored by the private sector. These activities are sometimes held during office hours. The oft-cited reason for holding such events on week days is the inavailability of games/sports facilities, especially golf courses, on weekends and public holidays. In normal practices, participating public officials take leave from work. This, however, continues to evoke the spontaneous public presumptions that public officials are engaging in sports activities during working hours.

While the Government is committed to encourage interaction between public and private officials, the conduct, discipline, ethics, integrity and accountability of public officials must always be guarded. All activities involving the collaboration of public and private officials under the Malaysia Incorporated concept, must be conducted within the boundary of rules and regulations that govern the conduct of public officials. The Government will soon issue two General Circular Letters.

The first General Circular Letter will provide appropriate guidelines for the involvement of public agencies and officials in forums sponsored by private companies. The guidelines include a provision of an acceptable rate of payment for public officials participating in private sector sponsored forums and seminars.

The second General Circular Letter will provide guidelines for the involvement of public agencies and officials in private sector sponsored sports activities. An important feature of the guidelines is a regulation requiring all sports activities whether organised by an agency, the private sector, or jointly, to be held preferably and advisedly on weekends or public holidays, and outside working hours on week days.

The Government hopes that with the issuance of the two General Circular Letters, the relationship between public and private sector will be conducted in a more proper and orderly manner.

On a number of occasions, I have consistently maintained that the quest for improvement in the public

sector in terms of knowledge, skill and attitude does not have an ending. To the participants of this programme, I hope you have gained useful practical experience and lessons from the short stint during your attachment at the European headquarters of the participating companies as well as at their local departments. I believe that you have acquired knowledge about competitiveness in the global market, strategic management, corporate culture, human resource management, strategic alliance, environmental impact and other current topics, which certainly will benefit you individually. You have undergone an adjustment process.

As we begin the New Year, I would like to take this opportunity to urge each and every civil servant to rededicate himself or herself to the process of continuous improvement, to improve productivity, and to maintain quality service to the people. It is essential, that we must consciously and explicitly commit ourselves to ensure that integrity, excellent work ethics and positive values are upheld, meticulously observed and will continue to prevail at all times.

Dengan penuh harapan agar para peserta kursus ini akan terus berusaha mempertingkatkan keupayaan dan kewibawaan mereka sebagai pegawai-pegawai sektor awam yang responsif kepada perubahan dan cabaran, saya dengan ini secara rasminya menutup kursus sangkutan eksekutif-eksekutif kanan sektor awam di sektor swasta, khususnya bagi European module ini.