

INTAN

Milestones of Success



National Institute of Public Administration
Public Service Department
Malaysia
1997

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Perpustakaan Negara Malaysia Cataloguing – in Publication Data

Institut Tadbiran Awam Negara

INTAN: milestones of success.

ISBN 967-9933-53 9

1. Institut Tadbiran Awam Negara—History
2. Institut Tadbiran Awam Negara—Employees—Training of.
3. Institut Tadbiran Awam Negara—Officials and employees.

1. Title.

354.5950015

APB 942742

IN
354.595 0015
IN 3

NASKHAH PEMELIHARAAN
PERPUSTAKAAN NEGARA MALAYSIA

20 APR 1998

Published by
National Institute of Public Administration (INTAN)
Bukit Kiara, Kuala Lumpur
Malaysia

Printed by
Percetakan Nasional Malaysia Berhad,
Kuala Lumpur Branch,
Malaysia

INTAN ON THE PARK



A panoramic view of the main campus, Bukit Kiara, Kuala Lumpur

Tahniah

Diuucapkan kepada

Institut Tadbiran Awam Negara (INTAN)

sebagai pemenang

Pertama - Bangunan - Bangunan Kerajaan

PERTANDINGAN
HALAMAN CANTIK

Sampama Sambutan Perayaan Hari Kebangsaan 1992



TERUSKANLAH USAHA MENGEKALKAN WARISAN KITA

Y. B. DATIN ZERI BAHUSI JUNDI
Menteri Perumahan Malaysia
Menangkap Pengurus Jawatankuasa Pusat
Sambutan Perayaan Hari Kebangsaan 1992

21 NOVEMBER 1992

INTAN's efforts at extensive landscaping were rewarded when the campus won the Best Landscape Award for Government Buildings

FOREWORD

This commemorative issue on *NTAN* pays due homage to an Institute deserving of such an honour and it is indeed timely, as the book has subliminally come out at a time when *NTAN* is celebrating its Silver Jubilee in 1997.

The book documents information on the development of *NTAN* through history since its inception. Instead of details for information, a more broad approach has been adopted as had been the original intention of this slim volume. But the impression conveyed scanning through the chapters should suffice to gather an insight into the Institute's developmental progress, strategies, structural changes, expansion and challenges that *NTAN* underwent in the three decades of its existence.

NTAN subscribes to the government's policy of focussing on training and on reorientating the Civil Service from one that was law and order oriented in the fifties to become development oriented in the sixties and seventies and a facilitator and pacesetter for private sector growth in the eighties and nineties. The proactive role *NTAN* has assumed in the training programmes and policies has, by and large, contributed significantly to the nation's development and in establishing linkages globally.

As the Civil Service is gearing towards achieving world class status, INTAN, as the premier training Institute in the country, has to bear responsibility of maintaining training excellence. It will continue to establish collaborations with public and private training institutions in the country and overseas in order to achieve world class status. New avenues will be explored and new technologies incorporated to keep abreast with the latest innovations and state-of-art technologies. At the present moment, every effort is being undertaken to obtain certification of ISO 9001 as this would formally endorse INTAN's commitment to high quality standards.

This book is a record of our heritage and a tribute to previous INTAN directors and staff who worked very hard to establish an internationally recognized institution. The contents of this book are a gift of many writers from INTAN who were willing to pen prose to paper after reconstructing the past from whatever materials available. A word of thanks is also conveyed to the editorial team for lending a hand in assembling the assortment of work into a readable copy.

*Dr Halim bin Shafie
Director
National Institute of Public Administration (INTAN)
Public Service Department
Malaysia
March, 1997*

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Deputy Directors

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Tan Sri Dato' Dr Othman bin Yeop Abdullah
Dato' Danabalan Vengidasalam
Datuk Samsuddin bin Osman
Datuk Dr Shamsuddin bin Kasim
Datuk Dr Abdullah bin Abdul Rahman
Dr Syed Muhammad bin Syed Abdul Kadir
Md. Yusof bin Md. Johor
Ambrin bin Buang
Wan Bakar bin Wan Teh Ibrahim
Datin Rohani bte Harun

INTAN IN HISTORY

The National Institute of Public Administration better known as INTAN had its genesis in the Staff Training Centre established in 1959. There was no permanent training centre prior to 1959. The venue for training moved from place to place depending upon the availability of facilities. This chapter describes the historical development of INTAN in terms of its physical facilities. It describes how the facilities made available to INTAN developed along with the political and economic development of the country.

TRAINING FOR ADMINISTRATIVE OFFICERS

The proposal to implement a systematic training programme for administrative officers in Malaysia (formerly the Malay Peninsula) had been long overdue. It was only at the height of the Emergency in 1951 that a series of courses were organised for these officers to ensure that they were well-equipped to handle the communist insurgency then. Prior to that, civil servants either received their training in the United Kingdom, which was in the form of attachment programmes, or were provided with on-the-job training while working the British Colonial Office.

This first attempt to provide training locally proved rather successful and underlined the need for the establishment of a more permanent training centre to train all government officers in their respective fields of duty. However, a proposal of such a magnitude did not materialise then due to financial constraints. Instead, a course for 36 officers was organised at the King Edward VII School in Taiping in 1953 by the colonial administration. This course was also intended to test the feasibility of a proposal to establish a permanent training centre. The results were encouraging. However, the absence of a more permanent and suitable training centre with residential facilities clearly meant that any further training for the moment had to be abandoned.

The desire to establish more permanent training centres to augment the training needs of officers in the state governments, especially those dealing with land issues, was again brought up in 1955. To meet this specific need, the first Land Administration Course was organised at the Police College in Kuala Kubu Bharu, Selangor on 5 March, 1956. By July 1957, a total of 205 officers had attended the course. However, the course had to be abandoned subsequently because of inadequate residential facilities at the College.

After a lapse of about two years, residential courses were once again revived in September 1959 with the renting of a bungalow along the eighth mile Port Dickson beach. This building served as the new Staff Training Centre. The Centre was administered by the Federal Establishment Office under the Prime Minister's Department. It had 16 fully furnished bedrooms. The first principal was Mr B.W.B. Chapman. The participants were administrative officers (Division I & II) and courses were conducted in land administration, financial administration, office management and local government administration. Beside this, training was also given to junior administrative officers in the Malay Administrative Service (MAS), the Malaysian Civil Service (MCS) and State Administrative Office.

The Centre encountered certain teething problems when first established. Critical amongst them was a general lack of qualified trainers to train officers attending the courses. Nevertheless, there were few changes to policy and training activities once training became formalised. Despite the shortcomings, training proceeded at the Centre until June 1963.

TRAINING FOR CLERICAL OFFICERS

Meanwhile, efforts to create a training programme for government clerical officers began when a recommendation, in the form of Council Paper 7/52, was forwarded to the Federal Assembly Council in early 1952. This Council Paper was distributed by Mr Wong Pak Choy, a Council member and an ex-government clerical officer. Subsequently, Mr M.H. Blacker, an MCS officer from the Establishment Division of the Treasury, was appointed to conduct a research on the training needs for clerical staff. In June 1952, he submitted a report entitled 'Report on Post-Entry Training in Government Service' to the government. Blacker's Report focussed on 'post-entry training of officers in the clerical and allied grades' and became the basis for training officers in Division III in the whole of the Federation.

When the Federal Establishment Office was established in 1953, separate from the Treasury, a Clerical Training Branch was established in the Office. The first Controller for Clerical Training was Mr M.A. Gilldersleeves, a cartographer from the Survey Department. The early trainees were Mr Baharuddin bin Mohamed Jadi and Mr Moey Liang Teck. The first clerical course took off in May, 1953. The Training Centre was housed in a temporary building in Broadrick Road, off Batu Road, Kuala Lumpur.

Six months later and after 382 clerical officers had received their training, a report was submitted to the government stating the success of the courses and recommended the setting up of other such training centres in all the states. As a result, several new training branches were established at the state level beginning with the first one in early 1954. Branches were established in the following states: Penang (1954), Johor Bahru (1954, closed on 1 May 1959 but resumed operations on 10 August 1968); Seremban (1954, closed on 1 November 1964 but resumed operations on 19 February 1969); Taiping (1957); Kota Bahru (1957, closed on 31 December 1968 but resumed operations on 1 March 1969 before ceasing operations altogether on 1 December 1970); Malacca (1958, on a part-time basis); Kuala Trengganu (1960, but ceased operations on 16 July 1964) and Kuantan (4 July 1960).

ESTABLISHMENT OF A STAFF TRAINING CENTRE

After independence in 1957, efforts to develop the nation required the local commitment and involvement of a lot of personnel. The Civil Service was identified as a critical service for the effective implementation of development projects. Under such circumstances, the Staff Training Centre in Port Dickson could no longer meet the overwhelming demand to train government officers. To overcome this problem, a Government Staff Training Centre was built in the outskirts of Kuala Lumpur and came into operations on 19 September 1963. It was officially opened by the Finance Minister of New Zealand, Mr David C. Seath. Mr Abdul Majid bin Mohd Yusoff was appointed the Head of the Centre.

The Centre was located on 9.5 acres of luxuriant, undulating grounds, adjacent to the University of Malaya. Costing RM917,600 to build, the project was made feasible with the generous funding of RM510,000 from the New Zealand Government. The New Zealand Government also assisted by sending a team of advisers to the Centre to help in the planning of the training programmes, the preparation of training materials and in training the Centre's staff. The staff at that time comprised of some experienced officers from the management and professional group and a number of officers from the sub-professional group, particularly senior and experienced clerical personnel. As a residential training centre, it was well-equipped with 24 single bedrooms, a hall, 5 lecture rooms, an audiovisual room, a library, canteen and facilities for sports activities such as tennis, badminton and volleyball. An additional block was built in the late sixties to meet the additional demands made on office space. To the new block was added 74 bedrooms, 4 lecture rooms, 2 seminar rooms and 3 syndicate rooms. The kitchen and the dining hall were also extended.

The Centre soon grew in importance, upholding the training philosophy of making the Malaysian Civil Service the foremost service in the country. The courses conducted at that time included:

- Administration and Management;
- Financial Administration;
- Land Administration;
- Local Government;
- Supervisory Procedures;
- Clerical Training;
- Evaluation Courses;
- Special Courses;
- Seminar for Senior Officers;
- Weekend Courses; and
- Whitley Council Course.

A New Model for Training in Malaysia

Two reports presented to the government in the 1960s set the direction for the growth of public sector training in Malaysia (Malaysia was formed in 1963 with the incorporation of the two Borneo states of Sabah and Sarawak into the Federation of Malaya). The two Reports were the Montgomery-Esman Report (1966) and the Training for Development in West Malaysia Report (1969). These two Reports called for a review of training practices in the public sector and provided the guidelines for the introduction and acceptance of a new administrative development concept and a career development programme for civil servants.

THE MONTGOMERY-ESMAN REPORT, 1966

On the request of the Government of Malaysia, the Ford Foundation conducted a study on the current administrative situation in Malaysia. Two eminent scholars, Professor John D. Montgomery from Harvard University and Professor Milton J. Esman from the University of Pittsburgh were appointed as consultants by the Ford Foundation. After a short study, they submitted a report to the Government for implementation in October 1965. The report identified the main problems facing the administration and recommended several programmes for modernizing the Public Service in Malaysia. Specifically the Report contained three major recommendations. These were:

- "The creation of a Development Administration Unit in the Prime Minister's Department staffed by professional management analysts. This unit would plan and guide the major programmes of administrative improvement."
- "Improvement of the Government's education and training programmes for all levels of the Civil Service" through:
 - the creation of a graduate programme for administrative development at the University of Malaya;
 - the creation of a "mid-career" professional course;
 - additional training for technicians and clerks; and
 - seminar programmes for higher echelon officers.
- "Strengthening the professional competence of the Malaysian Civil Service so that it can provide the necessary administrative leadership for this rapidly developing country". This recommendation was intended to improve the competence of officers in the ministries and government agencies to meet the development needs of the country.

TRAINING FOR DEVELOPMENT IN WEST MALAYSIA REPORT, 1969

The Development Administration Unit, established in the Prime Minister's Department in line with the recommendation of the Montgomery-Esman Report and the Government Staff Training Centre undertook a study in 1969 to ascertain the training needs of the public service. They submitted their report entitled "Training for Development in West Malaysia" in November 1969. The Report was later presented to the Malaysian Cabinet and the recommendations contained in the report were approved. Proposal III (p. 93) of the Report states that:

In accordance with the heavy responsibilities incurred by the Government Staff Training Centre, considering the extensive scope of functions and training programmes and with greater emphasis on a more positive Public Service for national development, it would be more significant to rename the Centre (*that is, the Government Staff Training Centre*). The National Institute of Development Administration.

The Report also clearly stated that it would not be feasible for the government to depend on training institutes overseas to provide short courses to civil servants. The Report suggested that short courses were important, and that the Training Centre had a lot of potential to be developed into a Centre for Training in Development Administration for civil servants. Accordingly, Proposal No. 31 reiterates that the Training Centre be renamed the National Institute of Development Administration (NIDA).

Service Circular No. 1/1970

Attempts to strengthen training, which remained the main reason behind the recommendation to rename the Government Staff Training Centre as NIDA, was reinforced further with the issuance of the Service Circular 1/1970 dated 13 January 1970, on Government Training Policy. According to this Service Circular, NIDA as the primary Training Institute, must function in accordance with the Government Policy. This Circular emphasized the need to create administrators who are efficient, skilled, knowledgeable and who keep abreast of the latest developments in scientific, economic and management techniques, both within and beyond the realm of the Civil Service. In view of the significant roles that the Institute was expected to play towards the advancement of public administration in Malaysia, it was felt that a more appropriate name would be the National Institute of Public Administration or INTAN (a Bahasa Malaysia acronym).

ESTABLISHMENT OF INTAN, 1972

Although the Report on Training for Development in West Malaysia had been made public in 1969, it was not until three years later that INTAN was officially declared open on 1 September 1972 by the Deputy Prime Minister, the late Tun Haji Abdul Razak bin Hussein.

Both the Montgomery-Esman Report and the Training for Development in West Malaysia Report pointed to the lack of administrative capacity to implement development programmes. The riots of 1969 underlined the need for a more equitable distribution of wealth among all the races. This resulted in the formulation of the New Economic Policy with its two-pronged objective of redistributing wealth among all races and the eradication of poverty. INTAN was therefore established with an orientation towards development administration. To meet the objectives of the New Economic Policy, the Government had to be directly involved in the development of the country. Thus, the training programmes in INTAN were designed to meet the management needs of government agencies that were responsible for the planning and implementation of development plans under the New Economic Policy.

INTAN also functioned as a change agent by ensuring that all policies and government programmes were implemented effectively for the benefit of the general public. The core objectives of INTAN were:

- To improve the administrative system to ensure effective implementation of national policies and programmes;
- To enhance the knowledge, skills and understanding of government officers;
- To promote a deeper understanding among the civil servants of their roles and the implications of government actions on the nation's political and socio-economic system; and
- To promote progressive approaches and inculcate positive attitudes among civil servants performing leadership roles as primary agents of change in Malaysia's multi-racial society.

When INTAN was established in September 1972, it had three divisions, namely:

- General Administration Department;
- Studies Departments; and
- Research and Consultancy Division.

The Studies Departments included:

- Development Administration;
- Land Administration;
- Community Development;
- Management Administration;
- Financial Administration; and
- Staff Administration

In 1976, these programme departments became known as Centres cogent with the organizational restructuring of INTAN that year. New Centres were added and these included the Centre for Management Development, the Centre for Development Policy and Administration and the Centre for Employee Development. At the same time, new techniques in teaching were introduced by lecturers who had returned from attending advanced technical courses on audiovisual aids. A modular course programme was also introduced for effective learning.

INTAN's strategies for training was modified in 1976 to be aligned with plans for administrative development and modernisation included in the Third Malaysia Plan. Under the new strategy, INTAN no longer focussed on training but also on overcoming current administrative problems. The Bureau for Consultancy and Research was created to meet this new need. It acted as a centre of reference for all management and administrative problems.

Also in 1976, and for the first time, an international course, the Agro-based Industrial Development Course was introduced. The proposal to provide training for Asia on Argo-based Industry was announced in Bangkok during an ESCAP Seminar in 1972. Based on the proceedings of this seminar, INTAN was unanimously selected to be the training centre.

Two new Centres were added to the existing number in 1979. These were the Centre for International Relations and Diplomacy, the forerunner of the present Institute of Diplomacy and Foreign Relations in Jalan Ilmu and the Centre for Local Government, Urban and Regional Administration. The Centre for International Relations and Diplomacy was established to train Malaysian diplomatic officers on

matters pertaining to international relations and policies, while the Centre for Local Government, Urban and Regional Administration was created to provide training to all personnel involved in regional and district administration. In 1981, the State Training Coordination Unit was established to carry out research on training need at the local and state levels, especially for agencies involved in the implementation of development plans.

In the 1980s, concerted efforts were undertaken to upgrade the curriculum to ensure that the training programmes in INTAN remained relevant and of high quality. Such a review was considered necessary as INTAN was conducting nearly 200 courses attended by over 7,000 participants per year.

In 1981, several short courses were made available to participants in the neighbouring developing countries under the Malaysian Technical Cooperation Programme or MTCP. Under this programme, scholarships were offered to international participants to attend courses conducted in INTAN. The 1981/1982 session of the MTCP began in August 1981 where 8 courses were offered and 15 international participants accepted the offer.

One of the key elements of the Government Training Policy contained in the Service Circular 1/1970 was "to provide training that gave equal opportunities and was fair to all civil servants". To meet this requirement, INTAN, under the Third Malaysia Plan, expanded by opening up four new campuses around the country, besides the one already in existence in Jalan Elmu, Kuala Lumpur. The main campus at Bukit Kiara and the three regional campuses at Sungei Petani in the north, at Kemaman in the East and at Kluang in the South were built with partial funding from the World Bank.

The establishment of the three regional campuses was intended to fulfill certain objectives that included: providing more opportunities for civil servants at all levels to attend courses at INTAN; identifying the need for training courses at regional levels; fulfilling the need for the development of more pre-service courses (this included courses for the General Administrative Officers, State Administrative Officers, Executive Officers, Clerical Officers, etc.); and providing more research opportunities for officers at the state and district levels.

The three regional campuses were officially opened in 1983. The Northern Regional Campus at Sungai Petani, Kedah, was officially opened by the Sultan of Kedah, His Majesty Tuanku Abdul Halim Mu'adzam Shah ibni Al-Marhum Sultan Badlishah, on 21 July 1983. The Eastern Regional Campus at Kemaman, Terengganu was officially opened by the Sultan of Terengganu, His Majesty Sultan Mahmud Al Muktafi Billah Shah ibni Al-Marhum Tuanku Al Sultan Ismail Nasiruddin Shah on 27 August 1983. The Southern Regional Campus at Kluang, Johor was officially opened by the Sultan of Johor, His Majesty Sultan Iskandar ibni Almarhum Sultan Ismail on 18 April 1984. The main campus at Bukit Kiara, Kuala Lumpur was officially opened on 22 October 1984 by the Prime Minister, Dato' Seri Dr Mahathir bin Mohamad. With the opening of the new campus at Bukit Kiara and the three regional campuses, a new era in training began, one that is undoubtedly etched in the history of training development for government officers in the country.



Government Staff Training Centre at Port Dickson (1959-1963)



INTAN branch at Jalan Cenderawasih, Kuala Lumpur (1954)



The Kedah branch of INTAN at Alor Star (1954)



The King Edward VII School in Taiping where 36 government officers attended a course in 1953

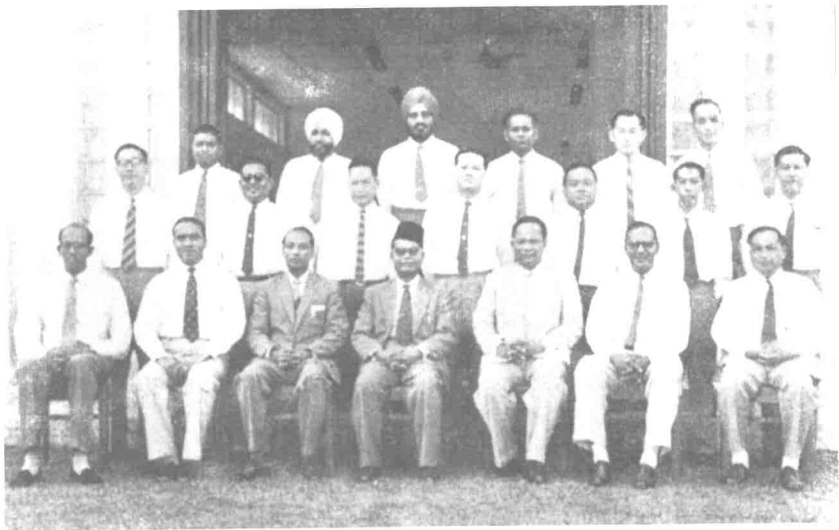
* All state branches were closed with the establishment of regional campuses in Sg. Perani, Kluang and Kemaman (1983)



*Participants of the First Probationary Course held from 3-13 September 1957
at the Government Staff Training Centre, Port Dickson*



*The Land Administration Course held from 11 June-7 July 1962 at the Police College,
Kuala Kubu Bahru. It was officially opened by the Secretary to the Ministry of
Rural Development*



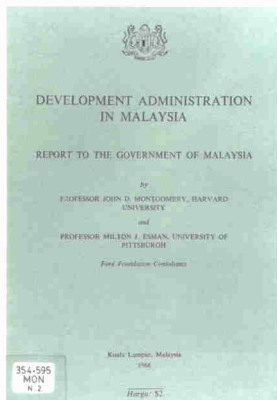
Higher Administration Course (21–26 May 1962) officiated by Dato Abdul Aziz bin Hj. Abd. Majid (seated at the centre), Permanent Secretary, Prime Minister's Department, Peninsular Malaysia at the Government Staff Training Centre, Port Dickson



The Government Staff Training Centre at Jalan Ilmu was officially opened by Mr David C. Seath, the Finance Minister of New Zealand on 18 September 1963



Mr Abdul Majid bin Mohd Yusof, the Head of the Government Staff Training Centre shakes hands with Mr David C. Seath who officially declared open the Centre



*The Montgomery—Esmen Report,
1966*



GOVERNMENT OF MALAYSIA

**TRAINING FOR DEVELOPMENT
IN
WEST MALAYSIA**

A REPORT

by
DEVELOPMENT ADMINISTRATION UNIT
and
STAFF TRAINING CENTRE

PRIME MINISTER'S DEPARTMENT
KUALA LUMPUR
NOVEMBER 1969

PRICE: \$5.00

*Training for Development in West Malaysia,
November 1969*

The Government Reports that recommended the establishment of a government training centre



TUN RAZAK

Dewan Latihan Pegawai-Pegawai Kerajaan bertukar nama

INTAN lahir di Petaling Jaya hari ini

Di ATAS sebuah bukit kecil yang hijau di Jalan Ilmu, terdapat beberapa blok bangunan bersih, dan siapa berada di situ waktu malam akan terpancanglah panorama bandar Satelit Petaling Jaya dengan lampu-lampu seperti tarian bintang di langit.

Itu siang menjelang, atap-atap merah-hijau-kelebu dari bandar tersebut kelihatan berbaris, menilangi dan merendah di bukit-bukit dari lembah-lembah, sejauh sejauh memandang berdiri ditatu balk malam atau siang, baik saja atau pagi, sungguh mempesonakan.

Bangunan

Beberapa bangunan Dewan Latihan Pegawai-Pegawai Kerajaan yang pada ini dipindahkan sebagai Institut Latihan Awan Negara (INTAN) oleh Perdana Menteri, Tun Abdul Razak.

Berhubung mudah pegawai Kerajaan diberi latihan di Dewan yang terletak berdekatan dengan Universiti Malaya.

Latihan diberikan kepada semua pegawai negeri dengan tujuan untuk meningkatkan kualiti tenaga kerja dalam kerajaan. INTAN yang bermaksud Institut Latihan Awan Negara akan menggantikan Dewan Latihan Pegawai-Pegawai Kerajaan yang telah beroperasi selama beberapa tahun.

Dewan tersebut pernah juga mengadakan kursus untuk anggota-anggota parti politik dan berkhidmat di hari-hari ini di tabukan dengan objektif dan matlamat yang sama.

Kelebihan INTAN yang bermaksud Institut Latihan Awan Negara adalah sebagai pembaharuan yang progresif dan dinamik di kalangan pegawai-pegawai Perkhidmatan Awam.

Kelebihan

Kelebihan INTAN yang bermaksud Institut Latihan Awan Negara adalah sebagai pembaharuan yang progresif dan dinamik di kalangan pegawai-pegawai Perkhidmatan Awam.

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The late Tun Haji Abdul Razak, the Deputy Prime Minister officially declared open INTAN on 1 September 1972 at the Government Staff Training Centre Jalan Elmu, Petaling Jaya



Unveiling the plaque on this auspicious day



The official opening of the main campus at INTAN Bukit Kiara by Rt. Honorable Prime Minister, Dato' Seri Dr Mahathir bin Mohamad on 22 October 1984



The ceremony held in conjunction with the official opening of the main campus at INTAN Bukit Kiara.



His Majesty Sultan Haji Ahmad Shah ibni Al-Marhum Sultan Abu Bakar Ri'ayatuddin Al-Mu'adzam Shah was ceremoniously welcomed during his visit to the campus on 4 September 1982



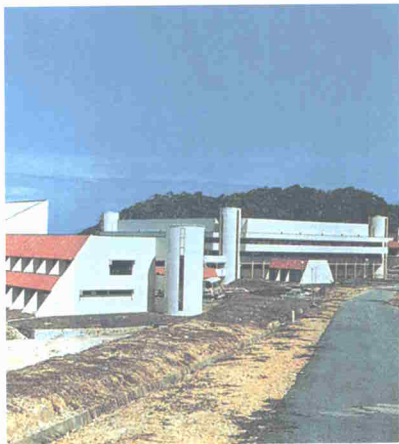
His Majesty Sultan Haji Ahmad Shah is seen together with the INTAN Advisory Council during his visit to INTAN



The official opening of the southern regional campus in Kluang, Johor by His Majesty Sultan Iskandar ibni Almarhum Sultan Ismail, the Sultan of Johor on 18 April 1984



At the Kluang campus with the royal entourage during the official opening



The official opening of the eastern regional campus in Kemaman, Terengganu by His Majesty Sultan Mahmud Al-Muktafi Billah Shah ibni Al-Marhum Tuanku Al Sultan Ismail Nasiruddin Shah, Sultan of Terengganu on 27 August 1983



The official opening of the northern regional campus in Sungai Petani by the Sultan of Kedah, His Majesty Tuanku Abdul Halim Mu'adzam Shah ibni Al-Marhum Sultan Badlishah on 21 July 1983



The Sultanah of Kedah at the royal banquet, Sungai Petani campus, after the official opening

TRAINING STRATEGIES AND STRUCTURAL CHANGES

The economic, political and social development of the country has moulded the training philosophy of INTAN. Conversely, the training philosophy adopted by INTAN has helped in the economic and social development of the country. Such a reciprocal relationship is a prerequisite if INTAN is to remain relevant to the needs of its environment. The administrative service has evolved over the years from being law and order-oriented in the fifties to one that is development-oriented in the sixties and seventies, and a facilitator of private sector growth in the eighties and nineties.

These changes in the roles of the administrative service require different skills on the part of the civil servants. INTAN had anticipated these changes and accordingly reviewed its policies and strategies, restructured itself and revised its programmes from time to time to meet the changing needs of its clients. The evolution of the Public Service in Malaysia can be classified into four stages, namely, the maintenance administration phase, the development administration phase, the excellence and efficiency phase, and the facilitating phase.

PRE-1970: MAINTENANCE ADMINISTRATION

In this phase, the focus of all the training programmes was on maintaining law and order in the country. The concern was for maintaining the status quo. Even the courses conducted for officers focussed on general administration.

Pre-service and Attachment Training

Prior to independence in 1957, the British were more concerned with maintaining law and order in Malaya. The country proved to be a stable source of raw materials as well as income for the British. The British did not want the status quo disturbed. There was little concern for the development of the country. The colonial administration did not see the need to establish any formal structures or design specific curriculum for the training of officers at middle and higher level management. General pre-service training was provided to officers working at the district level in the 1920s and 1930s at the Malay College in Kuala Kangsar.

Officers intending to join the Malayan Civil Service were provided training either in the form of on-the-job training under the tutelage of a senior officer, or in the form of attachment to the Colonial Office in the United Kingdom. These methods were considered adequate to prepare the officers to take on official tasks and responsibilities. Consequently, prior to 1950, there was no formal organization to undertake training programmes in the public service. The focus was on the maintenance of law and order. This became more necessary during the communist insurgency period, more popularly known as the emergency. It was at the height of the emergency in 1951 that the government conducted a course to equip the officers with the skills to meet the crisis.

Training For Routine Administration

By early 1950s, however, there was increasing pressure to train clerical personnel in the processes of land, financial and local government administration. There was also an urgent need to develop the skills of the officers in the various fields. As highlighted in Chapter 1, training was conducted on an ad hoc basis in rented or borrowed premises. In 1959, the government found a more permanent training centre - at a government bungalow at the 8th mile Port Dickson beach. At the same time, there were training schools already established within some professional and technical departments to provide specific skills. These departments included the police, the military, postal and fire services.

Basic Administration Courses

In 1963, the Government Staff Training Center was established in Kuala Lumpur. Just before being renamed INTAN, the Government Staff Training Centre had four departments with the following functions.

- The Management Studies Department – responsible for strengthening and facilitating the operations of internal systems by providing modern administrative skills and techniques and scientific management processes. Among the courses conducted were management science, financial management, personnel management and office management.
- The Development Studies Department – responsible for conducting courses pertaining to programmes and policies. Course conducted included development administration, land administration, local government administration and community development.
- The Staff Development Centre – responsible for training officers in the Clerical and Technical group and those in the sub-professional group to enhance their efficiency and capability. This Centre also conducted French, Arabic, Japanese, Hokkien, Mandarin and Cantonese language courses.
- The Research and Consultancy Department – provided services to government agencies to upgrade their capabilities.

Despite the presence of these four department, only a few courses were conducted yearly for the managerial group. These courses were referred to as 'induction courses' and 'administration courses'. A few courses on land administration were conducted annually as skills in land administration matters such as land alienation, transfers and other land dealings were a prerequisite for those posted to district and local levels. Managers were also provided training in administration and management, and in personnel and financial procedures to help them interpret and administer the rules and regulations pertaining to such matters. Some seminars were held for senior officers. Thus the limited training provided to managers were for routine administration only.

Most of the courses available were for the supervisory and clerical levels. The training courses provided for the clerical group were essentially an extension and expansion of the training that was conducted prior to 1963. Training was provided in three areas, namely, financial procedures, land procedures and personnel or service procedures. Most of the courses were for a duration of less than two weeks except for the practical course for holders of the Diploma in Public Management who spent close to three months at the Centre. One key concern facing the Centre was to determine ways to work closer with its clients and within its work environment. Thus far, training was confined to the classroom only.

To meet the increasing demand for training from the state governments, the government established training facilities in premises donated by state governments in several state capitals. Training on financial, land and personnel procedures were provided at these centres in addition to those offered at the Government Staff Training Centre. For this purpose, the Staff Development Centre had several of its officers in each of the training premises at the State level.

The facilities and staff at the Centre were limited to deal with the increasing demand for training. With only four officers to assist the Director and one classroom for the managerial and professional group, only one course could be conducted at any one time for officers. The number of rooms available for the training of the clerical staff was also limited. This constrained the number of courses that were conducted in a year as well the number of trainees that were trained. Therefore, the Centre could not meet the training needs of that time.

During this phase, the primary concern of training was to impart specific skills to the managerial and professional and the clerical groups. The training was intended to help them perform their routine and regulatory functions better. Some of these functions were complicated and involved regulations. Failure to comply could result in penalty. Hence, at the Government Staff Training Centre and the training premises in the various states, the focus was on land, personnel and financial procedures.

1970s: TRAINING FOR DEVELOPMENT

Shift to Development Administration

The New Economic Policy after the 1969 riots required government involvement in development to achieve the twin objectives of eradicating poverty irrespective of race and a fair distribution of wealth. The New Economic Policy saw the establishment of several statutory and semi-government bodies to participate in the development of the country. These agencies were staffed by civil servants. To be successful these agencies needed administrators prepared to take on the role of restructuring the economy and society through education, agriculture, industries, trade, investment and international politics within a safe and stable environment. As a result, more civil servants were recruited into the Civil Service in the early seventies to serve in these agencies. By then Malaysia was also opening its hinterland, tapping its natural resources, and mobilizing the country's population toward industrialization. The lack of implementation capacity and expertise among civil servants to undertake new developmental roles became very apparent. There was therefore an acute need for a training institute that could become the foundation for the birth, growth and generation of government employees trained in development work.

The Establishment of INTAN to Promote Development Administration

1972 witnessed the establishment of the National Institute of Public Administration (INTAN). It became a separate division of the Public Service Department, taking on the responsibility for training civil servants in several fields. Nevertheless, the focus of its programmes was on development administration.

A New Structure for INTAN to Emphasize Development Administration

To assume its role more effectively, INTAN had a new structure, different from that of the Government Staff Training Centre. Headed by a Director, it had three major divisions, namely, the Research and Consultancy Division, the Studies Department and the General Administration Department. The organizational structure is shown in Figure 2:1.

Though after its establishment in 1972 the training conducted at INTAN was characterized by the notion of continuity from what was implemented during the era of the Centre, there was a definite shift towards development administration and policy analysis. Among the programmes that continued to be undertaken by the new establishment were land administration, financial administration, personnel administration, induction courses, general management, advanced management, and management analysis or management science. The first three courses focussed on functional areas and was procedural in nature. The fourth course, as the name implies, was meant for category A officers who were less than three years in service. There was not much difference between the general management and advanced management course. The only difference was in the selection of participants. The former was attended by category A officers with about three years of service, while the latter was attended by superscale officers. The Management Analysis course was a 42 week course introduced with the aim of producing management analysts, to be placed in ministries and large departments. The publication and research function continued. The training centres at the different state levels continued to be under INTAN.

ORGANIZATIONAL STRUCTURE OF INTAN, 1972

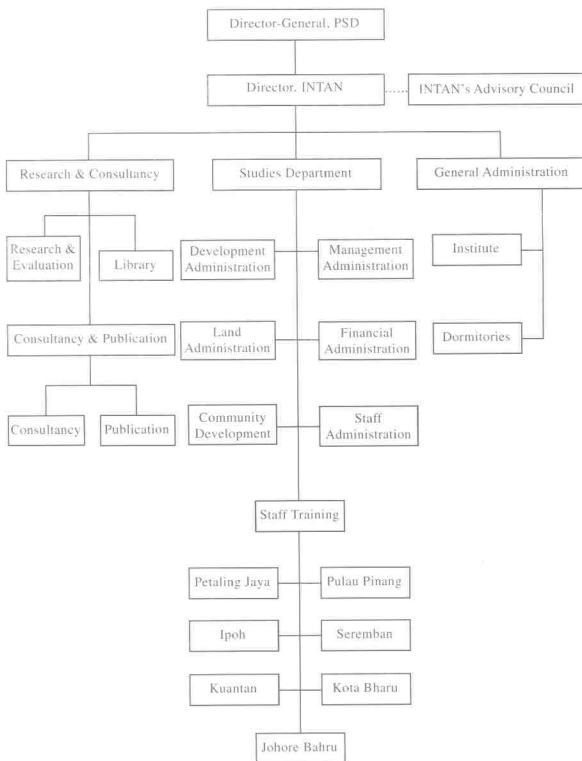


Figure 2:1

The general management and advanced management courses as well as the management science courses were directed towards helping officers deal with internal organizational problems as well as in the areas of policy formulation and analysis. These courses were intended to develop the capacity and capability of officers to plan and implement development projects.

INTAN's Advisory Council

INTAN's Advisory Council was established to assist, advice and promote INTAN towards achieving its objectives. Its specific functions were as follows:

- Advise INTAN on its management and development training programmes;
- Assist INTAN in getting legislative support, technical advice and management expertise from within and outside Malaysia;
- Develop a close rapport between INTAN and other training institutions and institutions of higher education;
- Assist INTAN to develop its capacity to become the national institution of management and development administration training;
- Review from time to time the programmes, projects, activities and progress of development projects undertaken by INTAN; and
- Provide suggestions from time to time to guide the activities of INTAN.

The Advisory Council had 10 permanent members. They were, the Director-General of the Public Service Department as the Chairman, the Secretary-General of the Ministry of Education as the Deputy Chairman, the Secretary-General of the Ministry of Finance, three State Secretaries of whom at least one must be from the state of Sabah or Sarawak, the Director of the Training and Career Division of PSD, the Director-General of the Implementation Coordination Unit, the Director-General of the Malaysian Administrative Modernization and Manpower Planning Unit (now called the Malaysian Administrative Modernization and Management Planning Unit or MAMPU), the Dean of the Faculty of Economics and Management of the National University, the Dean of the Faculty of Economics and Administration of the University of Malaya, and the Director of INTAN as the Secretary. The Chairman was vested with the power to appoint no more than six additional members to the Council for a period not exceeding three years. The Council was required to meet at least twice a year.

Addition of the Research and Consultancy Function to Strengthen Training at INTAN

In the early seventies, the Development Administration Unit (DAU) combined with the Implementation Coordination Unit to form the Implementation Coordination and Development Administration Unit (ICDAU). More emphasis was placed on expediting the implementation of development projects. Management consultancy and research were not given due importance. The two activities, research and consultancy, were added on to the functions of INTAN. To undertake the new function, a Bureau of Consultancy and Research was established within INTAN in 1974. The Bureau was responsible for carrying out management consultancy projects in organizations as well as research on policy implementation and evaluation, both at the macro and the organizational levels and suggest solutions, apart from strengthening the teaching skills at INTAN.

The Introduction of New Courses to Increase Administrative Capacity

Two new courses were introduced to increase the administrative capacity of the Civil Service. The two courses were a three-month course on development administration, covering macro-planning, project planning and administration, and a four-week induction course for new Administrative and Diplomatic Officers. INTAN's focus on the training of officers in the Administrative and Diplomatic Service (ADS) became more pronounced by 1974. This project had started much earlier during the era of the Centre. With the collaborative efforts of the Public Service Department, new officers joining the ADS were required to attend this mandatory course. The course provided them with the necessary knowledge and understanding of their tasks and responsibilities along with the various government procedures.

Three more courses were added to INTAN's list of courses before 1975. These courses were the Computer Systems Analysis, Agro-based Industrial Development Project, and action training programme. The first was a 9 month diploma course for officers intending to join the computer department in their respective agencies. The second was a joint-venture project with the Research Institute of Management Science (RVB) Delft, Holland and INTAN. This course drew participants from Asia and the Pacific. Through this project, INTAN built its international linkages with agencies such as the British Overseas Aid Program, the Fulbright Foundation, the Catholic University of Leuven, UNICEF, and the Asia Pacific Development Administration Center (APDAC). The first course was held in January 1974 with teaching input coming from the World Bank, FAO and ILO for the first two years.

The action training programme, a brainchild of Tan Sri Dato' Elyas bin Omar, focused on the issues and problems faced in implementing development projects. All those involved in the implementation at the district level got together to discuss the problems faced and identified actions for solutions. INTAN used its expertise in research, training and consultancy to facilitate discussion and seek solutions to implementation problems during the seminars. INTAN also started its weekend seminars for senior executives in 1974. Attended by Secretary-Generals and Heads of Departments, the topics chosen for the seminars were related to the needs of those attending the seminar. Up to November 1995, five such seminars were conducted.

Resolving the Internal and External Problems Facing INTAN

By 1976, INTAN saw two types of problems facing the organization, namely, internal problems, involving day-to-day running of the organization and external problems, involving an interface between the organization and the environment. To remain efficient and effective, INTAN introduced two broad types of training, namely 'process-oriented training' and 'programme-oriented training' programmes. The first category of training was intended to help organizations deal with financial and personnel management and improvements to systems and procedures. The Management Development Centre and the Employee Development Centre were assigned the responsibility for 'process-oriented training'. The courses conducted by these Centres were intended to enhance the capacity of civil servants to use modern management techniques in decision making. The 'programme-oriented training' was intended to help officers understand government policies, policy formulation and evaluation, coordination with other organizations and relationship with political leaders and clients and their importance for economic growth and national development. The Centres of Local Government Administration and Development Policy and Administration were assigned to handle such courses. The two categories of training programmes were seen as complementary and not mutually exclusive. The Bureau of Research and Planning undertook research and its findings provided input to the other centres. The Bureau also disseminated new ideas through its publications.

Between 1972 and 1976, the training strategies adopted by INTAN shifted to be in line with development administration. These strategies are shown in Figure 2:2. INTAN basically shifted towards being more customer-oriented by focussing on solving the internal and external problems of the organization.

INTAN'S TRAINING STRATEGIES AFTER 1972

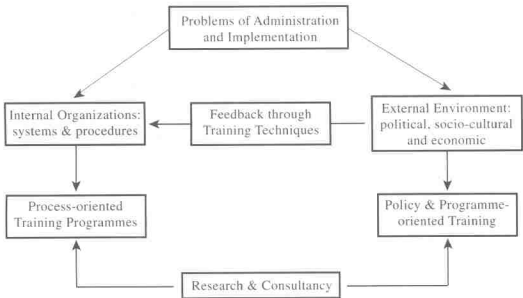


Figure 2:2

Need for Administrative Capacity Under the Third Malaysia Plan

The Civil Service in Malaysia is concerned with both policy formulation and implementation. The concern that the civil service must upgrade its capacity to achieve the government's objectives was expressed in the Third Malaysia Plan as follows:

".... The public sector faces a challenging administrative and organizational task in the implementation of the Third Malaysia Plan. Administrative efficiency will be crucial given the larger size of investment effort, in particular the need to ensure effective implementation of development programmes for the redressal of socio-economic and structural imbalances. This necessitates improvements being made to the administrative machinery requiring higher level of professional capability, human understanding and dedication in the formulation and implementation of programmes and projects...."

Two broad approaches were taken by the government to address these concerns, namely, establishing organizations under the institution-building model as change agents with the capacity to develop and promote systems innovations and developing managerial expertise through training locally and overseas. The primary objective of INTAN was to provide the necessary knowledge, understanding, and skills as well as to nurture the right attitude among its trainees in serving the government and the people. INTAN had to initially continue with the old practice of using guest lecturers from the Treasury, the Public Service Department and the Economic Planning Unit.

With the establishment of INTAN, the duration and content of the courses offered in the past were slowly modified to meet the needs of the changing times. Short courses of two weeks duration in the past were extended to eight to twelve weeks and emphasis was placed on the discussion of principles and strategies. New topics were included, for example, land use planning and zoning in the land administration course. The induction course for new Administrative and Diplomatic Officers was extended to six months from its former four weeks and it included attachment programmes to local level administration and to military establishments. To add legitimacy to its courses, INTAN started awarding credentials to its participants. Certificates were awarded to participants who had completed their courses. Certificate presentation ceremonies often marked the end of a course and a sense of achievement to the participants.

Establishment of the Malaysian Administrative Modernization and Manpower Planning Unit

A major structural change, the establishment of the Malaysian Administrative Modernization and Manpower Planning Unit (MAMPU) in 1977, had a significant impact on INTAN. MAMPU took over the functions of the former DAU from ICDAU, the consultancy and research function from INTAN and the manpower planning function partly from the Ministry of Labour and the Economic Planning Unit. Thus, INTAN's research programme shifted towards training. INTAN was also given a new responsibility – publication. The publication business provided INTAN an avenue for prominence and credibility since its programmes, activities and research could now be published and disseminated by the government. Thus, the Bureau of Research and Consultancy was renamed the Bureau of Research and Publications in 1978. INTAN Bulletin which started in 1976 as a publication for light reading began publishing more serious materials with the establishment of the Bureau.

Centre for Foreign Affairs and Strategic Studies

Given Malaysia's increasing involvement in the international arena, a new and persistent need arose for providing knowledge and understanding of international affairs to officers serving in such ministries as foreign affairs, international trade, defence, primary industries and public corporations. This led to the establishment of the Center for Foreign Affairs and Strategic Studies, as a new addition to INTAN in January, 1978. Critical to the Center was the need to provide Malaysian diplomats and the trade and security officers with the necessary groundwork on foreign policy, on its sensitivity, as well as on its diplomatic procedures and practices. A key programme under this Centre was the International Relations and Security. The Centre was also responsible for the International Relations and Practice of Diplomacy Modules taught in the Administrative and Diplomatic Cadet Course.

Centre For Training and Development

A Center for Training and Development was also established at INTAN to assist ministries, departments and its agencies undertake their training needs assessment. Among its many responsibilities was to assist in the establishment and the operation of new training units within these organizations. This unit also conducted courses on training methodologies for both INTAN officers and trainers from other government departments. Also established in 1981 was the State Training Coordination Unit. INTAN received a large number of requests for its officers to serve as guest lecturers in the programmes organized by these training units and this included technical training units such as the Armed Forces College, the Police Training College, Customs College, the Railways and the Rubber Industries Smallholder Development Board that were in existence long before INTAN was established.

Modular Courses

One of the key innovations introduced in the 1970s was the introduction of modular courses in 1974. Courses of long durations were broken into modules. This enabled participants to attend the modules they wanted and it made it easier for departments to release their officers for training. This allowed more officers to attend the courses offered at INTAN.

Promotional Course and Seminars

By 1977, INTAN had taken on another added responsibility, that of training ADS officers for promotional training to the level of 'superscale officers' by the Centre for Management Development. Apart from participants for the induction and mandatory courses, participants to all other courses were selected, based on the relevance of the course to the work requirements of the individual. INTAN also started a series of basic courses for computer personnel such as systems analysts and programmers to be provided with pre-service training. Another feature of INTAN was the large number of seminars conducted by the different centres at INTAN. These seminars were aimed at problem identification and problem solving and were targeted at specialized clientele, be they politicians, district officers, local government administrators or state development officers. Some of these seminars were to fill the gaps identified by research conducted by the Bureau.

By the end of the training for development administration phase, the organizational structure of INTAN had expanded, as shown in Figure 2:3.

ORGANIZATIONAL STRUCTURE OF INTAN IN 1980

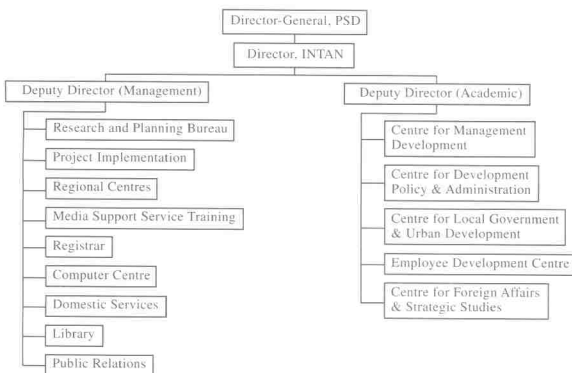


Figure 2:3

1980s: TRAINING FOR EFFICIENCY AND EFFECTIVENESS

In the 1980s, INTAN continued to expand its capacity with the opening of its main and regional campuses. It was also in the 1980s that the country faced recession and government policies were introduced to inculcate values and ethics in administration, privatisation and the benefits of working with the private sector. The strategies, structure and courses offered by INTAN were accordingly adjusted to meet the new needs of the government.

New Courses and Seminars

Several new courses and seminars were introduced during this phase in the development of INTAN. These courses were intended to help in the planning and implementation of development projects. Among the new courses introduced in the 1980s are Planning and Regional Development, Integrated Rural Development, Decision-Making, Crisis Management, Strategies and Issues for Rapid Rural Development, National Economic Management and Materials and Supply Management.

The seminars held in the late 1970s spilled into the 1980s in the form of Senior Executive Seminars, Chief Executive Seminars, and National Seminars for District Officers. As the name implies, some of the seminars were held as a form of training for senior officers, district officials, professionals, politicians and village heads. Examples of the seminars included one on Saemul Undong, in line with the Look East Policy, Introduction to Computers and MIS for Senior Management, National Seminar for District Officers, Seminar for Chief Executives, and More Effective Management for Senior Management. A series of seminars and fora were also organized to disseminate information on new government policies such as 'Clean, Efficient and Trustworthy Government', Look East Policy, Inculcation of Islamic Values, Leadership by Example, Malaysia Incorporated Concept and Privatisation. INTAN Forum was launched by the Prime Minister in 1983 and it started a series of forum that were held to discuss the meaning, implication and implementation of these policies. The first forum was on 'Towards Malaysia Incorporated'. These fora are attended by senior civil servants, politicians and representatives from the private sector.

The 1980s also represented a decade when the government introduced a series of administrative reform programmes such as Quality Control Circles (QCC), Quality Counter Service, Desk Files, Manual of Office Procedures. INTAN was entrusted with the responsibility to design and undertake courses to train civil servants in the implementation of these reforms. For example, in 1983 alone, eleven QCC courses were conducted and about 500 participants were trained in the use of QCCs.

The Establishment of New Centres

Recognizing the importance of computers in administrative reforms as a means to improve efficiency and the fact that many officers and staff alike had little experience in the use of computers, a Computer Training Centre was established in 1982. Its primary task was to train the employees in the use of computers. A Financial and Accounting Centre was established in 1982 as well. With this Centre, more in-depth courses on finance were offered. With the assistance of a consultant, special courses on corporate finance were also offered. An 'in-plant' Publications Unit was also established at the main campus under a World Bank Loan. The availability of new and higher capacity machines enabled a lot more of the publishing work to be done internally.

Total Training Approach

Until 1984, INTAN's training was focused on understanding and imparting skills and knowledge with little attention paid to attitude building. This shortcoming became more apparent with the launching of various government slogans and policies such as the Look East Policy, Inculcation of Islamic

Values, Malaysia Incorporated and Clean, Efficient and Trustworthy Government. Attitudinal change required looking into worker's values, ethics and beliefs toward work, changing them into positive workers who are effective and trusted. To overcome this shortcoming, INTAN developed specific modules on work ethics and values to be incorporated as a module in all training programmes. The objectives of training in INTAN was revised to be as follows:

- Understanding and practice of the principles of Rukunegara;
- Understanding and belief in government policies;
- Sensitivity to the environment;
- Capabilities to act to resolve administrative and national development problems; and
- Pride in one's quality of work and service to the public.

Accordingly, the Curriculum Committee, established in 1981, when reviewing the lesson plan for each course, emphasized the module on attitude building and ensured that it be included in the lesson plan.

The Malaysian Technical Cooperation Programme

Under the Malaysian Technical Cooperation Programme administered by the Economic Planning Unit of the Prime Minister's Department, INTAN implemented several courses for the government officers from South-South and Pacific countries. Among the courses offered under the programme were Project Planning and Management; Training Methodology; Personnel Management in the Public Sector; Management of Public Enterprises; Planning and Management of Low Cost Public Housing Scheme; Structural and Town Planning; Planning and Development; Agro-based Industrial Development; and Mobilization and Participation of Farmers in Rural Development.

Over the years, the courses offered have been revised to meet current demands. Under this scheme, each course has foreign and local participants to encourage interaction and sharing of experiences. All costs for the foreign participants are borne by the Malaysian government. To date, more than 1100 foreign participants from over 70 countries have participated in this programme.

Joint Courses With Local and Foreign Agencies

INTAN also conducted courses and seminars with local and overseas institutions. For example, INTAN worked with SINAR in Sabah to conduct a course on problem and decision-making; with the Catholic University of Leuven to conduct courses on Investment Management and Negotiations Techniques, and with IRDAP to conduct a course on Integrated Rural Development with participants from Laos, Vietnam, Thailand and Indonesia. INTAN conducted courses such as Training Methodology in Brunei Darussalam, and organized a joint course on Leadership and Organizational Management with the Civil Service Institute of Singapore. INTAN also worked with local training agencies such as Public Works Department Training Centre, Customs College, Public Health Institute and the Armed Forces College. In addition, to enable more employees to benefit from the programmes offered at INTAN, more 2-3 day courses were scheduled.

Training Methods

Apart from the conventional method of lectures, film shows and role plays, INTAN used case studies, study tours, local/village placements, seminars, syndicate work and panel discussion to make teaching more effective. INTAN realigned its functions in order to operate efficiently, effectively and responsively

within and outside the institution. Its former approach of process and programme orientation was enhanced further through action training and process training. This included the extended andragogical approach which allowed participants to go through the motion of processes and yielding solutions to particular issues through case studies. INTAN also adopted agency-based training.

INTAN changed the designation of its officers within the center. It no longer used 'heads of school' but replaced it with 'programme coordinators'. Titles of 'senior lecturer' and 'lecturer' were replaced with 'senior project officers' and 'project officers'. INTAN operated as a 'matrix organization' or 'project organization' as opposed to the typical bureaucracy. In this system, officers were able to move from one project to another based on the needs of his or her expertise. Hence, programme coordinators were able to launch new projects drawing upon expertise from other centers and programmes. The action training approach practised was able to prosper under this organizational set up and the process training approach was allowed to grow. INTAN became self-sufficient and was able to prosper through the matrix system of using experts from within.

Nature of Staffing

INTAN has always attempted to get the best teaching faculty to ensure the highest quality of training. Towards this end, there has been times when the Director of INTAN interviewed potential candidates before they were posted to INTAN by the Public Service Department. INTAN had also picked the best officers around and sent them overseas or to local universities for their Masters or Ph.Ds. Many returned to INTAN after their training and figures indicate that INTAN at any one time had a significant number of masters and Ph.Ds around. INTAN began to move away from recruiting generalists to those with experience and expertise to run the specific or technical programmes. INTAN aggressively recruited qualified officers from other organizations as well. These officers were later sent to be trained on training methodology and techniques. In order to further build its training capacity, INTAN's officers were sent for short-term training abroad in specific fields. Some were sent for post-graduate courses.

Structure of INTAN in 1990

The many changes that took place in INTAN during the 1980s lead to some restructuring of INTAN. The Centres in 1990 were the Centre for International Relations and Strategic Studies, Centre for Economic Administration and Policy Studies, Centre for Urban and Regional Development, Centre for Management Development, Centre for Finance and Accounts, National Centre for Computer Training, Centre for Language Studies, Unit for Training Development and Unit for Diploma in Public Administration.

1990s: TRAINING FOR QUALITY AND EXCELLENCE

Beginning in the late eighties, the civil service saw a transformation; a paradigm shift from being inward focused to more customer or client-oriented. The Malaysia Incorporated Concept brought home the idea that the public and private sectors must work together for the benefit of the nation and that the key role of the public sector is to facilitate the growth of the private sector, which has now been declared the engine of growth. This embodied the concept of "private sector thinking and approach within the public sector". Customer service, results and performance became key concepts in the daily vocabulary of civil servants. No longer were government agencies and departments concerned merely with the provision of services, but of quality services that met stringent specifications of the provider departments/agencies as well as the consumers of such services. Providing training in this direction became one of the key strategic concerns of INTAN.

Training Philosophy

To fulfill Malaysia's vision of becoming a fully developed nation in the year 2020, the Civil Service has to be efficient and effective, equipped with the ability to provide a service that is of very high quality. To execute this desire, INTAN evolved a training philosophy in 1992 "To produce civil servants who are knowledgeable, of high calibre, courteous, cultured, skilled and responsive and armed with the ability to contribute towards the development of the nation." Such a philosophy is necessary as the public sector has to be managed efficiently and effectively besides lending support to the private sector which has been identified as the main engine of growth for national development.

The Development Administration Circulars

More than 20 such circulars were issued and covered areas such as QCC, Total Quality Management (TQM), Productivity Measurement, Micro-Accounting System, Management of Meetings, Maintenance of Government Assets and Client's Charter. For each of these Circulars, INTAN was required to design training packages to train and help the other agencies implement the circulars.

The New Remuneration System

The New Remuneration System (NRS) introduced in 1992 focussed on performance management, flatter hierarchy and fewer schemes. However, one key element of the NRS was the extension of the induction courses for the confirmation of different categories of officers and staff in their respective service and the many mandatory courses required for promotions within the service. INTAN runs these mandatory courses and assesses the officers and staff for either confirmation or for promotion.

Implications of the Circulars and the NRS

Both the Development Administration Circulars and the NRS has had major implications for INTAN in terms of defining its structure and strategies. INTAN was restructured under the NRS and had only four programmes, namely the Management and Quality Programme, the Economic, Development and Financial Administration Programme, the Advanced Management Programme and the Communication, Trainer Development and Information Technology Programme.

INTAN's Strategic Direction

The buzzwords became quality, productivity, accountability, discipline, ethics and values, moral values and attitude. The strategic direction of INTAN began to focus on the creation of a team of highly capable techno-managers and leaders who would be able to carry through the vision of the government and transform them into operational programmes. Within such a scenario, INTAN realigned its strategic direction that vividly expresses its commitment to the government's initiatives as "Accelerating National Development through Excellence in Training" and "Training for Quality". A new mission statement reflecting the government's concerns was developed, namely, "To enhance the capability of public sector personnel through training in order to achieve excellence in the civil service."

Such a mission statement, in tandem with the government's high aspirations and expectations, resulted in INTAN embarking aggressively on a revamped programme of human resource development. INTAN's efforts concur with Dato Seri Dr. Mahathir Mohamad, the Prime Minister of Malaysia's view, that the human factor occupies a pivotal role in national development. He said that "In our drive to move vigorously ahead, nothing is more important than the development of human resources..... Without a doubt, in the 1990s and beyond, Malaysia must give the fullest emphasis possible to the development of this ultimate resource."

To achieve its mission of excellence through training, INTAN has identified the following proactive operational objectives:

- to enhance the level of knowledge and skills of public servants in areas related to the performance of their roles and responsibilities;
- to inculcate positive attitudes that can be operationally translated into higher productivity at work;
- to promote the desire for conducting research and to provide consultancy services in the field of training and development;
- to provide an active and vibrant forum for the intellectual and practical exchange of knowledge and experiences among top leaders of the public and corporate worlds; and
- to strengthen networking among similar institutions of higher learning and training around the world.

To facilitate the attainment of the above operational objectives, INTAN embarked on an active strategy, focusing its energies on finding solutions to (internal) management problems faced by government agencies and, secondly, the solution of external problems imposed on agencies by their external environments. INTAN provided the needed linkage between agencies and real problems faced and to arrive at practical and acceptable solutions.

Focus Areas

INTAN has identified several focus areas to meet its strategic objectives effectively. Among these areas are:

- leadership and creativity;
- accountability, moral values and attitude development;
- quality and productivity;
- internalising Vision 2020;
- information technology;
- induction courses for various levels;
- communication and language;
- training and media development; and
- financial and asset management.

INTAN'S NEW STRUCTURE

Structure follows strategy. In the context of a rapidly changing environment, INTAN saw the urgent need to restructure to be more effective and efficient. Over the last few years, the dynamism of INTAN's internal and external environments saw INTAN going through a phase of fluidity and experiment; structure after structure was tried out to find the 'best' fit. Finally, on 1 April 1996, a new structure, a structure revamped and modified, designed to address and manage the varied and ever changing demands of the dynamic environment was enforced. INTAN is now fully geared to develop the capacity of public officers to provide productive and quality services to its clients. The

new structure of INTAN is divided into seven programmes. A brief description of each programme and its major concentration is given below:

- The Programme for Management Development and Quality – the core concern is on training in ISO 9000 and Total Quality Management in the public sector. Besides this, the programme also concerns itself with the quantitative and qualitative aspects of management training and development.
- The Programme for Economic and Development Administration – focuses on efforts at internalising the aspirations of Vision 2020; and offers training programmes on government policies, business and trade, management of the environment, science and technology and project management.
- The Programme for Advanced Management, Executive Development and Publications – focusses on training for senior government officials, either as an enhancement of knowledge course or as compulsory training for advancement to promotional grades.
- The Programme for Financial Management is concerned with designing training courses with the intention of promoting financial accountability among public officials. Financial performance and management, financial procedures and accounting, auditing, etc., form the major concern of this programme.
- The Programme for Information Technology, housed at the campus at Jalan Elmu, caters to the increasing demands of public sector organizations as well as public officials for training in information technology. This programme offers courses such as programming, database management, systems analysis, use of microcomputers, etc.
- The Programme for Training and Media Development aims to upgrade the standard of professionalism in training through a comprehensive training of trainers programme and developing quality delivery systems for training. Training manuals, use of media and technology for distance learning, establishment of multi-media production facility are major concerns of this programme.
- The Programme for Language and International Projects is concerned with increasing the proficiency of public officials in languages needed to enhance their work performance. The languages taught by this programme are English, Arabic, Mandarin, Japanese and Bahasa Malaysia (the national language). Other functions include being an assessment centre for languages as well as being responsible for coordinating international projects in cooperation with agencies such as the British Council, Japanese International Cooperation Agency and the Malaysian Technical Cooperation Programme.

This most recent restructuring of INTAN is seen as a means to enhance the image of INTAN as a centre of excellence for learning. The current organizational structure of INTAN is illustrated in Figure 2-4.

INTAN's concern with the provision of high grade training and consultancy services can be seen in its endeavour to obtain the coveted ISO 9000 certification. Efforts are already under way towards this direction. With such certification, the upgrading of all of INTAN's services to higher levels of excellence in the near future will reinforce INTAN's commitment to 'Training for Quality' and its standing as a professional training institute of high repute.

INTAN is able to savour the fame of its flagship programmes such as the Diploma in Public Administration for newly recruited ADS officers, the Diploma in Management Science, for serving officers of various services, Diploma in Information Management and certified courses in Strategic Management and Leadership Programmes. The Malaysia Technical Cooperation Programme (MTCP) enjoys the constant presence of international participants from Asia, Africa, Middle East, Eastern Europe, Caribbean, South America, Oceania and the Pacific.

ORGANIZATIONAL STRUCTURE OF INTAN IN 1997

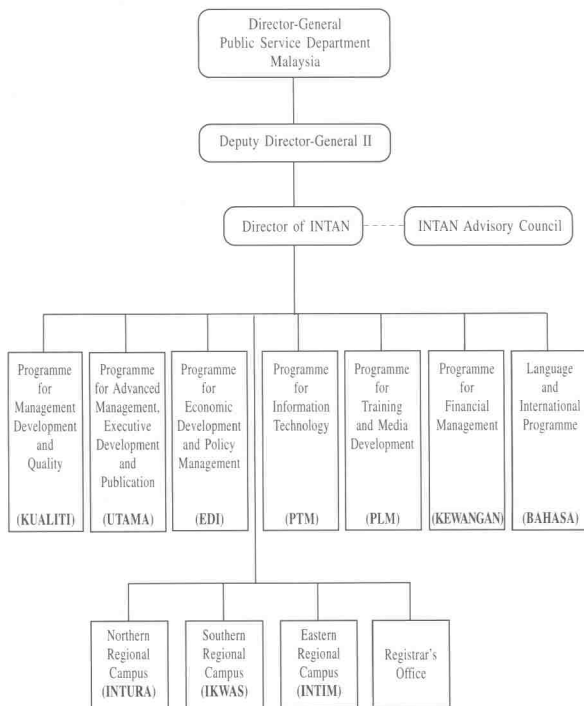


Figure 2:4



A talk on "Leadership by Example" by Datuk Abdullah bin Haji Ahmad Badawi, Minister in the Prime Minister's Department (1983)



Facilitators' Course for Quality Control Circle (1983)



A session held during the "Forum INTAN" at INTAN Campus to establish close linkages with the private sector and international organizations (1983)



Another INTAN forum session. (1983)



The Second ASEAN Conference on Reforms in the Civil Service held from 22 August to 26 August 1983 at INTAN, Kuala Lumpur, Malaysia



A group photograph of the participants of the Conference with Datuk Abdullah bin Hj. Ahmad Badawi, Minister in the Prime Minister's Department



The opening ceremony for the International Course for Agro-based Industries (1981)



Linkage with the Catholic University of Lueven, Belgium established through the Management Investment Course (1981)

Pact on training civil servants

Malaysia and Singapore sign five-year plan

PUTRAJAYA, Feb 19 — Malaysia and Singapore today entered into another bilateral co-operation programme when the two governments signed a five-year agreement on the training of civil servants.

The memorandum of understanding between the National Institute of Public Administration (NIPAA) of Malaysia and the Civil Service Academy of Singapore (CSA) covers the exchange of training staff and specialists, collaboration with the development of training and research work, exchange of visits, exchange of funds, exchange of staff and exchange of information and publications on public administration.

Indication

The signing of the agreement is an indication of the growing relationship between the two countries in the area of public administration. It is also a sign of the commitment of both governments to improve the quality of their civil service through co-operation and exchange of ideas and experiences.



Dr. Yusoff Ibrahim (second from left) and Mr. Yusoff signing the agreement.

New Straits Times report of the 5 year MoU with Singapore (19 March 1983)

MIKRA 1.1.1.11

BERKAS SURAT

3

Intan appointed as Borland ATC

By Zamaria Saupi

THE National Institute of Public Administration (NIPAA) hopes to progressively update its management-based training programme following its appointment as a Borland Authorized Training Centre (ATC).

NIPAA Director Dr Mohamed Rais Abdul Karim said the main purpose of the country is to realize these aims and achieve results through information.

With the information being so far, we have found ourselves in keeping up with the latest versions of

software packages, Intan is trying to overcome these problems by working together with Borland (USA) to sign a memorandum of understanding (MOU) with Borland (Malaysia) Ltd in Kuala Lumpur last Monday.

The necessary Borland Malaysia, Inc-Patrol, U. A. M. W. Intan, as the national training centre, trains thousands of Malaysians each year in various skills related to progress.

The courses designed by Intan's Computer and Office Administration for Managers, Workshops on

Spreadsheet and Word Processing, MS-DOS for Power Users and Business Applications for Personal Computers.

She said through the arrangements with Borland, the skills of Intan's instructors would be constantly updated in line with its policy of providing current and relevant training.

For that purpose, we have provided Intan with 100 desktop licenses for MS-DOS 2.0 and Liberty Pro 2.0 as part of the training establishment, she said.

At the ceremony, Wai also announced the appointment of Intan as a Borland ATC.

Intan will provide basic, intermediate and professional training courses on Borland's Lotus and programming on C++ for its clients and the general public.

It will also offer courses on Object-Oriented Modeling and Design, Basic Borland C++ and Advanced Borland C++ which range from two to five days.

With the latest appointment, Intan and CTA partner existing Borland ATCs in the country, which include the International Centre of College, Intan, A. U. Intan, MIRA S. J. Intan, Borland Computer, Computer, Penang, Penang, Penang, Penang and P. U. Intan.



Partnership sealed: Dr Mohamed Rais (left) and Wai congratulating each other at the signing ceremony.

New Straits Times report of a MoU between Borland (M) Sdn Bhd and INTAN (1 March 1993)



The British Prime Minister, Mrs Margaret Thatcher was met by the Prime Minister of Malaysia, the late Tun Hussein Onn at INTAN, Bukit Kiara (1985)



A public talk "Current World Economic Issues" by Mrs Margaret Thatcher at INTAN on 6 April 1985

INTAN ADVISORY COUNCIL (1979)



From left: Mr Mohd. Yusof bin Lasim (*Prime Minister's Department*), Mr Nik Badli Shah bin Nik Abdullah (*Ministry of Education*), Datuk Hj. Radzi bin Basir (*Kedah State Secretary*), Mr Samsir bin Omar (*Accountant General Office*), Tan Sri Hasim bin Aman (*Director-General, Public Service Department*), Tuan Haji Yaakob bin Hamid (*Ministry of Finance*), Professor Datuk Mokhzani bin Abdul Rahim (*University of Malaya*), Mr Kamaruddin bin Abdul Rani (*Public Service Department*), Datuk Haji Buyung bin Hj. Abdullah (*Edani Sdn. Bhd*), Dr Mohd. Shuhari bin Ahmad Jabar (*Director of INTAN*).

INTAN ADVISORY COUNCIL (1992)



INTAN Advisory Council meeting was held to discuss INTAN's policies and training programmes

INTAN ADVISORY COUNCIL (1993)



*INTAN Advisory Council with senior officers,
northern regional campus*

INTAN ADVISORY COUNCIL (1996)



INTAN Advisory Council at the eastern regional campus

MALAYSIAN TECHNICAL COOPERATION PROGRAMME (MTCP)



Dato' Mustapha bin Mohamed, Minister of Entrepreneur Development with some of the MTCP participants (1996)



Datuk Abdullah bin Haji Ahmad Badawi, Minister of Foreign Affairs with some of the MTCP participants (1996)

INTERNATIONAL CULTURAL SHOW



The international participants and their Malaysian counterpart doing their number during the cultural evening (1995)



The islanders from Seychells, Mauritius and Maldives doing the popular Sega dance (1995)

LINKAGES WITH INTERNATIONAL TRAINING AGENCIES

The Prime Minister, Dato Seri Dr Mahathir Mohamad is accompanied by the Commonwealth Secretary-General Chief Emeka Anyaoku at the opening of the Seminar "The Public Service: New Strategic Dimension for the 21st Century" at Istana Hotel on 1 September 1995



The Prime Minister of Malaysia Dato Seri Dr Mahathir Mohamad is seen together with the delegates at the National Seminar on Public Service organised by CAPAM and the government of Malaysia (INTAN & MAMPU) on 1 September 1995



The Director-General of The Public Service Department, Dato' Paduka Dr Mazlan bin Ahmad signs a MoU with British Council (1996)

AREAS OF TRAINING

The proactive role played by INTAN since its establishment has contributed significantly to the development of the country. Its primary contribution is in the form of training to enhance the knowledge and skills and to inculcate positive work attitudes among the officers and staff of the public service, including the statutory bodies. The number, type and form of training programmes have been constantly reviewed to meet the current priorities of the government to achieve its socio-economic objectives. This Chapter outlines the types of courses that are currently offered at INTAN and its regional campuses.

TYPES OF COURSES

INTAN's courses are designed specifically to meet the needs of the clients. The courses offered at INTAN can be grouped into four categories. These are generic courses, mandatory courses, client-based courses and international courses. Generic courses are general courses conducted at INTAN where each course is attended by participants from various agencies. Client-based courses, on the other hand are designed for specific agencies. These courses are designed or are tailor-made to meet the needs of the specific agency. In such courses, participants will be able to clearly see how the contents of the particular course applies to their specific organization. In some cases, at the request of the agency, a training needs analysis is done to determine the training requirements of the officers and staff of the agency and based on the competencies required, appropriate courses are planned and conducted subsequently. One of the recommendations of the New Remuneration System is the need for employees to attend mandatory courses at INTAN for confirmation and subsequent promotions. Induction courses are mandatory preparatory courses designed to provide new officers and staff with basic skills in office administration, financial and service matters and understanding government policies and objectives. There are also mandatory courses for promotions from Grade 3 to Grade 2, from Grade 2 to Grade 1, and from Grade 1 to the Senior Management Category. Apart from imparting the latest in knowledge and skills, the promotional courses are intended to assess the suitability of candidates for promotions.

In the spirit of cooperation and sharing with other developing countries, INTAN conducts courses for international participants as well. These courses are conducted under the Malaysian Technical Cooperation Programme (MTCP). INTAN will also be offering courses to international participants from the G15 countries. International courses are also conducted in collaboration with other international organisations such as the Commonwealth Secretariat, Japanese International Cooperation Agency and the United Nations Development Programme. Among the courses conducted under the MTCP are International Training Methodology, Human Resource Management and Project Planning. As a matter of strategy, there are both local and foreign participants in such courses. These courses have enhanced the image of INTAN and the Public Service Department in particular and the Civil Service and the country in general in the eyes of the developing countries.

The number of courses conducted in INTAN has increased over the years and so has the number of participants. For example, between 1985 and 1995, the number of courses has nearly doubled while the number of participants has more than doubled. The number of courses and participants for the years 1972 through 1996 is listed in Table 3:1.

TABLE 3.1: Number of Courses and Participants in INTAN, 1972-1996

Year	No. of Courses	No. of Participants
1972	123	2,124
1973	151	3,777
1974	228	4,073
1975	242	3,642
1976	258	4,844
1977	237	5,065
1978	204	4,726
1979	204	5,191
1980	215	6,646
1981	233	9,582
1982	405	10,935
1983	396	13,476
1984	528	19,899
1985	532	19,441
1986	584	21,118
1987	607	22,403
1988	647	21,198
1989	659	24,480
1990	620	20,976
1991	670	23,472
1992	855	28,015
1993	850	35,376
1994	975	44,121
1995	1016	41,978
1996	1008	41,725

COURSES OFFERED AT INTAN

INTAN offers a variety of courses based on the competencies that are required by officers and staff at different levels and in different jobs. In general, the courses offered at INTAN are intended to help individuals and organizations in two ways. First, process-oriented courses are intended to help individuals identify and solve internal problems faced by the organization. Courses on Modified Budgeting System, Total Quality Management, Quality Control Circles, Project Planning and Implementation and Micro-Accounting are process-oriented courses. Second, policy-oriented courses are intended to help individuals understand the political, social, cultural and the economic environment and its impact on policy formulation and implementation. Courses on government policies such as privatization and Malaysia Incorporated Concept are policy-oriented courses.

The courses offered at INTAN can also be classified into various disciplines, such as financial management, quality management, policy formulation and implementation, computer and information technology and advanced management. Under each discipline, several courses are conducted, some policy-oriented and others process-oriented to meet the requirements of the participants.

Advanced Management Courses

Advanced management courses, both mandatory and generic, are conducted to meet the needs of senior managers. Mandatory courses include a course for senior executive officers prior to their promotion to the premier posts of the Civil Service (JUSA); a course for middle executive officers prior to their promotion to the senior executive level (M1); and a course for lower executive officers prior to their promotion to the middle executive level (M2). Generic course for executive development include those on creativity, lateral thinking, performance improvement, ethics and values and corporate development. To further enhance good management practices, executive talks are held regularly to stimulate awareness and interest on current management changes. Top executives from the private sector are invited to participate in these talks.

Financial Management

To ensure financial accountability, several courses on financial management are undertaken by INTAN. This has become more important with the introduction of the Modified Budgeting System which allows controlling officers of ministries and major departments to manage the allocation given to them and the concern for optimum utilization of government assets. Among the more important courses offered at INTAN are the Modified Budgeting System, Micro-Accounting, proper maintenance of vote-books, special accounting system for statutory bodies and the management of government assets. These courses are intended to help practitioners implement these programmes in their respective organizations upon their return. Some of the courses are directed at the supporting staff while others are meant for officers involved in financial management. For example, the course on proper maintenance of vote books is for the supporting staff.

Economics and Development

Courses on economics and environmental and business management are also offered at INTAN. Understanding economics helps officers understand the environment, its implications and the need to adapt to such changes to survive. To meet the specific needs of agencies that are engaged in business operation, such as the statutory bodies, INTAN conducts courses in marketing and business management. Through the use of case studies and simulation exercises, participants are taught the basic skills in business.

With the increasing concern for the environment, INTAN conducts courses on environmental impact assessment to help approving officers of development projects to better understand such assessments and make the right decisions accordingly. Another innovative course is in the general area of managing science and technology. INTAN conducts special courses to facilitate the transfer of products of scientific and technological research into viable opportunities.

Project Planning and Management

Though the public sector is no longer involved directly in the development of the country generally, it still plays a key role in monitoring the projects undertaken by the private sector under the privatization or outsourcing programmes. Techniques of project evaluation such as cost benefit analysis and internal rate of return and project planning techniques such as the use of Gantt Chart forms the foundation of the project planning and implementation course. Associated with project planning is the SIAP system that was introduced by the government to help monitor the implementation of the development projects.

Computers and Information Technology

The use of computers and IT will determine the competitiveness of INTAN as an organization in the future. Seminars and workshops will be conducted frequently to create an awareness in the use of computers and information technology. Courses on word processing, database management and presentation packages are presently conducted to meet the needs of supporting staff who will be using these packages. Programming and systems design are targeted for the systems analyst and the programmers. Other courses such as management information system and local area network are intended for managers, as such systems can be used to further improve organizational and individual productivity.

To facilitate the transfer of learning, computer laboratories have been expanded. Special programmes have been introduced to help senior managers to make use of the internet to send and receive messages and access international databases. A walk-in laboratory has also been set-up for interested parties to learn the available software and other packages.

Diploma Courses

As part of an on-going effort to improve the quality of its human resources, civil servants are encouraged to go for post-graduate studies. On its part, INTAN conducts three diploma courses. The first is the Diploma in Management Science. The 11-month programme caters to the needs of middle level managers from both the administrative and the uniformed services. The course essentially focuses on the use of operations and management science techniques to solve operational problems. This course has been conducted since the seventies.

The second is the Diploma in Information Management Course. This course was recently introduced to meet the increasing need for people with such skills in the public service. The nine-month course focuses on systems analysis, information system design and management, programming and procurement, among others. The third is the Diploma in Public Management Course. This nine-month course is meant exclusively for new entrants to the Administrative and Diplomatic Service. The new officers are required to pass this diploma course before getting confirmed in the service.

Quality Management

Teaching general management principles and specific management techniques is critical for officers to analyze and resolve the internal problems faced by the organization and also to adapt and remain relevant to the needs of the service. In line with the government's desire to see government agencies implement total quality management, INTAN conducts courses on Total Quality Management. Related courses such as Quality Control Circles have been conducted since 1983. A new course that will be introduced into the series of courses conducted in the area of quality management will be ISO 9000 to help the government meet the objective of ensuring that all government agencies implement ISO 9000 before the end of the century.

Courses on human resource management and planning as well as courses on leadership and strategic management are also conducted. Strategic management is seen as a prerequisite to total quality management. Given that the human resource is the most dynamic of all assets, the courses conducted at INTAN focus on ways to sustain officers and staff on a long-term basis in the civil service.

Preparatory courses for officers going for post-graduate degrees are also conducted at INTAN. The Public Service Department selects officers to pursue the Masters degree and the Ph.D. either locally or overseas. The selected officers are required to undergo a rigorous course in mathematics, statistics and research methodology before they are allowed to go for post-graduate studies. So far, more than 150 officers have been selected to go for post-graduate studies.

Professionalism in Teaching

INTAN as the premier training institute for the public sector conducts several courses for trainers from both INTAN and from other public sector training institutions around the country. Components such as designing lesson plans, the use of appropriate teaching tools, developing team spirit and evaluation are incorporated into the course. The courses range from 3 days to two weeks. These courses are critical because INTAN is dealing with adult learners who have different needs and aspirations.

To ensure effectiveness in the transfer of knowledge and skills from the facilitators to the participants, INTAN has embarked upon the use of case studies as a teaching tool. The ASEAN Centre for Case Study Development was recently established at INTAN. The main objective of this Centre is to encourage the writing and use of local case studies in INTAN, and also to serve as the resource centre on ASEAN case studies for the ASEAN region. Seminars and workshops have been held to help individuals write and use case studies for both local officers as well as officers from the various civil service training institutes of the ASEAN region. It is hoped that the use of case studies will further develop the participants' skills in critical and creative thinking, logical analysis and decision making.

Courses on Attitudinal Changes

Recognizing that behaviours are the result of the interaction of one's knowledge, skills and attitude, and that INTAN's courses in the past had not given enough importance to the attitudinal component, the concept of total training was introduced in the eighties. Under this concept, every course is required to have a module on values and ethics. Islamic and universal values form the foundation of this module. The values currently stressed are integrity, accountability, professionalism, quality, discipline and trustworthiness.

INTAN is currently developing a more comprehensive course on Islamic Management. The focus is on management from the perspective of Islam and how the teachings of Islam can be used not only in inculcating desirable work values and ethics but also in the general area of management. Experts in the field are working together with INTAN to draw up the curriculum and to develop the teaching materials.

Courses for International Participants

INTAN conducts several courses for international participants under the Malaysian Technical Cooperation Programme (MTCP) and the G15. The G15 programmes will be taking off only this year. Among the courses conducted under the MTCP are the International Training Methodology, Leadership and Organizational Management, Human Resource Planning in the Public Sector, Integrated Environmental Planning and Management, Project Planning and Project Management and Planning and Management of the Urban Environment. Several other workshops and courses are held around the year in cooperation with agencies such as the Commonwealth Secretariat, the UNDP and the Japanese International Cooperation Agency.

INTAN'S PUBLICATIONS

INTAN publishes books, brochures, bulletins and journals. Among the materials published are training packages, INTAN Management Journal, INTAN Bulletin, Productivity and Quality Bulletin, the Communication Bulletin, the National Training Bulletin and the Development Administration Bulletin. Each of the publications has its own objectives.

Training packages are distributed to facilitators in other agencies, including training agencies, who have been trained in a particular area and these packages are used by the latter to train others in their respective agency. INTAN published its first significant book, *Negara Kita (Our Country)* in the early 1980s. Written by authors from different departments and edited by INTAN, this book became a reference book for those taking compulsory examinations. It has since been reprinted. Other books published by INTAN include *Citra Karya*, the *Malaysian Development Experience* and collection of speeches by the Chief Secretary to the Government of Malaysia. The collection of speeches provide guidance reforms in the public service and enables the leaders of other government agencies to adjust their administrative priorities accordingly. The speeches are also used in the syndicate work for promotional courses.

INTAN Bulletin enables INTAN to disseminate news that occurs in the campuses. Visits by important personalities, key events and summaries of speeches and key papers are often published for the benefit of the readers. Other events like transfers, either in or out of INTAN, and even social events are included in the Bulletin. The National Training Bulletin, published quarterly by INTAN, carries information on events in INTAN and other public sector training institutions around the country. Individual programmes in INTAN publish their own bulletins such as the Productivity and Quality Bulletin, the Communication Bulletin and the Development Administration Bulletin, containing articles in their respective areas. These articles are informative, covering contemporary issues. INTAN's Journal of Management is an annual publication. The articles are empirical and are written by both INTAN officers and those outside INTAN. The INTAN Newsletter, in full colour, features news and articles that are of interest to the international participants and INTAN alumni.

THE FUTURE

As a proactive organization, INTAN is continuously scanning the environment and sensitive to the thinking of the top political and administrative leaders of the country. The changing world scenario and the rapid developments in information technology provide the necessary challenges as well as the opportunities for INTAN to advance. To help public sector agencies manage their environment as well as resolve their internal operational problems arising from such changes, INTAN designs new courses to provide new skills and knowledge as well as develop the new skills that will be required in the future.



The course "Information System and Management Control" was held in conjunction with the Catholic University of Lueven, Belgium (1981)



A course on Discipline at INTAN, Jalan Ilmu, officiated by Tan Sri Osman S. Cassim, Director-General, Public Service Department (August 1984)



"Leadership and Organisational Management" course, jointly organised with the Civil Service Institute of Singapore (1984)



The closing of the Seventh BMITA Management Training Programme (1991)



Guest Lecturer Dr Ken Blanchard on the talk "The Leadership Challenge" (1992)



Opening of the Seminar, "Challenges for Vision 2020: A Paradigm Shift" by Tan Sri Dato' Seri Ahmad Sarji bin Abdul Hamid, Chief Secretary to the Government (1994)

MEETING THE CHALLENGES
LEADERSHIP AND LEADERSHIP DEVELOPMENT
A WORKSHOP WITH PROFESSOR WARREN BENNIS

16 JULY 1992, KUALA LUMPUR

Organised By



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Guest Lecturer, Professor Warren Bennis at a Workshop on Leadership (1992)



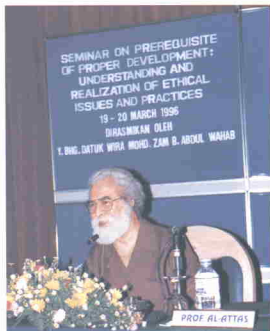
At the opening of the course "English for Negotiation" by Tan Sri Dato' Mahmud bin Taib, Director-General, Public Service Department (1993)



The first course for Judicial and Legal Officers was officially opened by the Minister for Law, Dato' Syed Hamid bin Syed Jaafar Albar (1992)



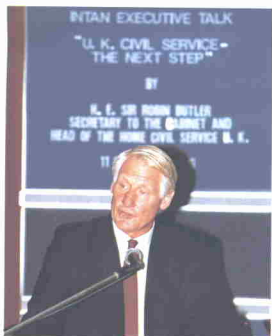
Guest Lecturer Mr Philip Crosby on the talk "Quality is Still Free" (1996)



Guest Speaker Professor Dr. Syed Muhammad Naquib Al-Atas from ISTAC during the Seminar on Ethics and Values held at INTAN (1996)



Datuk Abdul Halim bin Ali, the Secretary-General of the Foreign Ministry (second from left), chaired the session "Economy and the International Arena", during the District Officers' Conference (1996)



Sir Robin Butler, Secretary to the Cabinet and Head of the UK Civil Service at the Executive Talk organised by INTAN (1996)



The official opening ceremony for the Seminar "Government Information" by Tan Sri Dato' Seri Ahmad Sarji bin Abdul Hamid, Chief Secretary to the Government (1996)



Dato' Seri Anwar Ibrahim, Minister of Finance at the talk given to the Pre-JUSA Course (1993)



Datuk Seri Sanusi Junid, Chief Minister of Kedah at the talk given to the Pre-JUSA Course (1996)



Participants of the Pre-JUSA Course with the Chief Secretary to the Government Datuk Abdul Halim bin Ali (1997)

REGIONAL CAMPUSES

Training will be effective if it is made easily accessible to those who need the training. Having one training centre for the whole country would not meet this objective. Furthermore, given the size of the civil service, the geographical spread of the country and the areas that officers and staff have to be trained in, it is not feasible to have one large training facility to cater to the needs of the entire Civil Service. There will also be specific needs at the state and regional levels that could be better met by training centres located at such levels. Currently, INTAN has three regional campuses and these have evolved over the years. This chapter examines the origin of training centres at the state level and their development into regional centres, their functions, structures and strategies.

Training Centres at the State Level

In the early years when transport was a problem and there was an urgent need to train officers and staff in matters of land and local government administration and office management, it became necessary to establish training centres at the state level. These training centres at the state level were established as early as the 1950s and 1960s. Some of these centres were not permanent and were closed and reopened to meet the demands for training. For example, the training centre at Kuala Terengganu ceased operation in 1964 after being in operation for four years, while centres in Kota Baru, Seremban and Johore Bahru were closed temporarily for a few years.

When INTAN was formally established in 1972, there were six training centres at the state level. These centres were located at Ipoh, Kuantan, Pulau Pinang, Seremban, Kota Baru and Johor Bahru. These training centres were located in premises donated by the respective state governments. A Staff Development Centre at INTAN coordinated the training provided at these state centres. Very thinly staffed, these centres focused primarily on training the supervisory and clerical staff at the state level in land, local government and personnel administration and in office and financial management.

The Establishment of Regional Campuses

With the increase in the number of participants and the number of courses, the main campus at Jalan Ilmu was unable to meet the growing demands. At the same time, the thinly staffed centres at the state level also found it difficult to meet the training needs. While in the past, training had focused on the supervisory and clerical staff, there was now more demand for the training of officers. This increase in workload had to be shared between the main campus and the training centres at the state level.

Plans were submitted to build not only a new main campus but also three regional campuses at Kemaman in Terengganu, Sungei Petani in Kedah and at Kluang in Johor. The campus at Kluang was intended to cater for the training needs of the three southern states of Johor, Melaka and Negri Sembilan. The northern campus at Sungei Petani was to cater for the needs of the northern states of Perlis, Kedah, Pulau Pinang and Perak, while the eastern campus at Kemaman was to cater for the training needs of the eastern states of Kelantan, Terengganu and Pahang. The main campus at Bukit Kiara not only catered to the training needs of the officers but also to the needs of the states of Selangor, Sabah and Sarawak.

The development of the main campus at Bukit Kiara and the three regional campuses was included as a project item under the Ministry of Education's Fifth World Bank Loan. Initially, only RM 16.6 million of the total RM 87.4 million was allocated for INTAN. The remainder was for the Ministry of Education to finance its school projects. However, by the time the main and regional campuses were completed, a total of RM 24.6 million was utilized, an excess of RM 8 million. The remainder of the funds came from the Malaysian government. The total cost of development was RM 14.1 million for the eastern campus at Kemaman, and RM 11 million each for the southern and northern campuses.

The completion of the three regional campuses was scheduled for October 1982 but was delayed until February, 1983. All three regional campuses were opened in 1983 and began operating the same year. With the opening of the three regional campuses, the training centres at the state level were closed and their activities were incorporated into the activities of the regional campuses. Physically, and in terms of facilities, the regional campuses were smaller versions of the main campus at Bukit Kiara. These campuses offered residential, domestic and recreational facilities.

Objectives and Strategies of the Regional Campuses

The main function of these regional campuses is to provide training that is specifically needed by officers and staff at the state and district levels. Thus, the training opportunities for officers and staff at the state and district levels expanded tremendously with the opening of these regional campuses. All three regional campuses have the following three objectives:

- To plan and implement training programmes to enhance knowledge and skills and instil positive values and attitudes among civil servants;
- To network with other agencies and institutions in order to enhance training development; and
- To undertake training needs analysis at the regional level to identify the current and future needs of the agencies at the state and district levels.

To achieve these objectives, the regional campuses use the following strategies:

- Have a flexible organizational structure that allows adaptability in meeting the needs and requirements of client agencies;
- Obtain the commitment and cooperation of the state governments; and
- Identify specific training needs at the regional, state, district and departmental levels and design training projects that are practical and capable of meeting client needs.

Organizational Structure

The organizational structure of the regional campuses are very similar to one another. Each campus is headed by a Regional Director who reports directly to the Director of INTAN. There is, at each regional campus level, an Advisory Committee, similar to the INTAN Advisory Council at the main campus in Bukit Kiara. The Advisory Committee is chaired by the State Secretary of one of the states that the regional campus is responsible for. Members of the Committee come from the state governments and district offices as well as others who can make positive contributions to the development of the respective regional campus. The functions of this committee is also very similar to that of the INTAN Advisory Committee.

The Regional Directors are assisted by several Senior Project Coordinators who often head specific units. The number of units under the Regional Director may vary across the three regional campuses. The Southern Campus has organized itself into five units, namely, General Administration, Library, Organizational Development, Human Resource Development, and Information Technology and Systems Development. The Eastern Campus has a very similar structure. It has three training units, namely, Quality Management, General Administration, and Management Development, and Induction and Orientation Training, and two supporting units, namely, General Administration and Library as shown in Figure 4:1.

ORGANIZATIONAL CHART OF THE EASTERN REGIONAL CAMPUS

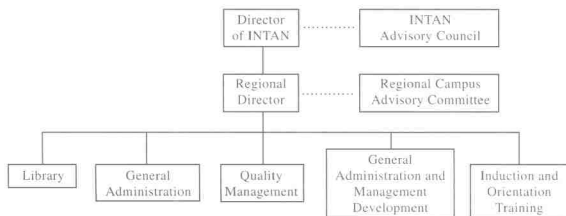


Figure 4:1

Projects Conducted at Regional Campuses

The primary clientele group of the regional campuses are still the supervisory and clerical staff. Among the projects undertaken at the regional campuses are total quality management, quality improvement teams, manual of work procedures, desk files, quality counter services, asset management, financial management, basic supervision, filing system, leadership, motivation, communication and mandatory courses for newly appointed staff.

Specific modules of certain courses designed and conducted at the main campus in Bukit Kiara are often held in the regional campuses. For example, the orientation programme, including group dynamic sessions for most mandatory courses and diploma courses, are held at the regional campuses because of the facilities available either within or in close proximity to these campuses. In line with the objective of providing training that meets the needs of the customers, regional campuses also provide consultancy services to the agencies at the regional and state levels.

The number of courses offered at the three regional campuses has increased steadily over the years. Together, the three campuses offered 324 courses in 1995. More than 11,700 participants were involved in these courses. The number of courses offered and the number of participants involved in each of the three campuses for the selected years are presented in the Table 4:1.

TABLE 4.1: Number of Courses Offered and the Number of Participants Trained at the Regional Campuses for Selected Years.

Year	Northern Campus		Eastern Campus		Southern Campus	
	Courses	Participants	Courses	Participants	Courses	Participants
1983	46	1,793	52	2,296	50	2,266
1984	65	2,617	83	3,152	60	2,262
1988	79	2,506	59	1,939	88	3,176
1989	69	2,298	68	2,205	78	2,681
1995	119	4,896	94	3,071	111	3,829

The number of courses conducted at the northern and southern regional campus has more than doubled between 1983 and 1995. The number of courses conducted at the eastern campus between 1983 and 1995 has increased by 80%. The biggest increase in the number of participants between 1983 and 1995 is observed in the northern campus - an increase of 173%. The increase in the number of participants attending courses at the eastern and the southern campuses for the same period was 34% and 69% respectively. The significant increase in the number of courses undertaken and in the number of participants between the years 1989 and 1995 could be accounted for by the introduction of mandatory courses in 1992 with the introduction of the New Remuneration System and the need to train officers and staff in the implementation of the Development Administration Circulars beginning in 1991.

The regional campuses make significant contributions to achieving the overall target of INTAN. In 1995, just over 32% of the 1,016 courses conducted at INTAN were conducted at the regional campuses. In terms of the number of participants, more than 42% of the 41,978 participants who attended courses at INTAN did so at the regional campuses. A larger number of courses can be conducted in these regional campuses as these courses are not of long duration.

Staffing at the Regional Campuses

The total number of officers and staff at each of the regional campuses is about a hundred. For example, the total number of officers and staff at the eastern campus is 87, of which only 15 are academic staff. As a result, input for some modules in certain courses are provided for by the officers from the main campus in Bukit Kiara.

Facilities at the Regional Campuses

Regional campuses are better known for their unique location and special facilities. The eastern campus is located near the sea (the South China Sea) and therefore focuses on extracurricular activities that are related to the sea such as kayaking. The northern campus exploits a cave that is located in its proximity for group dynamics sessions. The southern campus is located close to a hill. This hill is used for hiking during the group dynamic sessions. Thus, it is not surprising that participants from the main campus are often sent to the regional campuses for orientation.

To provide a conducive environment for training, the campuses are equipped with various facilities that are considered essential for training. The training facilities available at the three regional campuses are summarized in Table 4.2.

TABLE 4.2: Training Facilities Available at the Three Regional Campuses

Facilities	Number Available
Lecture rooms	13
Libraries	3
Hostel rooms	418
Computer laboratories	7
Micro computers	90

In line with INTAN's total approach to training, adequate recreational facilities are provided for the participants. The sports and recreational facilities currently available for participants at the regional campuses are shown in Table 4.3.

TABLE 4.3: Sports and Recreational Facilities at the Regional Campuses

Sports and Recreational Facilities	Number Available
Gymnasium	3
Tennis courts	6
Volley ball courts	4
Netball field	3
Football field	3
Recreation rooms	3

The three regional campuses make significant contributions to achieving the overall objectives of INTAN. They allow for some form of specialization viz. advanced courses are held at the main campus and courses for supporting staff, many of them at the state levels, are held at the regional campuses. They are also closer to their clients at the state and district levels which allows them to design courses to meet the specific needs of their clients.



Southern regional campus, Kluang Johor



Northern regional campus, Sg. Petani Kedah



Eastern regional campus, Kemaman, Terengganu



INTAN campus Jalan-Elmu, Kuala Lumpur



Official opening of the workshop on sub-district development for the village heads of Pahang by the Chief Minister of Pahang, Tan Sri Dato' Seri Hj. Mohd Khalil bin Yaakub at the eastern regional campus (INTIM: 1992)



Official opening of the ISO 9000 Seminar in Johor Bahru by the Chief Minister of Johor, Dato' Haji A. Ghani bin Othman (1996)



Trekking is part of the programme for the participants of the Induction Course, southern regional campus (IKWAS: 1996)



A classroom in session at INTIM, Kentaman (1996)

LAGU INTAN

Lahirmu di maya pada
Hidupmu beri cahaya
Melahir tenaga jaya
Memenuhi pancaroba

Tenaga bangsa dan watan
Dipupuk digembelngkan
Dibajai direstukan
Itulah perjuangan INTAN

Bersatu padu
Berazam setia pertahankan negara
Latihan untuk pembangunan
Itulah motto INTAN

Lahirmu di maya pada
Hidupmu beri cahaya
Melahir tenaga jaya
Menempuhi pancaroba



INTAN SONG

(This is a translation of the meaning of the song. It cannot, however, be sung to the original music score as composed by Asmawi Mohd Noh)

You began from a vision
You exist for a mission
Creating such vigour
And the will to endeavour

Plurality of the nation
Natured and nurtured
To be highly acclaimed
That's your challenge, INTAN

United and loyal
Defending the nation
Training for development
That's your motto, INTAN

You began from a vision
You exist for a mission
Creating such vigour
And the will to endeavour

CHALLENGES

INTAN will be operating in a different environment in the years to come when the vision and policies of the government take effect fully. Malaysia has set its vision of achieving developed nation status, politically, socially, culturally and economically, by the year 2020. To achieve Vision 2020, the strategic direction that has been chartered for a developed Malaysia, the government will pursue even more aggressively its privatization plan and the Malaysia Incorporated Concept in line with its desire to make the private sector the engine of growth. The Seventh Malaysia Plan has identified three main thrust areas, namely enhancing potential output growth by increasing total factor productivity, achieving structural transformation by developing the service sector, and attaining balanced development. To enhance the productivity of the public sector, efforts at right-sizing the government will continue and this means that government agencies, including INTAN, will have to produce more with less. Technology is also expanding at such a rapid rate and failure to keep up with it can spell disaster.

IMPERATIVES FOR CHANGE

Three key factors will have significant effects on the Malaysian Civil Service. These factors are globalisation, technology and competitiveness. The nation will be operating in a borderless world made possible with the advent of modern technology, particularly computer technology. With technology and knowledge available to all countries, competitiveness will depend on the ability of a country to use the available technology and knowledge to one's advantage.

The Malaysian Civil Service must therefore change its roles and style of management and administration to be effective and remain relevant in this new dynamic environment. Though the civil service was directly involved in the development of the country in the sixties and seventies, this responsibility has been passed over to the private sector in the early eighties. The government's role was redefined to facilitate private sector growth. The public service now plays the role of a facilitator where cooperation has become the cornerstone of the private-public sector relationship under the Malaysia Incorporated concept. To play this role effectively, the civil service must understand the changing world scenario.

A NEW ROLE FOR INTAN

INTAN, as the premier civil service training institute in the country responsible for upgrading the capabilities of the civil servants, has to keep pace with the changes occurring in the environment. To remain relevant in this environment, INTAN must not only acquire the latest technology and knowledge that is available, but it must also be able to use it for its competitive advantage. It has been assigned the critical task of facilitating the transformation of the civil service mindset from one of leading to that of facilitating the economic development of the country. As the primary training institute for the public sector, it must identify the challenges that it will face. There is, therefore, a need for the constant scanning of the environment, both nationally and internationally, to seek new and innovative training programmes that can assist INTAN to manage this change in role. This is necessary because the public service will not only have to manage the public sector efficiently and effectively but also lend support to the private sector, which now has a greater role to play in national development.

INTAN, as a public sector institution, has therefore to continuously play a strategic role in the administrative improvement process by designing and implementing training programmes aimed at:

- Increasing the efficiency of the civil service through greater customer orientation;
- Stimulating changes in the management of public sector organizations;
- Increasing accountability and discipline among public sector personnel;
- Institutionalizing a culture of excellence in the civil service; and
- Prioritizing and re-strategizing training programmes to meet current and future needs of the evolving public sector.

Competency-Based Training

To stay ahead of the competition and to contribute towards the development of a world class public service in Malaysia, INTAN must continue to focus on achieving training excellence. In this respect, existing programmes will be reviewed to ensure their relevance to the current environment. To operationalize the vision of the Malaysian Civil Service becoming a world class organization, INTAN is in the process of formulating a competency model for the Malaysian public sector by assessing the competencies needed by public sector managers in terms of skills, knowledge and attitude, both currently and in the future to undertake their roles effectively and efficiently. By adopting a competency-based training model, INTAN hopes to:

- Develop competency-based training modules to address the needs of the various management levels;
- Achieve a higher return on investment;
- Equip the civil servants with the appropriate knowledge and skills and inculcate the right attitude to enhance their capacity for dealing with ambiguities that are prone to arise in such a complex public sector environment;
- Strive to enhance the existing performance of public sector organization;
- Nurture leadership development; and
- Inspire organizational improvement programmes.

The Introduction of New Courses

INTAN will have to introduce new courses to meet the new competency requirements of the officers and the staff and in the process eliminate courses that are no longer relevant. At present, the Government, in its quest for greater efficiency, is privatizing a number of the services which were formally provided by the public sector e.g., electricity, telecommunication, sewerage and postal. As a result, the role of the public service has now changed from one of providing these essential services to one of monitoring the delivery of these services to the public and ensuring that the nation's citizens obtain these services efficiently and at a reasonable cost.

This change in the role of the civil service requires new knowledge and skills relating to business management, negotiation, financial analysis, private sector operations and public relations. It also requires a change in the attitude where the private sector is considered an equal partner in generating national economic growth and not just a separate entity pursuing its own goals. Thus, it is a challenge to INTAN to design new courses that meet these new requirements and fulfill the national aspirations of achieving developed nation status.

There is a need for a two-prong strategy to operate successfully in a global environment. The first is to effectively benchmark best practices and the technology that drives these best practices, and the second is to implement these best practices and if possible improve on the best practices. This requires creativity as no innovation will otherwise be possible. In line with the paradigm shift advocated in the public service, officers and staff must be trained to think beyond the 'borders' and not be bounded by current constraints like rules, regulations and existing norms and practices.

Professionalization of Trainers

A key characteristic of a learning organization is its openness to the external environment. As such, training institutes must strive towards meeting internal requirements while at the same time gaining external recognition. One method of gaining this recognition is through the professionalization of the trainers themselves. Towards this end, INTAN is initiating the move towards national certification of trainers. The establishment of the National Consultative Panel on Training and Human Resource Development (NCPTRHD) to provide a forum for public and private sector training institutes to discuss professional and methodological issues related to training is a first step in this effort. This Consultative Panel has embarked on several projects such as:

- Programme towards greater professionalization in training;
- Bulletin titled "National Training Bulletin" (which has been launched);
- Agreement on sharing of resources;
- Collaboration in course development; and
- Collaboration and development of a resource centre on Islamic ethics and morality, a subject to be incorporated in training in all public sector training institutes.

To enhance the professionalism of its trainers, INTAN has also introduced its own programme of certification. New officers involved in training have to undergo a mandatory two months course in training methodology and in their subject area. The apprentice must show his or her competence in a formal presentation before he or she can be allowed to teach. Subsequently, they will be required to undergo more advanced courses to be certified as experienced trainers and master trainers. The challenge here is to ensure that all trainers are provided with the necessary training and are well-versed in their subject area. Identifying and rectifying gaps in the knowledge and skills area is one of the prerequisites for the implementation of ISO 9001 at INTAN.

Balance Between Focused and Mandatory Training

A national public sector training institute like INTAN faces the additional challenge of balancing the requirements of focused and mandatory training. Being a national training institute it cannot entirely do away with mandatory training as this is a prerequisite for new recruits and officers who are due for promotion. The former is necessary to ensure that new recruits start their service on a proper foundation, while the latter is required to assess the suitability of serving officers for promotions. However, focused training is necessary because competency requirements of officers and staff change over time and as they move from one job to another during the course of their career. Such training tends to be more specialized and focuses on specific areas of work undertaken by the officers or staff.

Collaboration in Training

It is not possible for INTAN to provide training to each and everyone of the 890,000 civil servants in the country and more so in providing the different skills that are required for them to perform their functions effectively and efficiently. The training function therefore has been decentralized. This approach has not been very successful as the success of the process of decentralization of training depends on the internalization of a training culture. Until such time when departments can take over the training of their own staff, INTAN will have to continue meeting the needs of the public sector by balancing general and focused training.

The government has been emphasizing on the importance of human resource development both in the public sector and the private sector. To ensure that public sector employees are given the opportunities for training and development in order to enhance their knowledge and skills, training must be made easily accessible to them. Although INTAN has the paramount role of training all the public sector employees, it is a mammoth task to reach out to all of them as the public sector has a work-force of more than 890,000 employees. INTAN does not have the capacity to train all public sector employees. This in itself presents a challenge to INTAN as the civil service is huge and departments have their own needs and requirements.

It is therefore fortunate that there exist other avenues of training for these agencies i.e., the private sector. In the last 5 years, there has been a proliferation of private sector training and consultant agencies that conduct courses which are also relevant to the public sector employees. Courses are conducted in such areas as supervisory skills, communication, negotiation and performance management and are very similar to that conducted by INTAN. INTAN views this not as a threat, but as healthy competition. However, the private sector agencies charge high fees to attend these courses. While INTAN charges a nominal fee of RM20.00 per participant, the minimum fee charged for a one-day course run by the private sector agency is about RM200.00. This has proved to be a set-back for many public sector agencies as many of them have a limited training budget. Again, the responsibility for making training accessible to as many as possible falls on the shoulders of INTAN because of the high costs involved.

There are several other training centres in government agencies that conduct training for their employees. Most of them provide training in specialized areas that are relevant to the needs of the respective agencies. While INTAN has the responsibility to conduct courses that are mandatory, such as pre-service training, general induction courses and promotion courses, it would be advantageous to INTAN if these other training centres can supplement the efforts of INTAN in providing training in areas such as organization management, quality management and communication skills rather than rely on INTAN.

Accessibility to Training

With 24 Ministries, 146 Departments and a total of 892,000 employees, widening the accessibility to public sector training is indeed a major challenge. To meet this challenge, INTAN has developed training packages and made them available to all departments and ministries in the public sector. To date, INTAN has developed 11 training manuals and packages. In line with the cascading principle of training, special courses for department trainers or facilitators are conducted. Once trained, they will be responsible for making available these programmes to personnel in their respective departments. To effectively embark on this form of franchise training, INTAN is also setting up strategic alliances and networking with other training institutes and institutions of higher learning. Through closer collaboration with these institutes, INTAN hopes to see the intensification of human resource development in the country, thus making the goals of Vision 2020 attainable.

These other public sector training institutions include the Aminuddin Baki Institute established in 1979, the National Institute of Valuation established in 1985 (INSPEN), the Public Works Training Institute (IKRAM) established in 1988, and the Institute of Diplomacy and Foreign Relations (IDHL) established in 1991. These training institutions provide the professional and technical training which is an important component of the human resource development programme. Training programmes on administrative reforms in the Civil Service are also conducted by these institutions but such training is normally conducted using the training packages developed by INTAN. In some of these training institutions, aspects of management training and employee enrichment programmes are also covered in the curriculum so as to make training more holistic and relevant.

Creating a Learning Organization

To create the learning culture among the public sector employees, it is imperative that a learning environment prevail in the organization. Though the ultimate responsibility for learning must fall on the shoulders of every employee, there must be encouragement and support from the management of the organization. The learning culture can be created if supervisors and managers undertake the responsibility to coach, guide and counsel employees with regard to their job performance. It is not possible nor feasible for INTAN to provide training to all employees in all the areas that the employees are interested in.

Supervisors and managers must also take an interest in the training of their employees by helping them to identify their training needs; ensuring that there is sufficient budget for training and staff development, and lend support to employees to implement the newly acquired knowledge and skills. The concerned attitude of managers to ensure that training acquired will not be lost when trainees return to their place of work will help to provide a positive impact of training and a higher return on the investment made in training.

Continuous learning and retraining is imperative for all employees in the public sector with the increasing growth of globalisation and liberalization. Coupled with the implementation of the Malaysia Incorporated concept, public sector agencies have frequent dealings with multinational organizations, and foreign agencies. Public sector agencies are inevitably put on the forefront to grapple with international issues and problems and are forced to respond speedily. Under such circumstances, it is necessary for management in public sector agencies to ensure that employees are always in the learning mode so that they are capable of dealing with the fast pace of changes that are around them, such as in the areas of science and technology and information technology.

Information technology has already made a significant impact on the Public Service. However, more needs to be done. It is no longer sufficient to use IT for word processing and data processing alone. Organizations need to reengineer their processes, that is, the way the work is being done to ensure quality and speed in the delivery of the services. Organizations will have to communicate using e-mail and access databases from all over using other packages such as Netscape. This is part of the government's desire to create a paper-less civil service. As INTAN is entrusted with the responsibility for training civil servants in the application of IT, INTAN has organized numerous courses to create awareness of the importance of IT and in the use of other software application. Such training is necessary and must be continued if the objectives of the Multimedia Super Corridor are to be realized.

Another challenge for INTAN is to help civil servants acquire post graduate degrees. Currently, scholarships are being offered to civil servants to go for graduate studies overseas and locally. However, only limited number of officers can be released at any one time. To help others acquire post-graduate degrees in different fields on a part-time basis, INTAN has initiated a part-time Masters

programme in collaboration with a local university. Ultimately, degrees in Human Resource Development and Business Administration will be offered to serving officers who are willing to sacrifice their week-ends to undergo the two-year programme. As courses will be held only on weekends, officers will not have to leave their current jobs. This again is another attempt to improve the academic competency of civil servants.

New Training Facilities

With rapid developments in the field of information and computer technology, training institutions need to be innovative to offer on a continuous basis, opportunities for learning and appreciation of new skills and knowledge. Innovation in this field calls not only for developing new training methodologies but also making available new facilities, optimizing the use of existing training facilities and resources, and introducing more up-to-date facilities. Towards this end, INTAN will be establishing a Management Technology Centre under the Seventh Malaysia Plan. This Centre will integrate information and computer technology into management training. There will be language training laboratories, computer laboratories and other related facilities. Such facilities will provide greater access to computer-based training for civil servants. A recent introduction at INTAN is the Walk-In Computer Assessment Centre that allows one to walk in and assess one's computer skills.

Public Sector Reforms and the Role of INTAN

One of the major efforts undertaken in the public sector is the introduction of sector-wide administrative reforms to upgrade productivity and quality of its services and its employees. The administrative reforms started as early as the 1980s, with minor reform changes such as the introduction of the use of name tags, punch clock, desk files and manual of work procedures. However the pace of administrative reforms picked up in the late 1980s with the introduction of numerous administrative reforms including the New Remuneration System in 1992 and the inculcation of excellent work culture.

Given that the Malaysian civil service has set its goal to be a world-class public sector, the introduction of new improvement programmes to upgrade productivity and quality among public sector employees will be a continuing agenda of the government for now and the future, as the road to quality has no end. INTAN will be assigned the responsibility to train, and in some cases, guide government agencies implement the reform efforts. Training by itself may not be sufficient for the effective implementation of the reforms. Nevertheless, one of the biggest challenge for INTAN is to design the training packages in such a way as to help the public sector agencies implement the reform programmes. INTAN will continue to train public sector employees to implement a culture of concern for quality and productivity in their organizations. Training courses particularly on TQM, ISO 9000 and Quality Control Circles will continue to be the benchmark of INTAN's training programmes.

Cross-Fertilization of Ideas

In its new role, INTAN will have to become competitive and cost effective. INTAN cannot afford to confine itself to only in-house expertise to conduct its training activities. In this era of globalisation and Malaysia's privatization climate, there is a dire need for cross-fertilization of knowledge and ideas if the task at hand is to be efficiently implemented to achieve the desired goals. Existing mechanisms established under the Malaysia Incorporated concept may not be sufficient. More inputs to courses, and even some entire courses may have to be out-sourced to the private sector. In line with the concept of benchmarking the best practices, INTAN has to learn from other agencies, private or public, and implement best training and non-training practices in INTAN.

There is a need for INTAN to establish collaborations with other private and public training institutions within the country and also foreign ones if it is to achieve world class status and continue to be recognized as the premier civil service training institution, not only in Malaysia but also in the ASEAN region. This collaborative approach should include joint programmes and also the exchange of the professional staff to broaden their own personal horizon and therefore become not only competent but also global and visionary trainers.

To facilitate cross-fertilization of ideas and to share resources, INTAN has established a formal mechanism for cooperation among the public and some private sector training institutions in the country. External resource persons who are brought at great costs are shared in some cases by two or more training institutions to reduce costs. To facilitate an environment of continuous learning, conferences both national and international are also organized to keep abreast with changes in different fields, encourage cross-fertilization of ideas among local officials and between the locals and overseas delegates. Through these activities, these institutions have provided swift responses to the government's reform initiatives.

Research and Consultancy

To ensure that their training programmes are constantly evaluated and streamlined to the changing environment, INTAN undertakes some research and consultancy projects to get objective feedback on what works and what does not as well as to enhance the learning opportunity and the expertise of their professionals.

In addition to these, INTAN should also undertake consultancy services as consultancy provides an important input into the design of training programmes as well as in presentation and discussion. Both training and consultancy forms part of the whole process of bringing about changes in the present administrative system. Consultancy services will assist INTAN trainers to face the reality of the problem existing in the administrative and management environment of the public service. They can then determine the changes required and the kinds of training programmes that need to be undertaken to improve the existing systems. Otherwise, training will remain an activity in 'isolation' which will not solve the real problem at hand. In many cases, an 'agency-based' training approach will have to be adopted.

New Training Methodologies

In today's world, the technology sector is making quantum leaps especially with the introduction of IT. There are many innovations such as personal computers, computer programmes, internet, information superhighway and teleconferencing that are in vogue. Thus INTAN has to explore these avenues and seek out ways of incorporating these new technologies in the design and conduct of training programmes. The adoption of these new technologies will not only make training more effective but INTAN itself can become more cost effective by bringing training to a larger number of clients.

One of the techniques that could be used in this context is the concept of distance learning. Since INTAN's efforts to link up its activities with foreign institutions, it could be expensive if whole teams of experts are brought to INTAN to conduct, say, a 3 month module for a life audience. A smaller number of experts could be brought to INTAN to provide the basics of the course and they could then return to their host institution. The follow up training could be conducted via the use of computer linkages with these foreign institutions and group presentations and discussions could be conducted via teleconferencing. In this manner, the training provided by INTAN will not only be efficient but also cost-effective. INTAN is currently attempting to link the northern regional campus with the main campus at Bukit Kiara in the use of distance learning.

In facing and managing these challenges, it is imperative for INTAN to identify its stakeholders if it is to get the necessary support to fulfill its goals and objectives. Broadly speaking, the major stakeholder of INTAN is the Malaysian government which, when translated into personalities, means the Prime Minister and the Chief Secretary to the government. They have made their stand clear. The Prime Minister wishes to have an efficient civil service that is capable of obtaining ISO certification which is a recognition of quality service that is efficient, consistent and timely. The other major stakeholder is the public who are the recipients of the services provided by the public sector.

Thus, it is the task of INTAN to determine the current status of the civil service, determine the shortfalls in terms of services provided, taking into account the perception of the public, and plan for the future. Efforts should then be made to sort out ways of overcoming these shortfalls and the types of training that will be required to upgrade the system to one that is capable of obtaining ISO certification. In this manner, the needs of INTAN'S stakeholders will be met.

CONCLUSION

In the changing environment, to remain relevant, INTAN has to continuously review the courses it offers and the methodologies used in providing training. There will be more pressure to work with the private sector in line with the Malaysia Incorporated concept. It is also necessary to network with other local and overseas, private and public sector organizations to share scarce resources and encourage the cross-fertilization of ideas. As said earlier, in the near future, public sector organizations will have to manage with fewer resources and yet produce more in terms of goods and services.



The Chief Secretary to the Government Datuk Abdul Halim bin Ali addresses the delegates at the MS ISO 9000 Symposium on 7 January 1997



The ISO 9001 was officially launched at INTAN by the Director of INTAN, Dr Halim bin Shafie on 14 June 1996



*"MSC: Electronic Government—A Radical Transformation",
a presentation by Tan Sri Dato' Dr Othman Yeop Abdullah,
Executive Chairman, Multimedia Development Corporation Sdn. Bhd.
during the MSC Seminar on 19 November 1996*



Panel discussion during the MSC Seminar on 20 November 1996



Closing of the MSC Seminar "A Quantum Leap Towards Electronic Government" by the Secretary-General of the Ministry of Education, Datuk Dr Johari bin Mat on 20 November 1996



A lecture by Professor Charles Handy on "Managing Paradoxes in Uncertain Times" on 24 February 1997.

STRATEGISING FOR THE FUTURE



A visit by top government officials of the country to EDS (Electronic Data System), Dallas, United States, under the Multimedia Super Corridor and Electronic Government initiative (21 January 1997)



INTAN emerged winner of the Chief Secretary to the Government Quality Award for 1994



The Director of INTAN received the Award from the Chief Secretary to the Government, Tan Sri Dato' Seri Ahmad Sarji bin Abdul Hamid on 31 October 1994

INTAN DIRECTORS AND INTAN FELLOWS

INTAN has remained the largest division under the Public Service Department. It is headed by a Director who currently reports to Deputy Director General II of the Public Service Department. Since its establishment in 1972, INTAN has had seven Directors. As the Directors come from the open Administrative and Diplomatic Service, their appointment as Director of INTAN may not last longer than a few years as they are promoted and transferred to other organizations. A brief description of each of the Directors of INTAN is given below:

DIRECTORS OF INTAN

Dato' Dr Abdullah Sanusi bin Ahmad

Dato' Dr Abdullah Sanusi bin Ahmad was born in Negeri Sembilan in 1936. He joined the Malayan Civil Service in 1961 and held different positions at the State and Federal levels during his career in the Service. In 1966 he attended a course at Worcester College, Oxford U.K. on "Government and Development". In 1968 he was appointed the Assistant Director in the newly established Development Administration Unit of the Prime Minister's Department.

Dato' Dr Abdullah Sanusi bin Ahmad obtained his Bachelors degree from the University of Malaya and his Masters in Public Administration (MPA) from the University of Pittsburgh in 1971. On his return to Malaysia in the same year, he was appointed the Acting Principal of the Government Staff Training Centre. With the establishment of INTAN in 1972, he became the first Director of the National Institute of Public Administration. He then left INTAN to pursue his doctoral studies at the University of Southern California, U.S.A. On his return in 1977, he was appointed the first Director-General of the Malaysian Administrative Modernization and Manpower Planning Unit. In 1981 he was appointed the Secretary-General of the Ministry of Public Enterprises. Dato' Dr Abdullah Sanusi bin Ahmad took an early retirement from the Civil Service in March 1986 to join Petronas as a Vice-President.

While in the Service, he had contributed significantly to the Public Service, particularly to the Administrative and Diplomatic Service. He was active in the Administrative and Diplomatic Service Association of Malaysia and was its President for five years (1981-1986). An avid writer, he has published books and articles, and presented papers on the public service in various forums both locally and abroad. He is now the Vice-Chancellor of University Malaya.

Tan Sri Dato' (Dr) Elyas bin Omar

Tan Sri Dato' Elyas bin Omar was born in Penang and started his career in the Malayan Civil Service as an Assistant Secretary in the Public Service Commission in 1960. In 1964, he left for the University of Pittsburgh, USA to do his Masters (Dag Hammarskjöld Fellow). On his return to Malaysia, he was appointed as an Assistant Director, in the newly established Development Administration Unit of the Prime Minister's Department.

He held the position of Director of INTAN from 1973 to 1978. During this period he planned and developed the Institute from a small training centre into one of the biggest and most effective civil service training institutions in the world in terms of the number of teaching staff and trainees. He personally selected the present sites for the regional campuses.

As Director of INTAN, he introduced new and innovative training approaches and methodologies based on the reasoning that organizational effectiveness is actually determined by process improvements and establishing institutional linkages with external customers, which include international agencies. Officers were hand-picked by Tan Sri Dato' Elyas to serve in INTAN based on proven capability and future potentiality. He placed a lot of emphasis on getting the right officers to join and to contribute towards the development of INTAN's capability as a dynamic instrument of change in Malaysia's economic growth. Consequently he planned for their career development as a motivational input into INTAN's development as well.

He was promoted as Deputy Director-General of the Public Service Department in 1978 where he introduced numerous innovations in the management of the Civil Service including the use of computers for personnel record management, recruitment, performance appraisal and promotion of the civil servants. He was also responsible for the reorganisation of the Public Service Department as well as the Administrative and Diplomatic Service based on the concept of specialization. He was subsequently promoted as Secretary-General, Ministry of Federal Territory as well as Mayor of Kuala Lumpur in 1981.

With the abolition of the Ministry of Federal Territory in 1987, Tan Sri Dato' Elyas bin Omar remained as Mayor of the City of Kuala Lumpur until 1992, when he retired from the civil service. As Mayor of Kuala Lumpur, he was responsible for initiating and supervising the 'explosive' growth of the national capital as well as converting it into one of the most dynamic and cleanest cities in the world at the time.

Tan Sri Dato' Elyas bin Omar played an active role in national sports. He was once the President of the Badminton Association of Malaysia as well as the Asian Badminton Confederation, Malaysian National Cycling Federation, Kuala Lumpur Football Association and, currently, Vice-President of the Football Association of Malaysia.

He was the country's Chef de Mission at the SEA Games (1987) Commonwealth Games (1990) and Olympics (1992). For his contributions to the Civil Service he was made an INTAN Fellow in 1982. He was conferred an Honorary Doctorate in Law (LLD) from University Sains Malaysia in 1992 for his service to the nation.

Dato' Dr Mohd. Shahari bin Ahmad Jabar

Dato' Dr Mohd. Shahari bin Ahmad Jabar had his early education in Perak. He graduated with a B.A. from the University of Malaya. He joined the Malay Administrative Service in 1960. In 1963, he joined the Administrative and Diplomatic Service and was appointed as Assistant District Officer of Kuala Lumpur. Since then, he has had held several positions such as Secretary to the Public Service Commission of Sabah and Sarawak, Assistant Secretary at the Prime Minister's Department and Deputy Director, Malaysian Centre for Development Studies.

In 1969, Dato' Dr Mohd. Shahari bin Ahmad Jabar joined the Institute of Social Studies, at Hague Netherlands to pursue his masters degree. On his return in 1972, he was made the Deputy Director-General of the Department of National Unity. He pursued his Ph.D. in Political Science at the University of Hawaii in 1975. On his return in 1978, he was appointed the Director of INTAN. It was during his tenure that INTAN moved to its new campus at Bukit Kiara, and the three regional campuses were opened in Sungei Petani, Kluang and Kemaman. He remained the Director of INTAN until 1983 when he was appointed the Director of the Asia Pacific Development Centre (APDC) in 1984. In 1990, he was appointed the Deputy Director-General of the Public Service Department until his retirement from the Civil Service in 1992.

Dato' Paduka Dr Mazlan bin Ahmad

Dato' Paduka Dr Mazlan bin Ahmad hails from Perlis, and was appointed the fourth Director of INTAN in 1984. His career in the civil service started in 1966. Before being appointed the Director of INTAN, he has held various positions in the Civil Service. He served as Assistant Secretary in the Contract Division of the Federal Treasury, as Assistant Director in the Establishment Division of Public Service Department and as a Training Officer at the Government Staff Training Centre. He was the Deputy Director of INTAN from 1982 before becoming Director.

Dato' Paduka Dr Mazlan bin Ahmad obtained his Masters in Public Administration from the University of Pittsburgh and his Ph.D. from the University of Southern California in the United States in 1973 and 1982 respectively. He has also attended the Harvard University Advanced Management Program. During his tenure in INTAN, he strengthened INTAN's linkages with national and international institutions to ensure that the functions and strategies of INTAN coaligned with the needs of its stakeholders. He was made the Mayor of Kuala Lumpur in 1992. In 1995, he was appointed the Director-General of the Public Service Department.

Dato' Paduka Dr Mazlan bin Ahmad has been very active in the Administrative and Diplomatic Service Association. He served as the President of the Association from 1992 and declined re-election after being appointed the Director-General of the Public Service Department to avoid a conflict of interest.

Datuk Dr Johari bin Mat

Datuk Dr Johari bin Mat graduated with a Bachelor of Arts from the University of Malaya in 1968. He joined the Malaysian Civil Service the same year and was appointed as an Assistant Secretary in the Ministry of Agriculture. In 1970 he was transferred to the Ministry of Education. He had his first stint in INTAN, when it was still called the Government Staff Training Centre, as a training officer in 1971. He then proceeded for graduate studies in the United States where he completed his Masters in Public Administration and his Ph.D., both at the University of Southern California in 1976 and 1979 respectively. He also holds a Diploma in Training Techniques from the Royal Institute of Public Administration, United Kingdom.

On his return from studies in 1979, Datuk Dr Johari bin Mat was appointed the Head of the Centre for Local Government and Regional and Urban Administration in INTAN. In 1982, he was appointed the Director of the Klang Valley Planning Secretariat in the Prime Minister's Department. This Secretariat was responsible for coordinating the overall planning of the development in the Klang Valley.

In 1988, Datuk Dr Johari bin Mat returned to INTAN as its Director and remained in that position till 1991 when he was appointed the Secretary-General of the Ministry of National Unity and Social Development. In 1993, he was appointed the Secretary-General of the Ministry of Domestic Trade and Consumer Affairs. Soon after that, he was appointed the Secretary-General of the Ministry of Education where he has remained ever since. He has been a member of several Boards, Councils, Panels and a consultant and expert to a number of projects and institutions. For his numerous contributions to the country, he has been the recipient of several awards. He is a corporate member of the Malaysian Institute of Planning.

Dato^o Dr Muhammad Rais bin Abdul Karim

Dato^o Dr Muhammad Rais bin Abdul Karim joined the Malaysian Civil Service in 1969 and his first appointment was as the Assistant Director of the National Operations Council. In 1972, he was appointed as the Assistant State Secretary in charge of development in the Malacca State Secretariat. A year later, he was posted as a Project Officer to the Asia and Pacific Development Centre. He served as the Principal Assistant Secretary in the Ministry of Health for several years before he proceeded to pursue his doctoral studies in the United States. On his return, he was posted as the Deputy Director-General of the Malaysian Administrative and Management Planning Unit of the Prime Minister's Department in 1985. In 1991, he was made the Director of INTAN where he remained until 1994 when he was promoted to the post of Deputy Director-General of the Public Service Department. He is currently the Director-General of the Malaysian Administrative Modernisation and Management Planning Unit of the Prime Minister's Department.

Dato^o Dr Muhammad Rais bin Abdul Karim received his Bachelor of Arts (Hons.) from the University of Malaya in 1969. He obtained his Diploma in Public Administration from the University of Malaya in 1972. He then pursued his graduate studies in the United States. He holds a Master of Public Administration degree (1976) from the University of Southern California and a Ph.D. in Economics and Social Development (1985) from the University of Southern California and the University of Pittsburgh. He has also attended and presented papers at numerous seminars and professional courses at local and international levels, including the Twelfth Meeting of Experts on the United Nations Programme in Public Administration and Finance in 1995. He has also published articles in professional journals and magazines.

As Director of INTAN, Dato^o Dr Muhammad Rais bin Abdul Karim was instrumental in INTAN getting the Chief Secretary to the Government's National Quality Award for the year 1994 and the Kuala Lumpur City Hall Award for the Best Landscape in the same year. He is active in extra-curricular activities and is currently the Deputy President of the Administrative and Diplomatic Service Association of Malaysia. At the international level, he is also a founding member of the Commonwealth Association for Public Administration and Management (CAPAM).

Dr Halim bin Shafie

Dr Halim bin Shafie hails from Kedah and is a product of the Malay College, Kuala Kangsar. After graduating from the University of Malaya with a Bachelor of Economics degree, he joined the Malaysian Civil Service in 1972. He started his service as an Assistant Secretary at the Ministry of Education. He obtained his Masters in Public and International Affairs from the University of Pittsburgh in 1980 and his Ph.D. in Information Transfer from Syracuse University in 1988.

Dr Halim has shown keen interest in the area of Information Technology in the public sector. Several innovations in the area of Information Technology such as the Public Service Network the Civil Service Link, the Government Integrated Telecommunications Network and the establishment of the National Information Technology Council are some of his significant contributions to the public service. Dr Halim has now mooted the idea of establishing a Management Technology Centre complete with the necessary technology for training. It is at the planning stage and may come to fruition before the end of the century.

Dr Halim is very active in professional associations. He is a council member of the Malaysian National Computer Confederation, past Vice-President and current adviser to the Management Science/Operations Research Society of Malaysia and council member of the Administrative and Diplomatic Service Association. He also served as conference chairman for various conferences on Information Technology from 1988 to 1994.

INTAN FELLOWS

INTAN Fellow is an award given by INTAN on the advice of the INTAN Advisory Committee, chaired by the Director-General of the Public Service Department, to individuals in recognition of their contribution to the country in terms of administrative development as well as in areas closely related to training, research and planning in administration and management. Four key criteria are used in the selection of individuals for this award. The criteria are:

- Excellence in the Civil Service;
- Contribution to the development of training for civil servants in the country in general and to INTAN in particular;
- Service to the community; and
- Recognition at the national and international levels.

Ten individuals have so far been awarded the distinguished Fellow Awards. A brief biodata of these individuals and their contributions are given below.

Tan Sri Abdullah bin Mohd. Salleh (1981)

Tan Sri Abdullah bin Mohd. Salleh was the first recipient of the INTAN Fellow award. Tan Sri Abdullah bin Mohd. Salleh received his early education in Melaka before joining the Malay College of Kuala Kangsar and later the University of Malaya, Singapore. He holds a Bachelor of Arts with Honours.

Tan Sri Abdullah started his career as an Assistant District Officer at the Johore Bahru District Office in 1955 after joining the Johore Civil Service in the same year. He was later transferred to the Muar District Office. A year later, he joined the Malayan Civil Service and in 1957 became the Assistant Secretary to the Perak State Secretariat. In 1959, he was appointed Private Secretary to YTM Tengku Abdul Rahman Putra Al-Haj, the first Prime Minister of Malaysia, following which he held various positions in several government agencies. He has served in several capacities such as Deputy Secretary of the Public Service Commission, Under-Secretary of the Cabinet Division, Prime Minister's Department and Deputy Secretary-General of the Ministry of Education. In 1969 he was appointed the first Registrar of the National University of Malaysia (UKM).

Tan Sri Abdullah assumed the post of Secretary-General of the Ministry of Agriculture in 1972 and later moved to become the Director-General of Public Service Department in 1974 before being appointed the Chief Secretary to the Government of Malaysia in 1976. He retired from the public service in 1979 but was appointed the Chairman and Chief Executive of PETRONAS.

For his excellent service and his contributions to the public service, especially to the establishment of the National University of Malaysia, Tan Sri Abdullah was awarded the Honorary Doctorate of Laws by the National University of Malaysia in 1980. He was made the first INTAN Fellow in 1981.

Tan Sri Dato' (Dr) Elyas bin Omar (1982)

Tan Sri Dato' Elyas bin Omar started his career with the Malayan Civil Service in 1960 when he was appointed an Assistant Secretary to the Public Service Commission. Till his retirement in 1992, he had served in various agencies and in different capacities. His contribution to training started when he was appointed as an Assistant Director in the newly established Administration Development Unit in the Prime Minister's Department. In collaboration with the Government Staff Training Centre and Professor Milton Esmen of Pittsburg University, he produced the Report on Training for Development in West Malaysia in 1969 that led to the establishment of INTAN.

Tan Sri Dato' Elyas bin Omar served as the Director of INTAN from 1973 to 1978. He played a significant role in setting the directions and strategies for INTAN during those formative years. He ensured that the training provided at INTAN enhanced the capacity and capability of government officers to engage in development administration. In his acceptance speech, he said that 'the training efforts should be in line with the developmental needs of the country and the aspiration of its people'. Through his numerous articles and presentations on training locally and internationally he was able to enhance the linkages that INTAN had with national and international agencies and thereby the reputation of INTAN. Even after leaving INTAN, he had a great deal of interest in the development of INTAN. For his contribution to the country in general and INTAN in particular, he was made the second Fellow of INTAN in 1982.

Datuk Dr Mokhzani bin Abdul Rahim (1983)

Datuk Dr Mokhzani bin Abdul Rahim received his early education in Perlis before joining the Malay College, Kuala Kangsar and later the University of Malaya in Kuala Lumpur. He obtained his Masters (1963) and Ph.D. (1973) from the London School of Economics in Political Science.

He joined the Arts Faculty of the University of Malaya in 1963 as a lecturer. He was the Deputy Dean of the Faculty of Economics and Administration from 1968 till 1971. He was made an Associate Professor and in 1971 he became the Dean of the Faculty, a post that he retained until 1976. Whilst serving as the dean of the faculty, he was made a full Professor in 1975. In 1976, he moved up the university hierarchy when he became the Deputy Vice Chancellor of the University. After having an illustrious career in the academia, spanning a period of 16 years, he moved to the private sector in 1976. He joined the United Motor Works (M) Holdings Ltd. as its Executive Director.

Datuk Dr Mokhzani has been a member of INTAN Advisory Council since its formation in 1972 and has contributed his ideas and energy extensively to the various activities of the Council particularly in the field of designing training programmes for economic development and management. He has also been active in promoting education and training in his other capacities.

For his service to the country he has received several state awards. For his contribution to the field of higher education and training and to INTAN, he was made an INTAN Fellow in 1983, the third person to receive the award.

Tan Sri Datuk Dr Haji Arshad bin Ayub (1984)

Tan Sri Datuk Dr Haji Arshad bin Ayub received his early education in Muar, Johore. After completing his secondary education, he furthered his studies at the College of Agriculture, Serdang and later pursued his education at University College of Wales, United Kingdom where he obtained his Diploma in Agriculture and a Bachelor's Degree in Economics, Mathematics and Statistics.

Tan Sri Datuk Dr Haji Arshad bin Ayub started his career in the Civil Service in 1959 when he was appointed an Assistant Economics Officer in the Rural Industrial Development Authority (RIDA). He also served as an Economics Officer in Penang before he was transferred to the Ministry of Trade and Industry as the Deputy Controller in the Industrial Development Section. He was later transferred to the Federal Treasury for a few years before being appointed the Principal of the Training Centre in RIDA in 1965. He became the first Director when RIDA was upgraded to become the MARA Institute of Technology.

In 1975, he was seconded to Bank Negara as Deputy Governor for a period of two years. In 1977, he was appointed the Deputy Director-General of the Economic Planning Unit, Prime Minister's Department. Another promotion soon followed when he was made Secretary-General of the Ministry of Primary Industry and later as Secretary-General, Ministry of Land and Regional Development, from where he retired from the Civil Service.

Tan Sri Datuk Dr Haji Arshad bin Ayub has served in various committees at the Federal level and has been very active in numerous social activities and cooperatives. At the international level, he is well known as an innovator especially in the field of tertiary education. He received his Honorary Doctorate from Ohio University, USA (1973) and was made a Fellow of the Chartered Institute of Transport, UK in 1983.

For his excellent service and contributions to the public service, particularly in the field of training at the national level, Tan Sri Datuk Dr Arshad Ayub became the fourth recipient of INTAN Fellow in 1984.

Tun Dato' Mohamed Salleh bin Abas (1985)

Born in 1929 in Besut, Terengganu, Tun Dato' Mohamed Salleh had only two years of primary education in Kuala Terengganu before the invasion of the Japanese. After the surrender of the Japanese, he continued his education up to his school certificate. After working as a temporary clerk in the Terengganu State Service, he went on the Terengganu State Government Scholarship to the University of Wales where he obtained his Bachelor of Laws. He then completed his Masters in International and Constitutional Law in London.

Tun Dato' Mohamed Salleh bin Abbas joined the legal service in 1955 in Terengganu and served in other states such as Kelantan, Negeri Sembilan and Malacca before being posted to the Attorney General's Office in Kuala Lumpur. In 1984, he became the Lord President. As the Solicitor General of Malaysia, he was involved extensively in important international negotiations such as the Continental Shelf and Territorial Waters Negotiations and the negotiation of the Extradition Treaty with Indonesia. He was also involved in local negotiations involving the currency issue among Malaysia, Brunei and Singapore after Singapore's withdrawal from Malaysia and in the formation of the Malaysia Airlines System and the Singapore International Airlines from the then Malaysia-Singapore Airlines.

Tun Dato' Mohamed Salleh bin Abas has also written several books in the National Language and in English. These books include Malaysian Elections, the Malaysian Parliament and Constitution, Law and Judiciary. He has also published articles in the Malayan Law Journal and in other legal publications. He was a part-time lecturer at the University of Malaya and an examiner for the University of Malaya and the National University of Singapore. He has given lectures pertaining to law in INTAN when it was still a Government Staff Training Centre. He has been honoured with several awards from the central and federal governments and was conferred a honorary Doctorate of Letters by the Agricultural University of Malaysia and University of Malaya. In 1986, INTAN conferred on him the INTAN Fellow Award and he became the fifth person to receive such an award.

Raja Tun Mohar bin Raja Badiozaman (1987)

Raja Tan Sri Mohar bin Raja Badiozaman comes from the royal aristocrat family of Perak. Born in 1922, he received his early education at the Malay School, Kuala Kangsar, his secondary education at the Clifford School in Kuala Kangsar before going to the University of Cambridge where he obtained his economics degree. He then went to Raffles College, Singapore and the Oxford University where he obtained his Diploma in Agricultural Economics.

Raja Tun Mohar bin Raja Badiozaman began his career as a public administrator during the colonial times in 1938. Throughout his career, he has held numerous important positions in the Civil Service. Among the more important posts held include being the first Secretary-General of the Ministry of Trade and Industry, a post he held from 1960-1970, and the Secretary-General of the Treasury in 1971. As Secretary-General of the Ministry of Trade and Industry and as Secretary-General of the Treasury, he has led more than 20 international missions including those to the UNCTAD I and II Forum and the establishment of the Asian Development Bank. He was instrumental in negotiating several international trade and investment agreements and he represented the country in the signing of these agreements with other countries like Australia, Japan, Korea, Indonesia, Egypt and the Soviet Union (current Russia).

In recognition of his special talents, competency and knowledge, particularly in the field of economics, Raja Tun Mohar was appointed the Special Economic Adviser to the Prime Minister in 1972, a post that he held under three Prime Ministers of Malaysia. Taking cognizance of his competency while serving as a top government officer and Special Economics Adviser, he was appointed to sit in more than 30 National Committees and 13 government-owned companies. He was the Chairman of two main government companies, namely, National Petroleum Ltd. (Petronas) and Malaysia Airlines System (MAS). Such was the confidence of the government in Raja Tun Mohar Raja Badiozaman.

Raja Tun Mohar bin Raja Badiozaman's contribution in the field of training and productivity enhancement was truly significant and effective and he was appointed the first Chairman of the National Productivity Council, a position he held for more than a decade. During his tenure, he managed to expand the National Productivity Centre (NPC) which is responsible for training private sector employees. In recognition of his contribution to the nation, community and to training he was made an INTAN Fellow in 1987.

Tan Sri Datuk Zainal Abidin bin Sulong (1989)

Tan Sri Datuk Zainal Abidin bin Sulong is a professional diplomat who has contributed his services to the country and towards the development and success of the country's foreign policies. Born in Kelantan in 1933, he attended several Malay primary schools before moving to the Sultan Ismail Secondary School and then to Malay College in Kuala Kangsar. He joined the University of Malaya in Singapore. On joining the Foreign Service he was sent to undergo a Foreign Service Course in International Relations at the London School of Economics. He was the youngest in a group of ten officers attending the course.

On completion of the course in 1958, he was posted straight from London to become the Third Secretary to the Malaysian Mission in New York. He became the Second Secretary in 1961. From 1961 till 1969, he held the posts of Assistant Secretary and Principal Assistant Secretary in the Ministry of Foreign Affairs in Kuala Lumpur. He was given the responsibility to handle key national affairs such as the formation of Malaysia, Malaysian-Indonesian Confrontation, Philippines claim on Sabah and in the formation of ASEAN.

In 1972, Tan Sri Datuk Zainal Abidin bin Sulong was appointed the Ambassador to Indonesia and Papua New Guinea. In 1977 he was appointed the ambassador to the Union of the Soviet Socialist Republic Bulgaria, Finland and Mongolia were also under his purview. In recognition of his excellent performance, he was appointed the Permanent Malaysian Representative to the United Nations in New York in 1980. He was appointed the Secretary-General of the Ministry of Foreign Affairs in 1984. In 1986, he attended the Advanced Management Programme for Top Business Executives at the Harvard University. He retired from the Service in 1988.

After his retirement, Tan Sri Datuk Zainal Abidin bin Sulong was appointed a member of the Council of the Institute for Strategic and International Studies (ISIS) and in 1988 made a Distinguished ISIS Fellow for a period of two years and later succeeded the late Tun Hussein Onn as Chairman of ISIS. In 1988, he was appointed the Executive Chairman of the Malaysian Industrial Development Authority. In recognition of his contributions to the country and international relations he received several awards, including awards from foreign countries like Indonesia, Germany, Japan and Korea. In recognition of his excellent service and contribution in the field of regional and international diplomacy, he was made an INTAN Fellow in 1989.

Tan Sri Osman S. Cassim (1992)

Born in 1930, Tan Sri Osman S. Cassim, the son of the first Malay doctor in the state of Perak, started his formal education at the Anderson School in Ipoh and later attended Sixth Form at the Malay College in Kuala Kangsar. He then joined the University of Malaya in Singapore where he graduated with a Bachelor's degree in Geography.

Tan Sri Osman S. Cassim's career in the civil service began with his appointment as an administrative officer in the Malaysian Civil Service in 1955 and was posted to Pahang as an Assistant State Secretary. Between 1956 to 1958, he had the opportunity to attend a Mandarin Language course in Kuala Lumpur. He has held a number of positions in various Ministries before becoming the Secretary-General of the Ministry of Labour and Manpower in 1967. In 1969, he was promoted to be the Secretary-General of the Ministry of Information and Broadcasting. However, at the end of 1969 he was posted to the Development Administration Unit of the Prime Minister's Department as its Director but was transferred back to the Ministry of Information in 1971. Three years later he was transferred to the Ministry of Home Affairs as its Secretary-General.

Tan Sri Osman S. Cassim's career in public service reached its height when in 1980 he was appointed the Director-General of the Public Service Department until his retirement in 1985. Within days after retiring from the Civil Service he joined the General Electric Company (USA) and took up the appointment as National Executive for Malaysia/Brunei from 1985 to 1988 and subsequently as National Advisor until the end of 1993. Besides that, he is currently the Chairman of both the Southern Bank Berhad and the Southern Finance Company Berhad. He is also the Vice-President of the Malaysian Institute of Management. For his service to the country, he has been bestowed with numerous awards including the INTAN Fellow for the year 1992.

Tan Sri Muhammad Ghazali bin Shafie (1995)

Tan Sri Muhammad Ghazali bin Shafie, born in Kuala Lipis, Pahang in 1922, had his secondary education at Raub and Kuala Lipis before joining Raffles College, Singapore in 1941. He joined the Malay Administrative Service in 1946 and he was emplaced as the Deputy Assistant District Officer, Kuala Lipis, Pahang. In 1948, he was given a scholarship to continue his studies at University College of Wales where he obtained his LL.B. (Honours) in 1951.

On his return, Tan Sri Muhammad Ghazali bin Shafie joined the Malayan Civil Service in 1951 and was appointed as Clerk of Council, Selangor, from where he was transferred to become the Assistant State Secretary of Negri Sembilan State Government in 1952. In 1955, he obtained a Post Graduate Certificate in International Studies at London School of Economics and he was sent on attachment to the Office of Commissioner for Malaya in London and British Permanent Delegation to the United Nations. He was the Permanent Secretary for External Affairs, later known as Secretary-General, Ministry of Foreign Affairs from 1960-1970.

In 1961, he was a Project Officer for the Formation of Malaysia and the following year, he was appointed as a member of Cobbold Commission for the formation of Malaysia. In 1970, he retired from the Civil Service and was appointed a Senator and Minister with Special Functions. In 1972, he resigned from the post of Minister/Senator and contested in a by-election which he won and became an elected Member of Parliament in the House of Representatives. He remained as the Minister of Home Affairs from 1973 through 1981. He later became the Minister of Foreign Affairs until he resigned from the Cabinet in 1984.

Tan Sri Muhammad Ghazali bin Shafie was very active in numerous activities at the national and international levels. Presently he is the Distinguished Fellow of the Institute of Strategic and International Studies (ISIS) Malaysia, Senior Consultant to the United Nations Centre on Transnational Cooperation (UNCCTC), Fellow of the University College of Wales and Resident Writer, University Kebangsaan Malaysia. He was the Chairman of the National Economic Consultative Council (1989-1991) and a member of the Commonwealth Observer Team for South Africa General Election (1994). He was a member of the international team to observe the General Elections in Sri Lanka (1994) and the Chairman of the Commonwealth Observer Team for the General Elections in Bangladesh (1995). He was also a member of the international observer team for the General Election in Bosnia Herzegovina (1996). In recognition of his service, he received numerous International awards from federal and state governments. He was awarded the INTAN Fellow by the National Institute of Public Administration for his excellent contributions to the Public Service in 1995.

Tan Sri Hashim bin Aman (1996)

Tan Sri Hashim bin Aman, born in Rembau, Negeri Sembilan in 1929, received his secondary education at King George V Secondary School, Seremban. He obtained his Bachelor of Science degree from the University Malaya in Singapore in 1957. He joined the Malaysian Civil Service in the same year and was posted as Assistant State Secretary to the Malacca State Secretariat. Subsequent postings include that of Assistant District Officer, Jasin, Malacca (1958), Assistant State Secretary, Pahang State Secretariat (1959) and Assistant State Secretary, Perak State Secretariat (1960). In 1963, he was transferred to the Ministry of Agriculture and Fisheries as Principal Assistant Secretary before being transferred to the Kelantan State Government as the Acting Director of Land and Mines in 1965.

In 1967, Tan Sri Hashim bin Aman returned to the Public Service Department and held several positions until 1974, including that of Deputy Director-General of Public Service Department. He was appointed the Secretary-General of the Ministry of Health in 1974. In 1977, he attended the Advanced Management Programme at Harvard University, USA. On his return, he was appointed the Secretary-General of the Ministry of Defence where he remained for only six months before being transferred again to Kelantan as Director of MAGERAN when the state was placed under a state of emergency.

In 1978, he became Director-General of Public Service Department. He was appointed the Chief Secretary to the Government of Malaysia in 1980 because of his vast experience and numerous contributions to the Public Service. He retired from the Public Service in 1984, and moved into the corporate world. He was appointed Chairman of Malaysian Banking Berhad and served until his retirement in October 1993.

During his service, he received several awards from both state and federal governments. In 1994, he received his Honorary Doctorate from the Agriculture University of Malaysia. For his excellent service to the public service, he was awarded the INTAN Fellow in 1996.

DIRECTORS OF INTAN



*Dato' Dr Abdullah Sanusi bin Ahmad
(1972-1973)*



*Tun Sri Dato' (Dr) Elyas bin Omar
(1973-1978)*



*Dato' Dr Mohd. Shahari bin Ahmad Jabar
(1978–1983)*



*Dato' Paduka Dr Mazlan bin Ahmad
(1984–1988)*



*Dank Dr Johari bin Mat
(1988–1991)*



*Dato' Dr Muhammad Rais bin Abdul Karim
(1991–1994)*

INTAN MANAGEMENT TEAM (1996)



*The present Director,
Dr Halim bin Shufie
who took his
appointment on
16 May 1994*

INTAN FELLOW AWARD



Sijil Penganugerahan INTAN FELLOW 1987 dengan iringan gambar Menara Komputer INTAN di Jalan Elmu, Kuala Lumpur.

INTAN FELLOW (1981)

Tan Sri Abdullah bin Mohd. Salleh



Tan Sri Abdullah bin Mohd. Salleh receives the Award from Tan Sri Dato' Abdullah bin Ayob, Chief Secretary to the Government

INTAN FELLOW (1982)

Tan Sri Dato' (Dr) Elyas bin Omar



Tan Sri Dato' (Dr) Elyas bin Omar receives the Award from Tan Sri Hashim bin Amar, Chief Secretary to the Government

INTAN FELLOW (1983)

Datuk Dr Mokhzani bin Abdul Rahim

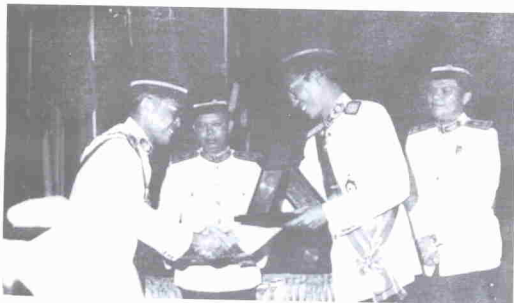


DATUK Dr Mokhzani bin Abdul Rahim sedang menerima anugerah 'Intan Fellow' dari Ketua Setiausaha Negara, Tan Sri Hashim bin Aman di upacara penutupan diploma di Institut Pentadbiran Awam Negara (IPAS) di Petaling Jaya semalam.

Datuk Dr Mokhzani bin Abdul Rahim receives the Award from Tan Sri Hashim bin Aman, Chief Secretary to the Government.

INTAN FELLOW (1984)

Tan Sri Datuk Dr Haji Arshad bin Ayub



*Tan Sri Datuk Arshad bin Ayub receives the Award from Tan Sri Hashim bin Aman,
Chief Secretary to the Government*

INTAN FELLOW (1985)

Tun Dato' Mohamed Salleh bin Abbas



*Tun Dato' Mohamed Salleh bin Abbas (centre) arriving to receive
the INTAN Fellow Award*

INTAN FELLOW (1987)

Raja Tun Mohar bin Raja Badiozaman



*Raja Tun Mohar bin Raja Badiozaman receives the Award from
Tan Sri Dato' Alwi bin Jantan,
Director-General, Public Service Department*

INTAN FELLOW (1989)

Tan Sri Datuk Zainal Abidin bin Sulong



Tan Sri Datuk Zainal Abidin bin Sulong receives the Award from Tan Sri Sallehuddin Mohammed, Chief Secretary to the Government

INTAN FELLOW (1992)

Tan Sri Osman S. Cassim



Tan Sri Osman S. Cassim during the investiture of the INTAN Fellow Award

INTAN FELLOW (1995)

Tan Sri Muhammad Ghazali bin Shafie



*Tan Sri Muhammad Ghazali bin Shafie receives the Award from
Tan Sri Dato' Seri Ahmad Sarji bin Abdul Hamid,
Chief Secretary to the Government*

INTAN FELLOW (1996)

Tan Sri Hashim bin Aman



*Tan Sri Hashim bin Aman receives the INTAN Fellow Award from
Tan Sri Dato' Seri Ahmad Sarji bin Abdul Hamid,
Chief Secretary to the Government*

DPA & DMSc. GRADUATES WITH INTAN FELLOWS



Graduates of the Diploma in Management Science (DMSc) together with the INTAN Fellow, Tan Sri Muhammad Ghazali bin Shafie and the Chief Secretary to the Government Tan Sri Dato' Seri Ahmad Sarji bin Abdul Hamid (1995)



Graduates of the Diploma in Public Administration (DPA) together with the INTAN Fellow, Tan Sri Hashim bin Aman and the Chief Secretary to the Government Tan Sri Dato' Seri Ahmad Sarji bin Abdul Hamid (1996)

DEPUTY DIRECTORS

INTAN's developmental changes were also because of the relentless efforts by the past Deputy Directors who had worked closely with Management to bring INTAN to the status it is today. INTAN would like to put it in record their contributions over the years.

They are:

- Dato' Sulaiman bin Hashim
- Dato' Abdul Halim bin Dato' Hj. Abdul Rauf
- Dato' Ahmad Zabri bin Ibrahim
- Datuk Zahari bin Abdul Rashid
- Tan Sri Dato' Dr Othman bin Yeop Abdullah
- Dato' Danabalan Vengidasalam
- Datuk Samsuddin bin Osman
- Datuk Dr Shamsuddin bin Kasim
- Datuk Dr Abdullah bin Abdul Rahman
- Dr Syed Muhammad bin Syed Abdul Kadir
- Mr. Md. Yusof bin Md. Johor
- Mr. Ambrin bin Buang
- Mr. Wan Bakar bin Wan Teh Ibrahim
- Datin Rohani bte Harun

Featured here are some of the Deputy Directors of INTAN.



*Dato' Ahmad Zabri bin Ibrahim
(fourth from left)*



At the conference (seated from left to right) Tan Sri Dato' Dr Othman bin Yeop Abdullah, Datuk Law Hieng Ding and Dato' V. Danapalan



From left Tan Sri Dato' Dr Othman bin Yeop Abdullah, Datuk Samsuddin Osman



Datuk Dr Abdullah bin Abdul Rahman
(second from right)



Datuk Dr Shamsuddin bin Kassim



Dr Syed Muhammad bin Syed Abdul Kudir
(left)



*Mr. Wan Bakar bin
Wan Teh Ibrahim*



*Mr. Md. Yusof bin Md. Johor
(second from left)*



*Mr. Ambrin bin Buang
(centre)*



Datin Rohani bte Harun

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