



# SCS ORGANIZATIONAL DEVELOPMENT (OD)



## Bersatu Berusaha Berbakti

**"We the Civil Servant are the most fortunate people,  
as we are given this golden opportunity to be able to serve and make another person happy.  
We can make a difference to the state and the life of a citizen by honourably serving them  
well and honestly. It is An Honour To Serve."**

*YB Tan Sri Datuk Amar Haji Mohamad Morshidi bin Abdul Ghani  
State Secretary  
Excerpt from Q Visit Limbang Speech, 30th October 2014*

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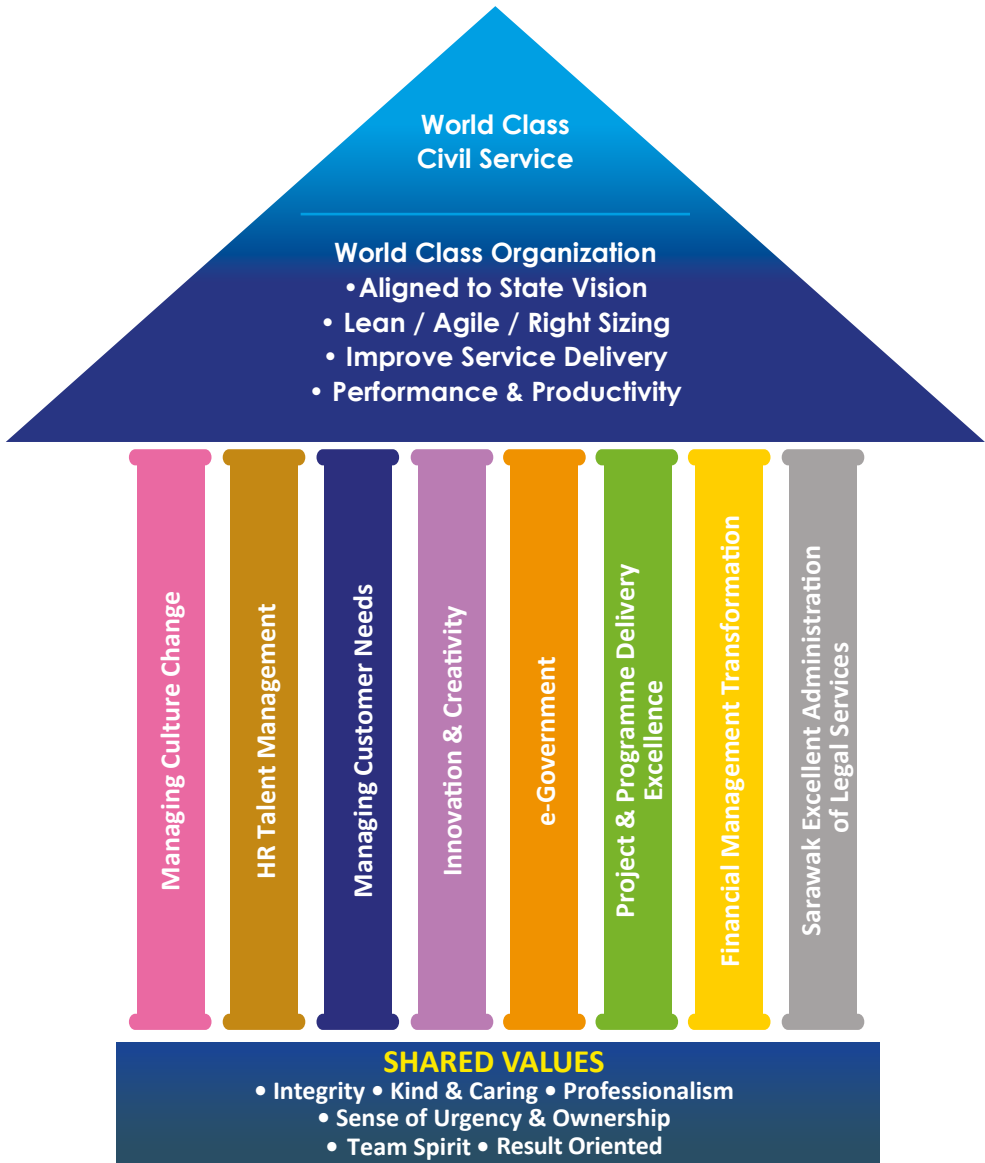
# OVERVIEW



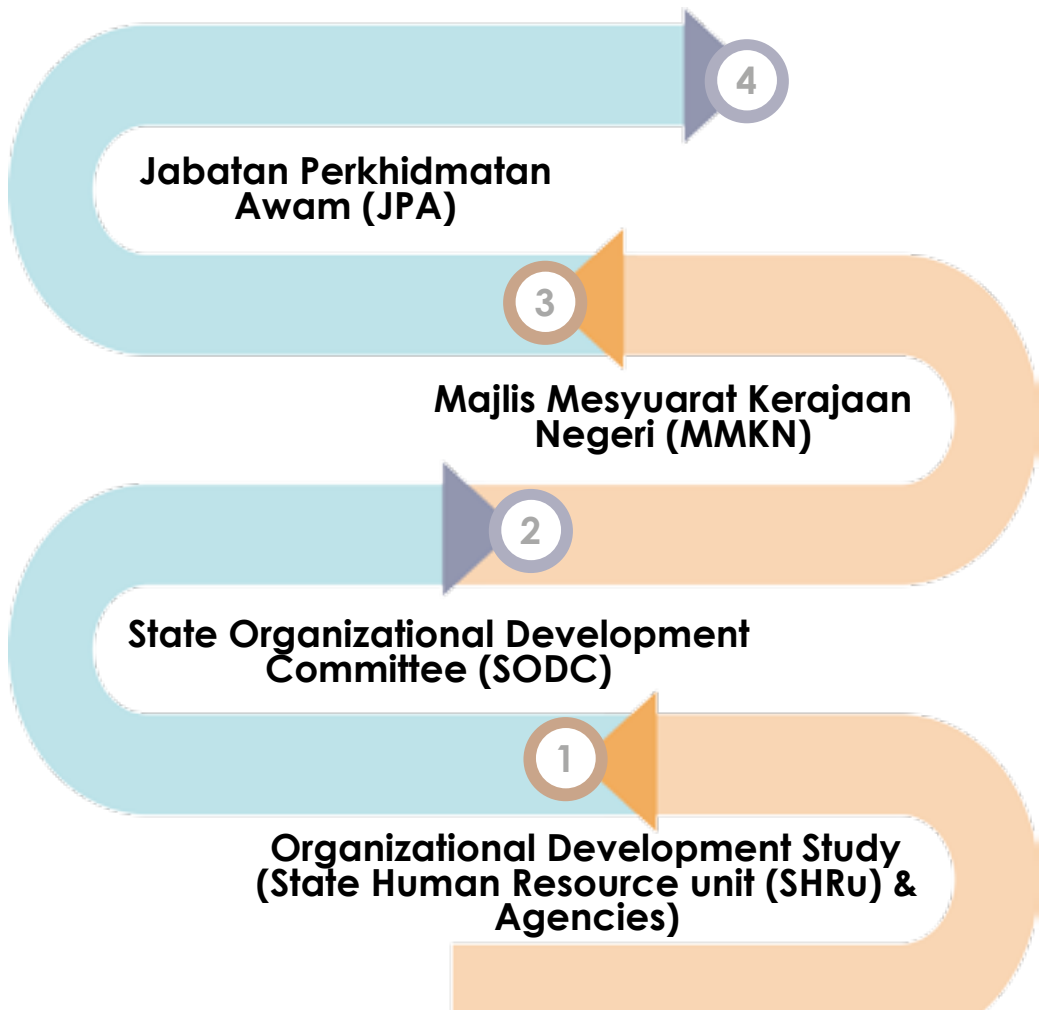
## Organizational Development in Sarawak Civil Service (SCS) context

Organizational development is about enhancing the organization capacity effectiveness in achieving its vision and strategic plan.

**YB Tan Sri Datuk Amar Haji Mohamad Morshidi bin Abdul Ghani**  
*Sarawak State Secretary*



# Organizational Development (OD) Approval Process



# Organizational Development (OD) Process



Step  
**01**

## Document Study

- Agency Balanced Scorecard
- Agency Strategic Planning
- Organizational Framework



Step  
**02**

## Engagement With Department

- Field Study
- Focus Group Discussion
- Observation



Step  
**03**

- Preparation of OD Document
- Presentation to SODC
- Preparation to MMKN



Step  
**04**

- Making the necessary adjustment / amendments
- Presentation to JPA

## Differences Between Restructuring & Post Proposal

Organizational Development can be in the form of restructuring, reorganizing of agency structure or post proposal. The differences are as follow:

RESTRUCTURING	POST PROPOSAL
<ul style="list-style-type: none"><li>• New policies</li><li>• Change of roles and functions in agency</li><li>• Widening of scopes, roles and responsibilities in agency</li><li>• New Vision &amp; Strategic Plan</li></ul>	<ul style="list-style-type: none"><li>• Creation of new post</li><li>• Redistribution of existing post</li><li>• Abolish existing post</li><li>• Trade-off of post</li><li>• Upgrade / degrade post</li></ul>



## Restructuring of Organization In State's Perspectives

- State Financial capacity
- Doing more with less (cost effectiveness)
- Increasing ICT usage by replacing manpower
- ICT as an alternative and an enabler
- Reduce support staff by pooling of staff and shared services
- Increase competency level / Multi-competency / Multi-tasking
- Out-sourcing
- Networking & Collaboration through HPT Team Initiatives and seamless government
- Circuit Judge concept
- Benchmarking with other similar organization
- Legal Implications

# Steps in Preparing Organizational Development Proposal

## STEP 1: Strategic Direction

Direction setting through strategic planning exercise leading to organization scorecard, proposed model for organizational design / structure to support the organization at the highest level of performance.

### Suggested Conceptual Models

- The characteristics of the suggested models
- What is the proposed conceptual framework of the new direction of the organization
- Questions to consider :
  - Is there any function to be privatized?
  - Is there any function to be given to other department / agency?
- Various models (from the sublime to the radical) will be developed & challenged, deliberated with a view to select a model that will greatly leverage the organization capability to deliver and quantum leap its performance.

## STEP 2: Organizational Design

Based on the proposed models, to come out the main characteristics and features of the models.

## STEP 3: Function Chart

To propose detailed functions chart based on the proposed models

### Functions Charts

- Functions chart is the chart that portrays what the desired STRUCTURE will be
- It is the list of core and support functions that reflects the roles and functions of the new organization

## STEP 4: Determine Organizational Capability via level of competencies and capacity

To generate competencies level required to support the functions

## STEP 5: HR Strategies

To come up with the human resource development strategies to overcome the competencies gap.

## STEP 6: Organizational Structure Chart

Develop organizational structure for HQ, Regional & Divisional level (which ever is applicable).

## STEP 7: Total Manpower Needs

Calculating the total manpower needs for professional and support groups according to post and grade.

## STEP 8: Organizational Financial & Development Information

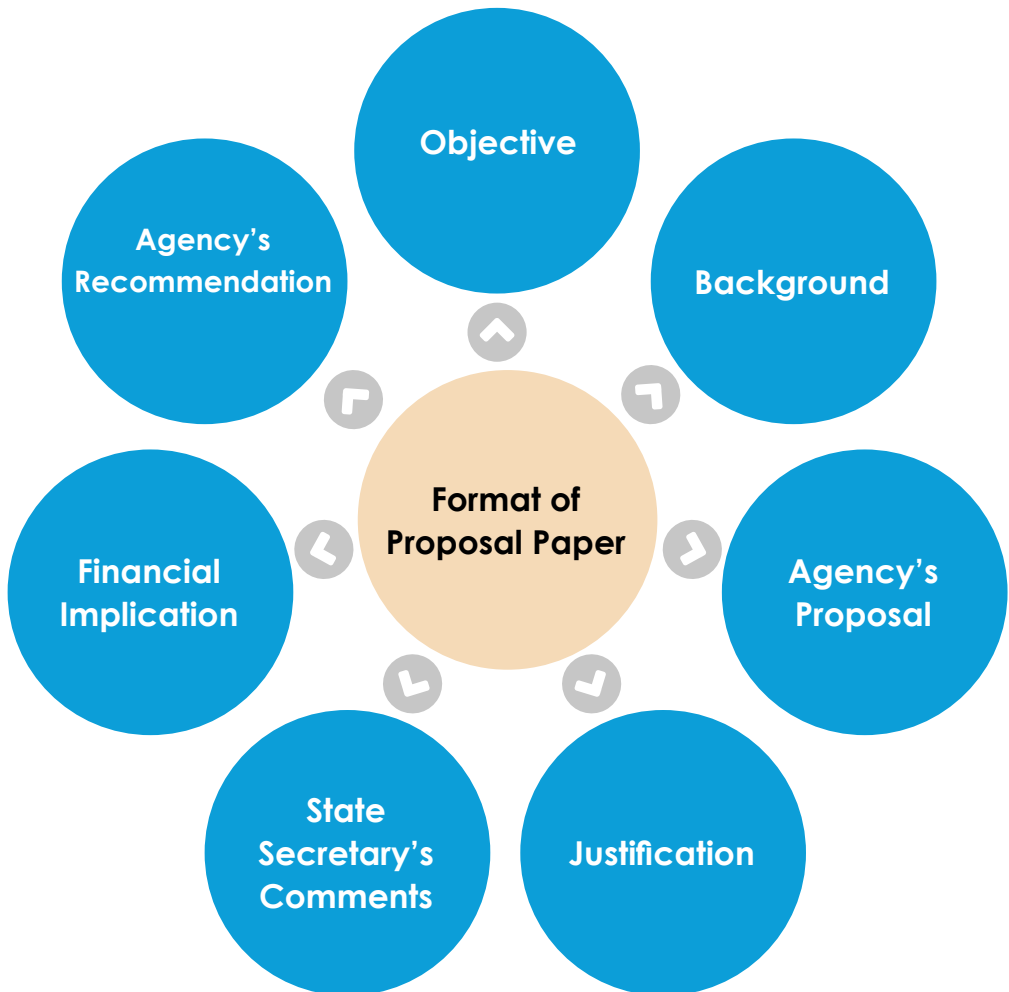
To prepare organization financial & development information as below:

- Information on the details of revenues, expenditure & development (for the last 5 years & projection for the next 5 years) to portrays the amount of workload that **Organization** will do in the future; and
- Calculating the financial implications for the new manpower needs.

## STEP 9: Cabinet/JPA Paper

Prepare a write-up for cabinet paper and JPA.

## Format of Proposal Paper for Organization Restructuring or Consolidation Establishment (Cabinet Paper)



## Objective

State the objective of the Proposal Paper either for Restructuring, Strengthening Establishment or Creation of New Agency

## Background

- History
- Vision, Mission, Objectives & Current Functions
- State Government's Directive(s)
- Previous Establishment Study/Review
- Summary of Current Establishment and Current Organization Chart

## Proposal

- Changes in Organization Structure
- Changes in Establishment
- Proposal of New Organization Chart

## Justification

- Decision / Directives from State / Federal Government
- Changes in Organization's Vision, Mission and Objective
- Expansion in Organization's Functions / Scope of Responsibilities
- Legislation / regulation changes that affect the establishment / structure of the organization
- Workload / Complexity of tasks
- Introduction of technology
- Benchmarking
- Relevant information and statistical data to support the proposal

### State Secretary's Comments

- To get the comments from State Human Resource Unit

### Financial Implication

- Calculation of Basic Pay for the proposed posts which includes Fixed Allowances (ITKA/ITK, ITP, BIW) and Critical Allowances (if any) for one year period

### Agency's Recommendation

- Summary of Proposal

**\* Examples of attachment and related information on Organizational Development is downloadable at SHRU website(<http://www.shru.sarawak.gov.my>)**



**UNIT SUMBER MANUSIA NEGERI  
JABATAN KETUA MENTERI**

Tingkat 9,10 & 11, Wisma Bapa Malaysia  
Petra Jaya, 93502 Kuching, Sarawak  
Tel: 082-313209 Faks: 082-445637

[www.jkm.sarawak.gov.my](http://www.jkm.sarawak.gov.my)  
[www.shru.sarawak.gov.my](http://www.shru.sarawak.gov.my)

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