JKR

JABATAN KERJA RAYA MALAYSIA

STRATEGIC PLAN
2016-2020

OUTSTANDING **PROJECT DELIVERY**
CO-CREATIVE **CUSTOMER EXPERIENCE**
CENTRE OF **TECHNICAL EXCELLENCE**
LEADING **SUSTAINABILITY**
INNOVATIVE ORGANISATION

STRATEGIC PLAN 2016-2020

CONTENT

DIRECTOR GENERAL'S FOREWORD

Jabatan Kerja Raya as the country's core government technical agency must have a strategy in delivering excellent services to meet the demand of our stakeholders. This can be realised through the Department Strategic Plan that sets out in detail, the direction, focus areas and action plans in implementing the modernisation and transformation agenda of services delivery system in five years commencing on 2016 until 2020. JKR Strategic Plan consists of five strategic themes, namely Outstanding Project Delivery, Co-creative Customer Experience, Centre of Technical Excellence, Leading Sustainability and Innovative Organisation.

I am very honoured to present Jabatan Kerja Raya Malaysia's Strategic Plan (SP) 2016-2020. This document is the Department's third Strategic Plan, the continuation of JKR Strategic Plan 2007-2010 and 2012-2015. It is a good reference for the department in identifying what is important and working towards realising it, along with Government Transformation Programme, which adhere to the four key pillars of (i) the principles of 1Malaysia, 'People First, Performance Now'; (ii) the Government Transformation Plan (GTP); (iii) Economic Transformation Programme (ETP) formulating New Economic Model (NEM); and (iv) Eleventh Malaysia Plan (RMK-11). RMK-11 is expected to prioritise high impact project with low cost as well as fast and efficient implementation.

The Strategic Plan is intended to ensure that the initiatives implemented meet the national goal which places the welfare of the people as the top priority. Without a doubt, good planning is the key factor that distinguishes successful organisations from the others. But it is not just about having a plan, the quality of the plan and how often performance is reviewed against the plan are just as important. Going forward, JKR aims to become a Strategy-Focused Organisation, not only having great strategies and practical plans, but able to execute them with perfection. This new plan maps the direction to further strengthen our efforts in achieving our vision and mission.

Good strategic planning needs to be translated into action plans through careful planning, proper implementation and effective monitoring. However, what is more important is the impact on the target groups that should benefit from the exercise. Stakeholders and customers always put high expectations on JKR for our role in contributing to the development of the country infrastructure. With the publication of this latest Strategic Plan, JKR will enhance the existing development and create more meaningful success in the future.

I believe that we will continue to provide the best commitment and work together to achieve our goals of becoming a world-class service provider and the centre of excellence in project management, asset management and engineering services for the infrastructure development of the nation. Be with me towards achieving the mission and vision of JKR.

DATUK Ir. ADANAN BIN MOHAMED HUSSAIN
Director General of Jabatan Kerja Raya Malaysia

About this document

This document presents the five-year strategic plan for Jabatan Kerja Raya (JKR) for the year 2016-2020, as a continuity from the previous strategic framework documents planned for 2007-2010 and 2012-2015. It incorporates the strategic elements core to the future transformation of JKR as an organisation.

This document is divided into three major chapters:

Chapter 1. ORGANISATION BACKGROUND which explains the purpose of JKR's existence, its service to all the stakeholders and what JKR has achieved so far. This chapter intends to give readers an overview of JKR as an organisation.

Chapter 2. STRATEGIC DIRECTION which states where JKR is heading to in the future and all the strategic elements required to make it happen. In this chapter lies the heart of the strategic plan. It shall be the main reference for the entire JKR workforce in ensuring that our day-to-day activities are synchronised and aligned to the better future that JKR envisions.

Chapter 3. STRATEGIC MANAGEMENT which outlines how JKR intends to implement and monitor the success of this strategic plan. This chapter intends to give a synopsis of the critical success factors to operationalise the strategic plan and at the same time explain the philosophy of strategic management that JKR embraces.

CHAPTER 1
Organisation Background

- Our Purpose and Core Values
- JKR's Commitment
- Organisation Chart
- Business Relationship Diagram
- Moving Forward with Government Transformation Programme
- Achievements 2012-2015

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Chapter 1
Organisation Background

Jabatan Kerja Raya Malaysia was formed in 1872. For all these years, we are the technical advisor of the government, responsible for the implementation of development projects and maintenance of infrastructure assets. Our clients are all the government ministries, departments, authorities and states.

Our Purpose and Core Values

JKR exists to:
- Work as strategic partner with our clients to deliver outcomes of government policies
- Be the leader in project management, asset management and engineering excellence for the nation
- Deliver the nation's infrastructure

We do so with these core values at heart:
- Service to the people
- Responsible for our products and services

JKR's Commitment

We are committed to meet customers' expectations by:
- Being understanding and sensitive to their needs
- Being friendly and helpful to them
- Listening attentively to what they say
- Being responsive to changes in their needs

We are committed to make JKR:
- A performance-oriented organisation focusing on achieving customers' desired outcomes
- Responsible and accountable to meet the requirement of our service agreement

For our people, JKR commits to:
- Create an environment for life-long learning
- Provide opportunities for career development
- Develop a leadership framework to create a shared vision and culture
- Involve people in the design and refinement of business processes and practices
- Ensure all JKR people are aware of the outcomes and behaviour expected of them through which excellent performance is rewarded
- Provide opportunities for regular feedback on performance
- Create a family-like environment at our workplace
- Revitalise working environment

Organisation Chart

We are structured by five main divisions: Infra Sector, Building Sector, Specialist Sector, Management Portfolio and a group of JKR states, Special Unit, and Dedicated Project Teams

KPKR

MANAGEMENT PORTFOLIO

TKPKR Infra
- Caw. Jalan
- Caw. Kej. Infrastruktur & Pengangkutan
- Caw. Kej. Cerun
- Caw. Senggara Fasiliti Jalan

INFRA SECTOR

TKPKR Bangunan
- Caw. Kerja Bangunan Am 1
- Caw. Kerja Bangunan Am 2
- Caw. Kerja Pendidikan
- Caw. Kerja Keselamatan
- Caw. Kerja Kesihatan
- Caw. Senggara Fasiliti Bangunan

BUILDING SECTOR

TKPKR Pakar
- Caw. Arkitek
- Caw. Kej Awam & Struktur
- Caw. Kontrak & Ukur Bahan
- Caw. Kej. Mekanikal
- Caw. Kej. Elektrik
- Caw. Kej. Geoteknik
- Caw. Alam Sekitar & Kecekapan Tenaga

SPECIALIST SECTOR

- Caw. Dasar & Pengurusan Korporat
- Caw. Perancangan Aset Bersepadu
- Caw. Latihan & Inovasi

- JKR WP Putrajaya
- JKR WP Kuala Lumpur
- JKR WP Labuan
- Pengurusan Projek
- JKR Negeri

STATES JKR, SPECIAL UNIT & DEDICATED PROJECT TEAMS

JKR Business Relationship Diagram

Being a large organisation, JKR works with and serves different entities in different ways. It is useful to identify the stakeholders (including clients, partners, employees) of JKR and the context of the business relationship.
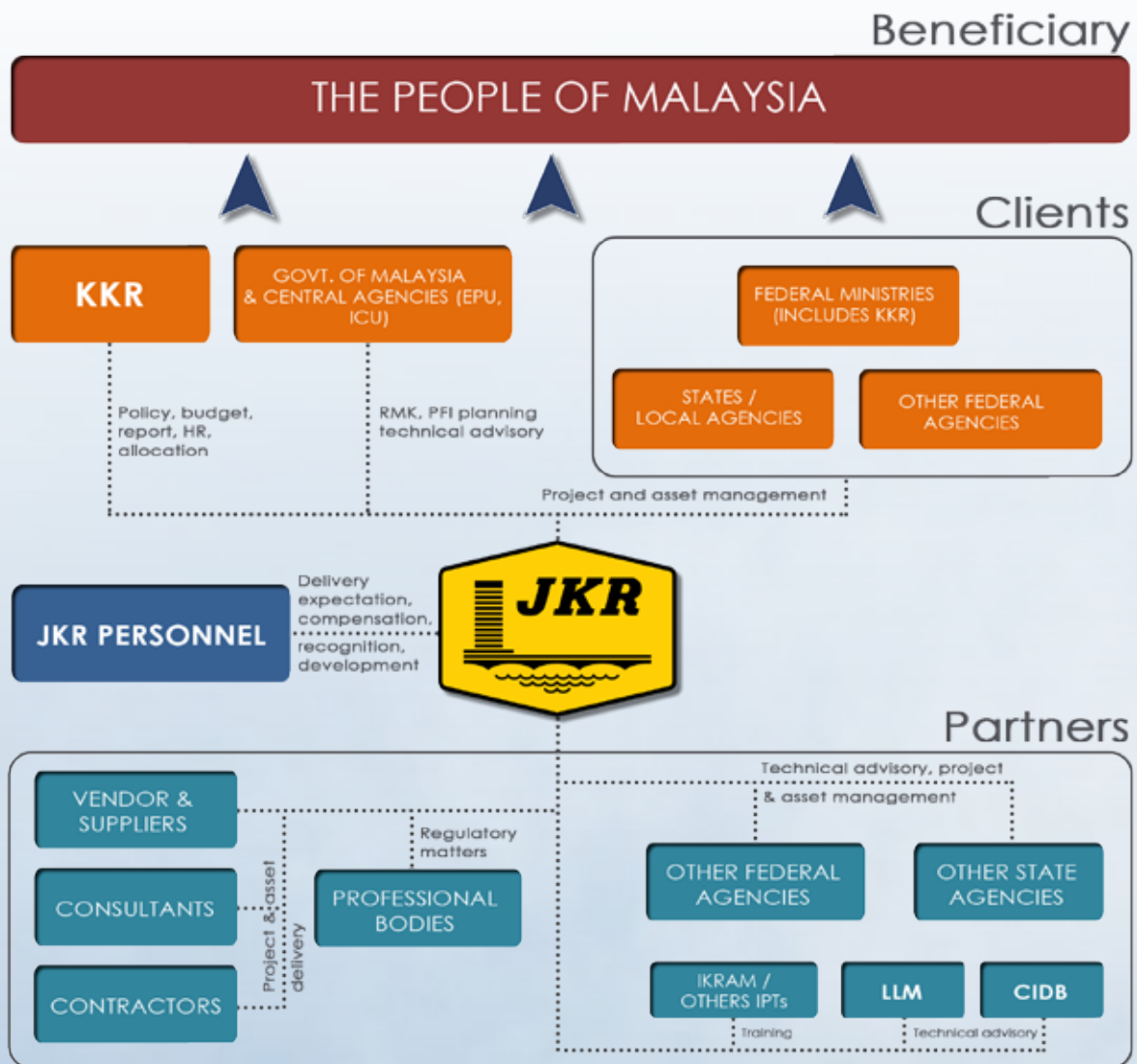
Moving Forward With Government Transformation Programme

With the launching of Malaysia's own Transformation Program, JKR contributes to five main areas of the notions: world class infrastructure, new industries, sustainability, environment conducive to quality living, and world class human capital.

Vision 2020

Achievements 2012-2015

JKR has come a long way in helping the nation to grow. As an organisation, we are proud to share the department's recent accomplishments and significant organisational improvement.

Customer Focus
- Resolution of more than 4,000 complaints in 2014 based on the Customer Feedback Management
- Value Creation Acceleration Through Creativity and Innovation Experience (VACCINE) conducted with clients, contractors, consultants and construction industry players
- Implementation of Customer (clients) Satisfaction Survey
- Implementation of Employee Satisfaction Survey

Asset Management
- Adoption of best practices in project implementation – Gerbang Nilai, project scheduling and risk management
- Implementation of Value Management (VM) in JKR projects
- Implementation of Energy Efficiency (EE) and pH JKR in selected new and existing buildings
- Adoption of Industrialised Building System (IBS) in selected projects
- Implementation of Building Information Modelling (BIM) in pioneer projects

Strategic Competency Development
- Establishment of Centre of Excellence for Technology and Engineering (CREaTE) based on the implementation of Competency Based Human Resource Management (CBHRM)
- Implementation and review of Human Resource Development Plan (HRDP) and its policies
- Establishment of Competency Index (CI) Module and Competency Dictionary
- Implementation of JKR Competency Based Assessment System (CBAS) programme to certify project managers in JKR

Standardisation
- Project management processes
- Asset management processes

Leveraging on ICT
- Development of internal and public references application i.e.; eBencana, Public Work Cost Information Center (PWCIC), Sistem Maklumat Kemalangan (Sismak), Sistem Pengurusan Bersepadu (SPB), J-Pedia, J-Library, JKR Material List (JMAL), JKR e-library, Building Sector Energy Efficiency Project (BSEEP) and Pre-Approved Plan (PAP)
- Establishment and improvement of consultancy purpose application i.e.; SKALA, I-Supervision, JKR Rates Online (RATOL), Sistem Pemantauan Senggaraan (SPS), Building Information Modelling (BIM), Sistem Pemantauan Pengurusan Aset (SPA), Jawatankuasa Pengurusan Aset Kerajaan (JPAK), Laman Perisian Kejuruteraan & Arkitek (Unitek), JKR Community of Practice (J-CoP), Centralised Building Energy Efficiency Database (CBEED)

External Awards

JKR performance is well recognised at international level. We have won several competitions and received numerous awards (non-competition) from established institutions.

- Three-star Gold Award, International Convention on QC Circles 2012 organised by the Malaysia Productivity Corporation (MPC)
- Three-star Gold Award, the National ICC Convention 2012 organised by the MPC
- Gold Medal for invention of Traffic Signalling System – LED Display at British Invention Show (BIS), London, United Kingdom in 2013
- Gold Award – Malaysia Technology Expo (MTE), PWTC in 2014
- Silver and Gold Award at 25th International, Innovation and Technology Exhibition (ITEX), Kuala Lumpur Convention Centre (KLCC) in 2014
- Three silver medals for invention of Pendulum Temporary Road Sign, Asah Roadstud and Kilometer Post at International Trade Fair – Ideas/ Inventions / New Products (IENA) 2013 Nuremberg, Germany
- Civil Engineering Progress Payment, CEPP (Silver medal) – MTE in 2014
- Two bronze medals for invention of RATOL and Q-Best at Seoul International Invention Fair (SIIF) 2013, Seoul, South Korea
- Rates Online & Rates Prediction Model, RATOL (Bronze medal) – World Inventor World Festival (WiWF) 2013 in Seoul, South Korea
- Rates Online & Rates Prediction Model, RATOL (Bronze medal) – MTE in 2014
- Accreditation as World Centre of Excellence on Landslide Disaster Reduction 2014 – 2017 at the Third World Landslide Forum in Beijing, China in 2014 on Landslide Risk Reduction, by International Consortium on Landslide (2008-2011)
- MyGDI National Award – National Geospatial Award at the 6th National Geospatial Information Symposium (NGIS) in 2014

Other highlights also include:
- Financial Management Excellence Award (4 Stars) based on the Accountability Index (IA) of Public Sector for the Year 2011 by Jabatan Audit Negara
- MAMPU Director General Award (State - Technical Category), *Konvensyen Kumpulan Inovatif dan Kreatif (KIK) Perkhidmatan Awam Peringkat Kebangsaan ke-29* in 2012 organised by the Malaysian Administrative Modernisation and Management Planning Unit (MAMPU)
- Finalist of National Innovation Award organised by the Ministry of Science, Technology and Innovation (MOSTI) in 2012
- Member of the ICL Board of Representatives – International Consortium on Landslides in 2012
- Award for *Pusat Tanggungjawab (PTJ) Terbaik E-Perolehan* and *Anugerah Kecemerlangan E-Perolehan* by Ministry of Finance in 2013

CHAPTER 2
Strategic Direction

JKR

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Chapter 2

Strategic Direction

Our Vision

To become a world-class service provider and centre of excellence in asset management, project management, and engineering services for the development of nation's infrastructure through creative and innovative human capital and state-of-the-art technology

Mission Statement

JKR contributes to the nation-building through:

- Helping our clients deliver policy outcomes and services by working with them as strategic partners
- Standardising our processes and systems to deliver consistent outcomes
- Providing effective and innovative project and asset management
- Strengthening our existing engineering competencies
- Developing our human capital and new competencies
- Upholding integrity in delivering our services
- Building harmonious relationships with the community
- Taking good care of the environment in delivering our services

2020 Strategic Direction

While our Vision and Mission Statements remain unchanged since the last Strategic Framework, it is imperative that our strategic direction is revisited and updated to ensure that we are moving in the intended direction and stay relevant.

JKR's 2016-2020 strategic direction is based on Five Strategic Themes. These themes represent JKR's transformation agenda with defined anticipated strategic results.

THEME 1	THEME 2	THEME 3	THEME 4	THEME 5
OUTSTANDING **PROJECT DELIVERY**	CO-CREATIVE **CUSTOMER EXPERIENCE**	CENTRE OF **TECHNICAL EXCELLENCE**	LEADING **SUSTAINABILITY**	**INNOVATIVE** ORGANISATION

Strategic Results

EXCELLENT PROJECT DELIVERY	**DELIGHTED** CUSTOMER	**JKR** AS TECHNICAL **REFERENCE CENTRE**	**SUSTAINABLE** INFRASTRUCTURE	INNOVATIVE **SOLUTION**

Strategic Themes, Objectives and Initiatives

Strategic Themes

Briefly, strategic themes are the key focus areas that form the basis of JKR's strategic plan. Each theme represents one target area for strategic improvement.

Beneath each strategic theme, lie the strategies for a significant and victorious change process. These strategies are presented more precisely in the form of strategic objectives. The strategic objectives are spread over several business perspectives and linked in a logical cause-and-effect manner to form a mini strategy map (following the Balanced Scorecard methodology).

Theme champion is appointed to oversee that the theme is well strategised and the expected result is communicated to all employees and stakeholders.

However, the details to how each theme and the associated strategies are incorporated into the business operation will be elaborated separately in JKR Business Plan.

Objectives

As mentioned above, strategic objectives clarify in further details the expectation of each theme. While they represent the strategic strand collectively, each strategic objective represents a specific aim in a particular business perspective. Strategic objective owner is appointed to be accountable to the individual objective's achievement.

High Impact Initiatives

Initiatives are the efforts taken to influence the outcome or result of strategic objectives. Initiatives are the most dynamic of all the strategic elements because they represent the actual changes happening within the organisation. Simply defined, initiatives are specific plan of actions with definite scope and time, identified to help achieve the strategic objectives and consequently provide the strategic results each theme desires.

The strategic plan team has filtered High Impact Initiatives from numerous initiative candidates in order to realise more significant improvements.

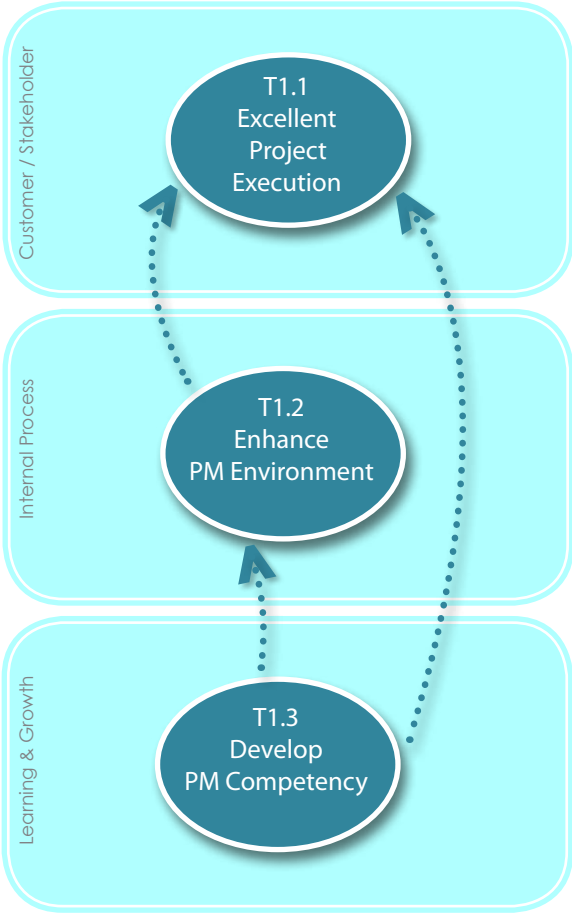This page is left blank intentionally

THEME 1
Outstanding Project Delivery

Give your clients the earliest delivery consistent with
quality... whatever the inconvenience to us

Arthur C Nielsen

THEME 1: OUTSTANDING PROJECT DELIVERY

Champion	Senior Director of Integrated Asset Planning Branch (CPAB)
Brief Definition and Strategy Objectives	JKR demonstrates excellence in delivering projects as per customers' expectations. • Project Management (PM) is a core business of JKR. To exceed customer's expectation, JKR must ensure all projects are well-executed, i.e. delivered with high quality, within the estimated cost and completed ahead or as per scheduled, at the very least. • It is then imperative for JKR to increase the PM Maturity Level in order to make project success more predictable. • Enhancement in PM environments is paramount to increase PM maturity level. JKR must ensure PM Best Practices are instilled throughout all projects JKR undertake. • To develop PM Competency, JKR strives to increase the number of certified Project Managers as well as Site Supervisors so that PM Best Practices can be implemented effectively, in which will lead to outstanding project delivery.
Strategic Objectives cause-and-effect	

THEME 1 OBJECTIVES

Theme Mini Strategy Map	Code & Strategic Objective	Definition
Customer / Stakeholder **T1.1 Excellent Project Execution** Internal Process **T1.2 Enhance PM Environment** Learning & Growth **T1.3 Develop PM Competency**	T1.1 Excellent Project Execution	This objective spells out the desired outcome of this theme. Excellent project execution should have the following attributes: • on time delivery • meet/exceed clients' requirements • cost effective • products/assets perform as expected and fit for purpose • products/assets are maintainable
	T1.2 Enhance PM Environment	This objective refers to assimilation of PM Practices as JKR working culture especially in HRM and communication.
	T1.3 Develop Project Management Competency	Project Management competency is required to execute project successfully, effectively and efficiently.

Director General's Scorecard

THEME 1 INITIATIVES

Strategic Objectives	Measures	Target	Initiatives	Owners
	T1.1 Excellent Project Execution			
	T1.1.1 % of projects handover as per original Q-Plan (Internal control)	35%	INTEGRATED MONITOR AND CONTROL PROGRAMME	All Deputy DG
	T1.1.2 % of projects handover as per revised Q-Plan	80%		
	T1.1.3 % of contracts with EOT approved based only on utilities, land, antiquities and force majeure (uninsurable/unrestorable)	< 50%		
	T1.1.4 % of projects with final cost not exceeding the approved original cost	85%		
	T1.1.5 % of Pre-Approved Plan (PAP) projects tendered within 4 months	100%		Senior Director CPAB
	T1.1.6 % of projects implementing Industrialised Building System (IBS)	50%		Deputy DG Building Sector
	T1.1.7 Customer Satisfaction Index	8.5 (Based on latest CSI conducted BKK, CDPK)	CUSTOMER BASED PROGRAMME	Director CDPK

Customer / Stakeholder

Internal Process

Learning & Growth

T1.1 Excellent Project Execution

T1.2 Enhance PM Environment

T1.3 Develop PM Competency

THEME 1 INITIATIVES

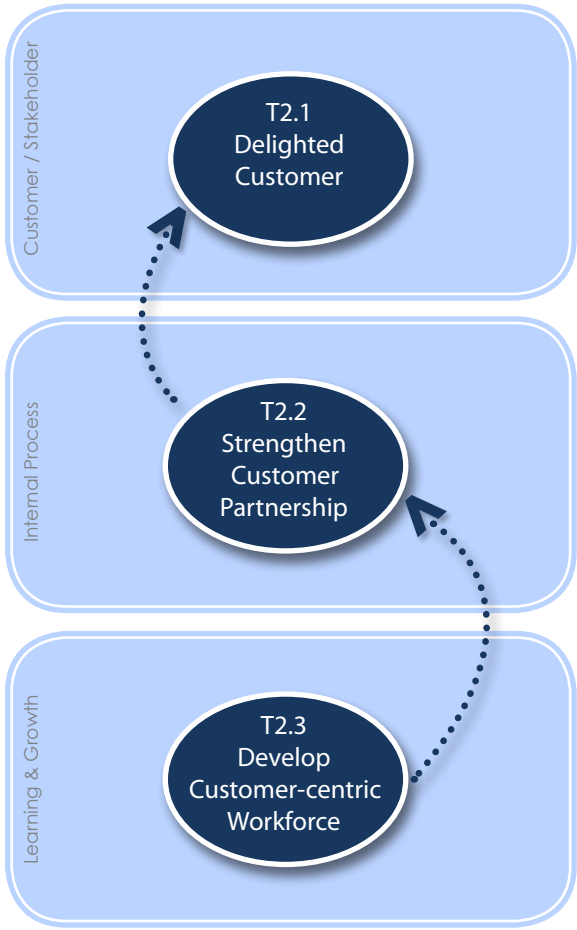| Strategic Objectives	Measures	Target	Initiatives	Owners
	T1.2 Enhance PM Environment			
	T1.2.1 Project Management Maturity level (current - level 2.4)	Level 3.0 (increment by 0.1 every year until 2020)	PM MATURITY DEVELOPMENT PROGRAMME	Senior Director CPAB
	T1.3 Develop PM Competency			
	Human Capital			
	T1.3.1 No. of newly certified officers under JKR CBAS programme	15 officers per year	PM COMPETENCY PROGRAMME	Senior Director CPAB
	Information Capital			
	T1.3.2 Accessibility of project information (% of system development)	100% by Dec 2016	INTEGRATED MONITOR AND CONTROL PROGRAMME: • Main Dashboard • Project Level Dashboard	Director CDPK (BTM) & Senior Director CPAB
	T1.3.3 % increase in PM related postings in JCoP	5% increase per year	ENTERPRISE CONTENT KNOWLEDGE PROGRAMME (ECKM) • JKR Community of Practice (J-CoP)	Director CLI
	Organisational Capital			
	T1.3.4 No. of engagement programmes	6 nos. per year	PM ENGAGEMENT PROGRAMME (e.g.: Turun Padang)	Director CDPK

Customer / Stakeholder

T1.1 Excellent Project Execution

Internal Process

T1.2 Enhance PM Environment

Learning & Growth

T1.3 Develop PM Competency

THEME 2

Co-creative Customer Experience

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THEME 2	CO-CREATIVE CUSTOMER EXPERIENCE
Champion	Director of General Building Works Branch 1 (CKBA 1)
Brief Definition and Strategy Objectives	JKR aims to further enhance customers' trust and satisfaction through Synergy; co-creatively working hand-in-hand to achieve a Shared Goal. • Everything we do ultimately is to delight our customers. JKR always strive to exceed customer's expectation in our service delivery • To better understand and serve customers, JKR is taking concerted efforts to strengthen customer partnership. We aim to better collaborate with the clients throughout the project life cycle and maintain strong communication every step of the way. • It is then imperative that JKR continuously develop a customer-centric workforce where all employees work as a team to put customers first, working towards serving them at best and solving their problems effectively.
Strategic Objectives cause-and-effect	

THEME 2 OBJECTIVES

Theme Mini Strategy Map	Code & Strategic Objective	Definition
Customer / Stakeholder — T2.1 Delighted Customer	T2.1 Delighted Customer	This objective spells out the desired outcome of this theme. JKR aims to exceed customer's expectation in service delivery and in all interactions with customers.
Internal Process — T2.2 Strengthen Customer Partnership	T2.2 Strengthen Customer Partnership	This objective is set out to ensure that we strengthen the involvement of client throughout the project life cycle. This effort should lead to a stronger communication between customers and us. The better we understand them, the better we can manage their expectations.
Learning & Growth — T2.3 Develop Customer-centric Workforce	T2.3 Develop Customer-centric Workforce	As a key enabler, all staff must work hand-in-hand, focusing on providing the best technical solutions to customers' needs and helping them to solve the related problems effectively.

Director General's Scorecard

THEME 2 INITIATIVES

Strategic Objectives	Measures	Target	Initiatives	Owners
	T2.1 Delighted Customer			
	T2.1.1 % of project implementation requested for exemption by Agencies	< 5% per RMK		Senior Director CPAB
	T2.1.2 Increase in number of technical advisory role	8 nos. per year		Director CDPK
	T2.1.3 Customer Satisfaction Index -Project Based	87% (to achieve 95% by end of 2020)		Director CDPK
	T2.1.4 Managing perception: Shorten the days of preparation of preliminary report for emergency, crisis and disaster	< 3 days	CUSTOMER DELIGHT PROGRAMME	ALL Deputy DG
	T2.1.5 No. of Customer Loyalty Programme 1. Engaging high level customer including central agencies (e.g Program Jalinan Murni; meeting with high level customer (KSU, KP Agensi Pusat and State Secretary) 2. Frequent Media Interaction/Release (technical matters) 3. Social Programme (Team Building, Social Interaction)	Minimum 1 no. per year Minimum 1 no. per year Minimum 1 no. per year		ALL Deputy DG

Customer / Stakeholder

T2.1 Delighted Customer

Internal Process

T2.2 Strengthen Customer Partnership

Learning & Growth

T2.3 Develop Customer-centric Workforce

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THEME 3
Centre of Technical Excellence

THEME 3	CENTRE OF TECHNICAL EXCELLENCE
Champion	Senior Director of Civil and Structural Engineering Branch (CKAS)
Brief Definition and Strategy Objectives	• It is most strategic for JKR to position itself as a technical reference centre in selected niche areas for each business field: engineering, architecture, procurement, project management and asset management. • As a reference centre, we must produce innovative technical solutions. Our people, systems, tools and techniques must become benchmarks for others in the industry. • As such, we must ensure all the expert knowledge, explicit and especially tacit, is well-kept and well-spread throughout the organisation. We must without fail, strengthen the means of knowledge transfer from the experts through a systematic approach. • Key enabler to the above said endeavors is the development of specialists/experts in all niche areas.
Strategic Objectives cause-and-effect	

THEME 3 OBJECTIVES

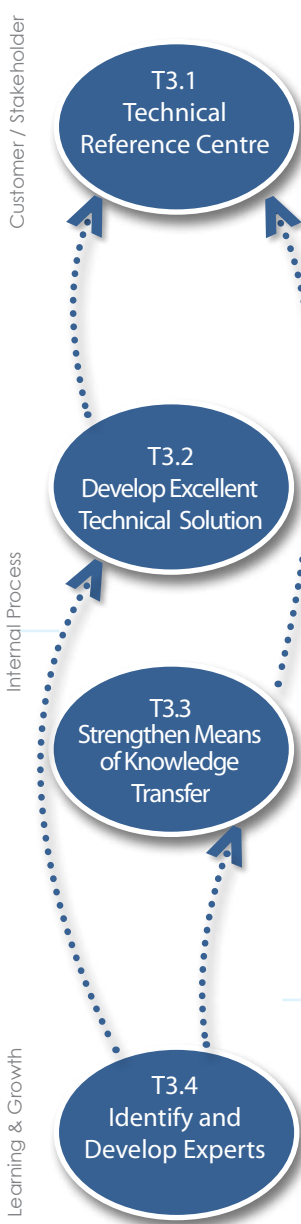| Theme Mini Strategy Map	Code & Strategic Objective	Definition
	T3.1 JKR as a Technical Reference Centre	This objective spells out the desired outcome of this theme. A technical reference centre implies an organisation whose people, processes and systems are referred to by other organisations for distinctive products, and in our case are the technical solutions within the respective niche areas.
	T3.2 Develop Excellent Technical Solutions	Our technical solutions aim to provide the latest and continuously improved tools and techniques to resolve technical challenges, issues or problems in engineering, architectural, procurement, project management and asset management. These solutions must be developed in JKR in order to deserve being referred to.
	T3.3 Strengthen Means of Knowledge Transfer	Anticipating that the technical solutions are developed by the experts within JKR, there must be a mechanism put in place to systematically capture both explicit and tacit knowledge and for all to benefit.
	T3.4 Identify and Develop Experts	Experts or specialists are the persons recognised to have in-depth knowledge and practical experience in the specific field. Along with their technical solutions, they will be the reason why JKR is referred to and recognised as a technical reference centre.

Director General's Scorecard

THEME 3 INITIATIVES

Strategic Objectives	Measures	Target	Initiatives	Owners
	T3.1 Technical Reference Centre			
	T3.1.1 Adaptation of innovative technical solutions to overcome the challenges in construction industry			
	a. Industrialised Building System (IBS) Adaptation			
	% of new IBS building projects in RMK 11 which used Prefabricated Components	80% of IBS projects	TECHNICAL EXCELLENCE PROGRAMME	Deputy DG Building Sector
	% reduction of labours employed	20% reduction		Deputy DG Building Sector & State Director
	b. Building Information Modelling (BIM) Adaptation in Project Implementation			
	% of building projects in RMK 11 costing more than RM50 millions which are designed using BIM	10% of building projects	TECHNICAL EXCELLENCE PROGRAMME	Deputy DG Specialist Sector & Deputy DG Building Sector
	No. of BIM collaborations with local universities or external organisations	2 collabo-rations		Senior Director CPAB
	No. of skilled officers in BIM by the year 2020	60 officers		Deputy DG Specialist Sector
	c. Pre-approved Plan (PAP) Implementation			
	% of standard building projects in RMK 11 employing PAP	80% of building projects	TECHNICAL EXCELLENCE PROGRAMME	Deputy DG Building Sector
	d. MyCrest/pH JKR Utilisation			
	No. of projects adopting myCrest/pH JKR for Energy Efficient Building	5 projects	TECHNICAL EXCELLENCE PROGRAMME	Deputy DG Building Sector

Customer / Stakeholder

T3.1 Technical Reference Centre

Internal Process

T3.2 Develop Excellent Technical Solution

T3.3 Strengthen Means of Knowledge Transfer

Learning & Growth

T3.4 Identify and Develop Experts

THEME 3 INITIATIVES

Strategic Objectives	Measures	Target	Initiatives	Owners
	T3.1 Technical Reference Centre			
	T3.1.1 Adaptation of innovative technical solutions to overcome the challenges in construction industry			
	d. MyCrest/pH JKR Utilisation			
	No. of increment of Certified Energy Managers by 2020	10 officers	TECHNICAL EXCELLENCE PROGRAMME	Deputy DG Specialist Sector
	e. Value Management (VM) Adaptation			
	% of projects costing RM50 millions and above which employ VM and attain minimum 10% cost saving	50%	TECHNICAL EXCELLENCE PROGRAMME	Deputy DG Building Sector & Deputy DG Infra Sector
	f. mySPATA Enhancement (For Immovable Assets)			
	% of increment of immovable asset registration	5% increment per year	TECHNICAL EXCELLENCE PROGRAMME	Senior Director CPAB
	g. Geographical Information System (GIS) Adaptation			
	% of existing government buildings registered into GIS by 2020	30%		Deputy DG Building Sector
	% of newly gazetted federal roads registered into the GIS by 2020	100%	TECHNICAL EXCELLENCE PROGRAMME	Deputy DG Infra Sector
	% of 5000 Soil Investigation (SI) results entered into GIS	50%		Deputy DG Specialist Sector

Customer / Stakeholder

Internal Process

Learning & Growth

T3.1 Technical Reference Centre

T3.2 Develop Excellent Technical Solution

T3.3 Strengthen Means of Knowledge Transfer

T3.4 Identify and Develop Experts

THEME 3 INITIATIVES

Strategic Objectives	Measures	Target	Initiatives	Owners
T3.1 Technical Reference Centre				
T3.1.1 Adaptation of innovative technical solutions to overcome the challenges in construction industry				
h. Bridge Management System (BMS) Enhancement				
	% of bridges/ culverts on federal roads registered into BMS by 2020	100%	TECHNICAL EXCELLENCE PROGRAMME	Deputy DG Infra Sector
	BMS is registered as Intellectual Property (IP) by 2020	BMS is registered as IP		
T3.1.2 Develop Subject Matter Experts in Identified Technical Fields				
	% of achievement of 42 expertise areas that involves architecture, civil & structural engineering, mechanical engineering, electrical engineering, quantity surveying, energy, project management, and asset management	50% achieve-ment of selected expertise areas	TECHNICAL EXCELLENCE PROGRAMME	All Deputy DG
T3.1.3 Recognition of JKR Expertise in Infrastructure, Technical Services, and Project Management by External Agencies, Organisations and Private Sectors				
	% of ad-hoc development projects caused by natural disaster that are handed over to JKR as subject matter expert	80% of ad-hoc projects	TECHNICAL EXCELLENCE PROGRAMME	All Deputy DG
T3.1.4 Professionally Certified Officers				
	% of professionally certified JKR officers for every discipline	3% per discipline per year	TECHNICAL EXCELLENCE PROGRAMME	All Deputy DG

Strategic Objectives diagram:

Customer / Stakeholder
- T3.1 Technical Reference Centre

Internal Process
- T3.2 Develop Excellent Technical Solution
- T3.3 Strengthen Means of Knowledge Transfer

Learning & Growth
- T3.4 Identify and Develop Experts

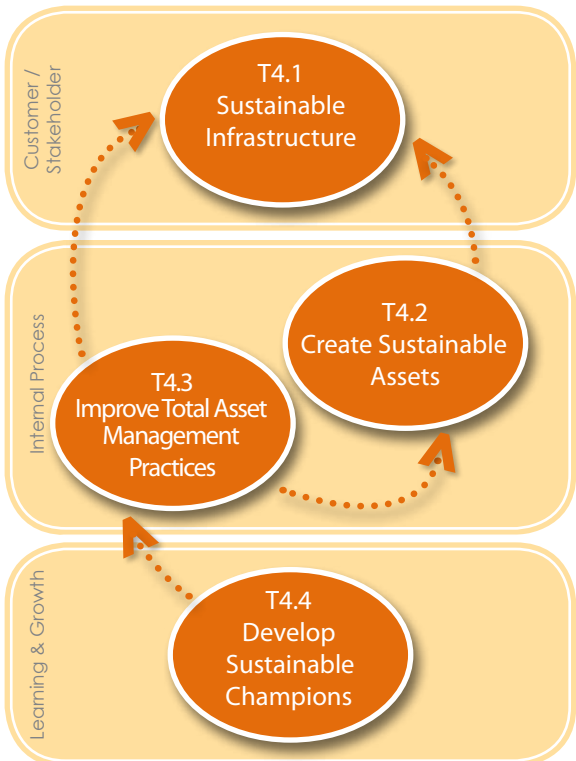This page is left blank intentionally

THEME 4
Leading Sustainability

A shift is necessary toward a lifestyle less geared to an environmental damaging consumption patterns.

Maurice Strong

THEME 4	LEADING SUSTAINABILITY
Champion	Director of Architecture Branch (CA)
Brief Definition and Strategy Objectives	JKR aspires to become the leader in sustainability through Total Asset Management (TAM). We commit to produce sustainable infrastructure. This means that products from infrastructure development should sustain from the impact of environmental issues, economic growth and social needs. Sustainability is the key driver to sustainable assets. New asset creations should comprise of green elements. For example, a building should first and foremost be built to fulfill a specific social need. The building design incorporates sustainable materials that give the building a long life span and make it environmental friendly which resulted in optimal usage with minimal maintenance. We must then improve Total Asset Management practices in order to achieve optimisation of asset value throughout the whole asset life cycle. Obviously this warrants competent personnel, appropriate system and process through proper documentation, leveraging on ICT and good governance. Since sustainability is a relatively new field, it is imperative that JKR develops the champions who are knowledgeable in sustainability, practicing the knowledge and able to inculcate culture for sustainability.
Strategic Objectives cause-and-effect	

THEME 4 OBJECTIVES

Theme Mini Strategy Map	Code & Strategic Objective	Definition
T4.1 Sustainable Infrastructure	T4.1 Sustainable Infrastructure	This objective spells out the desired outcome of this theme. Sustainable infrastructure refers to product from infrastructure development that sustains the impact of environmental issues, economic growth and social needs.
T4.2 Create Sustainable Assets	T4.2 Create Sustainable Assets	What drives sustainable infrastructure are the creation of sustainable assets, i.e. assets with the following attributes: • Environmental friendly • Usage of recyclable material • Habitat consideration • Low energy usage/Energy Efficiency (EE) • Passive design • Active design • Durability • Sustainable site management • Renewable energy • Space management
T4.3 Improve Total Asset Management Practices	T4.3 Improve Total Asset Management Practice	This objective refers to the process of optimising asset value throughout the whole asset life cycle: • Adopt appropriate practices • Competent asset manager • TAM tools and technique • Benchmark against international standard
T4.4 Develop Sustainable Champions	T4.4 Develop Sustainable Champions	Champions in this context are leaders with the following attributes: • Knowledge in sustainability • Practise sustainability • Strong belief in the concept of sustainability • Leadership skills including influencing skill • Able to inculcate sustainability culture

Director General's Scorecard

THEME 4 INITIATIVES

Strategic Objectives	Measures	Target	Initiatives	Owners
	T4.1 Sustainable Infrastructure			
	T4.1.1 % of building projects complying to MyCREST achieving 30% reduction of carbon emission by 2020	80% (Measurement starting 2017)	SUSTAINABLE DEVELOPMENT PROGRAMME Implementation of MyCREST as per SAKPKR Bil 17/2015	All Deputy DG
	T4.1.2 No. of project implementing renewable energy (RE) road furniture	1 project per year	Incorporation of RE road furniture such as solar light in remote area, solar signage and road studs.	Deputy DG Infra Sector

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THEME 5
Innovative Organisation

Innovation distinguishes between a leader and follower.
Steve Jobs

Innovation is the ability to see changes as opportunity, not threat.
Steve Jobs

THEME 5	INNOVATIVE ORGANISATION
Champion	Director of Electrical Engineering Branch (CKE)
Brief Definition and Strategy Objectives	JKR believes in becoming a Learning Organisation to drive innovation. This theme is the foundation to realise the other theme objectives. We need to make it a culture where innovations are lived and innovative solutions are produced as a value-added products and services offered to our customers. This is the seed to become a technical reference centre. Culture of innovation can thrive only if our people are inquisitive and willing to try new things. It is then critical to develop research capabilities within. Since innovations are dependent on knowledge creation and application, structure and processes need to be in place so as to empower our people to learn and adapt quickly. Hence, we must enrich the organisational knowledge base to systematically manage the knowledge assets. A key enabler to the above is innovative workforce. By being highly involved in learning, we will be more capable and more motivated to create new ideas and stimulate innovations in response to changes in internal and external environment.
Strategic Objectives cause-and-effect	

THEME 5 OBJECTIVES

Theme Mini Strategy Map	Code & Strategic Objective	Definition
	T5.1 Innovative Solutions	This objective spells out the desired outcome of this theme. Improved innovation/new solutions that add value to products and services offered to stakeholders/customers.
	T5.2 Enhance Research Capabilities	Continuous development of structure and process that empower the workforce to undertake research activities through a dedicated budget allocation.
	T5.3 Enrich Organisational Knowledge Base	A repository of knowledge to be shared and applied organisation-wide to generate knowledge value. It also includes a directory of experts from within the organisation who can help teams to work more effectively.
	T5.4 Develop Innovative-centric Workforce	Workforce that continuously learn and adapt to contribute to the business objectives by generating new or improved products/services.

The Mini Strategy Map column shows the following objectives arranged vertically by perspective:

- Customer / Stakeholder: T5.1 Innovative Solutions
- Internal Process: T5.2 Enhance Research Capabilities; T5.3 Enrich Organisational Knowledge Base
- Learning & Growth: T5.4 Develop Innovative-centric Workforce

Director General's Scorecard

THEME 5 INITIATIVES

Strategic Objectives	Measures	Target	Initiatives	Owners
	T5.1 Innovative Solutions			
	T5.1.1 No. of innovative solution adopted in project management	4 nos. per year	INNOVATION IN PROJECT DELIVERY Innovative solution adopted as part of JKR work process in Project Delivery	Director CLI
	T5.1.2 No. of project implemented with innovations	10 projects		Senior Director CPAB
	T5.1.3 No. of innovative solution adopted in asset management	2 nos. per year	INNOVATION IN ASSET MANAGEMENT To develop documentations and asset management system to be applied in JKR and national level	Senior Director CPAB
	T5.1.4 No. of asset premises undertaken by JKR that adopt asset innovation	10 premises		Senior Director CPAB
	T5.1.5 No. of Intellectual Properties (IPs) and innovative products	15 nos. per year	INNOVATION IN ENGINEERING & TECHNICAL SERVICES Continuous improvement in engineering & technical services by introducing patented products, guidelines and technical reference	Director CLI
	T5.2 Enhance Research Capabilities			
	T5.2.1 No. of collaborative programme/research	5 nos. per year	RESEARCH & COLLABORATIVE PROGRAMME	Deputy DG Specialist Sector

Customer / Stakeholder

Internal Process

Learning & Growth

T5.1 Innovative Solutions

T5.2 Enhance Research Capabilities

T5.3 Enrich Organisational Knowledge Base

T5.4 Develop Innovative-centric Workforce

THEME 5 INITIATIVES

Strategic Objectives	Measures	Target	Initiatives	Owners
	T5.2 Enhance Research Capabilities			
T5.1 Innovative Solutions	T5.2.2 No. of product adaptation from collaborative programme/research	3 nos. per year	IMPLEMENTATION OF INNOVATION PRODUCT • Continuous development, documentation & promotion of new/improved method/ process in development and improve-ment of JKR work processes with innovative solu-tions approach • Developing pro-active & inquisi-tive researchers	Deputy DG Specialist Sector
T5.2 Enhance Research Capabilities	T5.2.3 No. of programme to promote innovation product amongst JKR staff	10 nos. per year	CHANGE MANAGEMENT INNOVATION PROGRAM	Director CLI
T5.3 Enrich Organisational Knowledge Base	**T5.3 Enrich Organisational Knowledge Base**			
T5.4 Develop Innovative-centric Workforce	T5.3.1 No. of E-learning produced by JKR	1 no. per year	EXPANDING KNOWLEDGE OPPORTUNITIES To explore and ac-quire organisational knowledge that will foster innovation	Senior Director CPAB

Customer / Stakeholder

Internal Process

Learning & Growth

THEME 5

Strategic Objectives	Measures	Target	Initiatives	Owners
	T5.3 Enrich Organisational Knowledge Base			
	T5.3.2 Governance structure for content & knowledge management established	1 Policy Estab-lished	ENTERPRISE CONTENT KNOWLEDGE SYSTEM To ensure content and knowledge management effectiveness	Senior Director CPAB
	T5.4 Develop Innovatice Centric Workforce			
	Human Capital			
	T5.4.1 % of Innovation Competency Model development	100%	INNOVATION COMPETENCY MODEL (Creativity, Enterpris-ing, Integrating Perspective, Forecasting, Managing Change)	Director CLI
	Information Capital			
	T5.4.2 No. of activity organised by CoP domain created.	1 no. per domain	SUSTAINING KNOWLEDGE COLLABORATION PLATFORM	Director CLI
	Organisation Capital			
	T5.4.3 No. of innovative & research related pro-gramme organised	10 nos. per year	PROGRAM PEMBUDAYAAN INOVASI • Kumpulan Inova-tif & Kreatif • Hari Inovasi • R&D programme	Director CLI
	T5.4.4 No. of reward & recognition in innovation & invention	12 nos. per year		

Customer / Stakeholder

T5.1 Innovative Solutions

Internal Process

T5.2 Enhance Research Capabilities

T5.3 Enrich Organisational Knowledge Base

Learning & Growth

T5.4 Develop Innovative-centric Workforce

Strategy Map 2016-2020

Now that we understand the five strategic themes and the set of strategic objectives defined for each theme, putting them altogether form a one-page view of JKR's new theme-based Strategy Map for the period of 2016-2020.
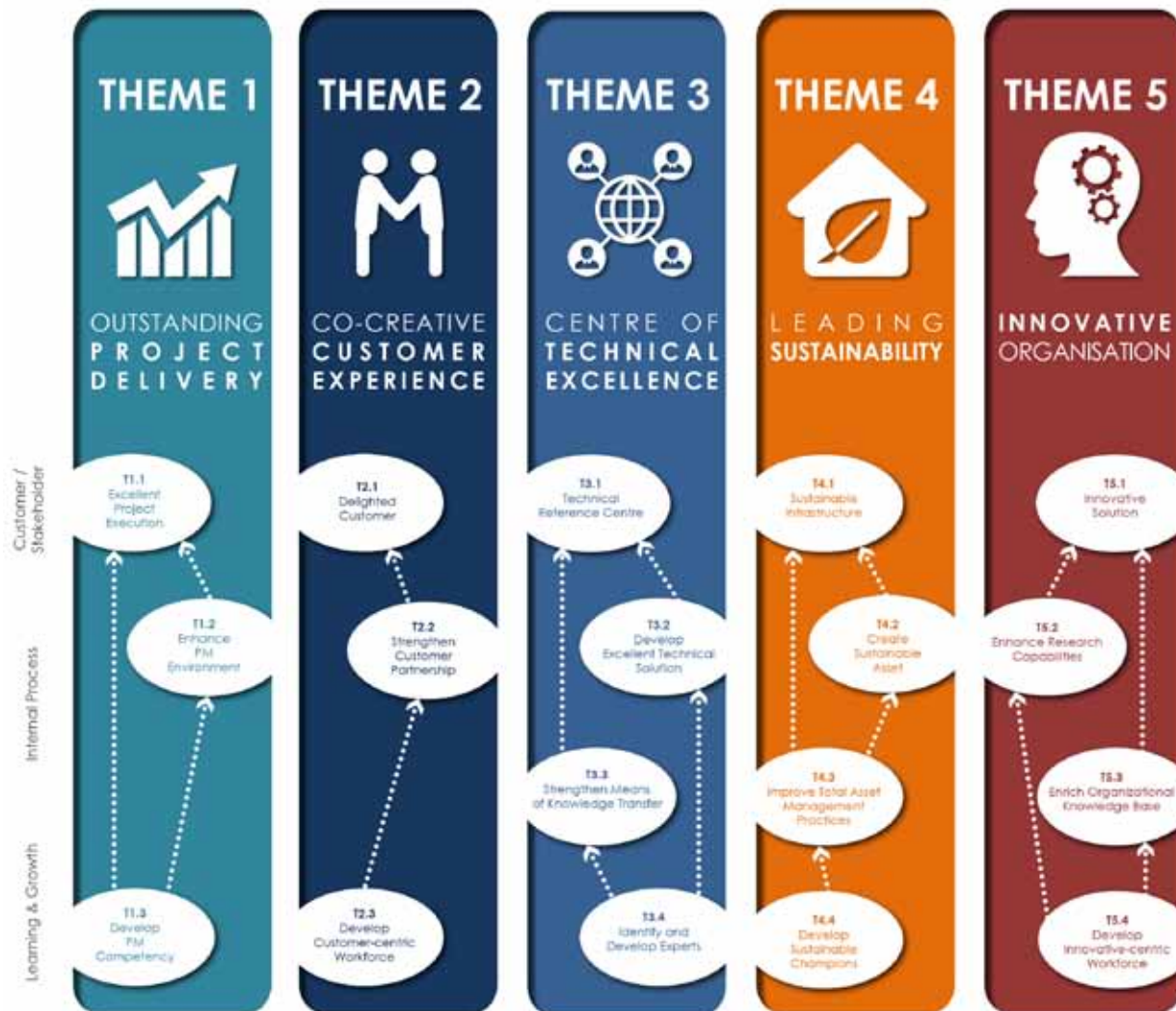
methodology. A Strategy Map narrates an organisation's strategy as a whole. It is always coupled with a Scorecard. JKR Corporate Scorecard (KPIs, Targets, and Initiatives) will be published in JKR Business Plan.

CHAPTER 3
Strategy Management

- Strategic Management
- Strategy-Focused Organisation (SFO)
- Strategy Cascading Communication via the Balanced Scorecard
- Strategic Management Cycle

Chapter 3
Strategic Management

Winning strategies are often left unexecuted once the strategic plan is documented. Many organisations forget that while having a strategic plan is important, it is more vital to ensure the plans are implemented and the expected improvement results are truly realised. Completing the entire cycle from strategising to executing strategies is what Strategic Management is all about in a nutshell.

JKR Leadership commits to ensure that this strategic plan is well executed and continuously managed at a strategic level. As seen in the previous strategic plan, JKR has chosen the Balanced Scorecard (BSC) methodology as its program for strategic management.

> Balanced Scorecard (BSC) is a performance management programme that puts strategy at the center of the process towards the creation of Strategy Focused Organisation. It is a methodology for deploying strategic direction, communicating expectations and measuring progress towards the agreed strategic objectives. Through the BSC, an organisation focuses on its ability to learn and improve-monitors both its current performance and its efforts to improve.

It is crucial for JKR to fully implement BSC with this new strategic plan. JKR has successfully:

1. Implement the BSC as defined by the Kaplan and Norton methodology
2. Exemplify the principles of the Strategy-Focused Organisation
3. Achieve breakthrough results over a period of 24 months or longer-measurable achievement of mission or customer objectives

Hence, it is vital to understand the critical success factors towards a victorious and effective strategic management, summarised and briefly explained in the following sections.

Strategy-Focused Organisation (SFO)

While many BSC adopters are excited about having a BSC system in place, only a few are able to realise the full benefits of BSC. More often BSC was adopted as a Performance Measurement System (PMS), not as a Strategic Management System. While PMS focuses on having KPIs per se, the latter helps organisations to focus on the strategies formulated and align every component and activity of the organisation around the strategy.

Strategy-focused Organisation is a set of principles that is meant to guide organisations when managing strategy particularly using the BSC framework. The BSC framework cut across all five principles (refer Figure Principles of a Strategy-Focused Organisation below), playing vital role every step of the way. Within each principle, lie the strategy management best practices to be embedded within business operations:

Principle of a Strategy-Focused Organisation (SFO)
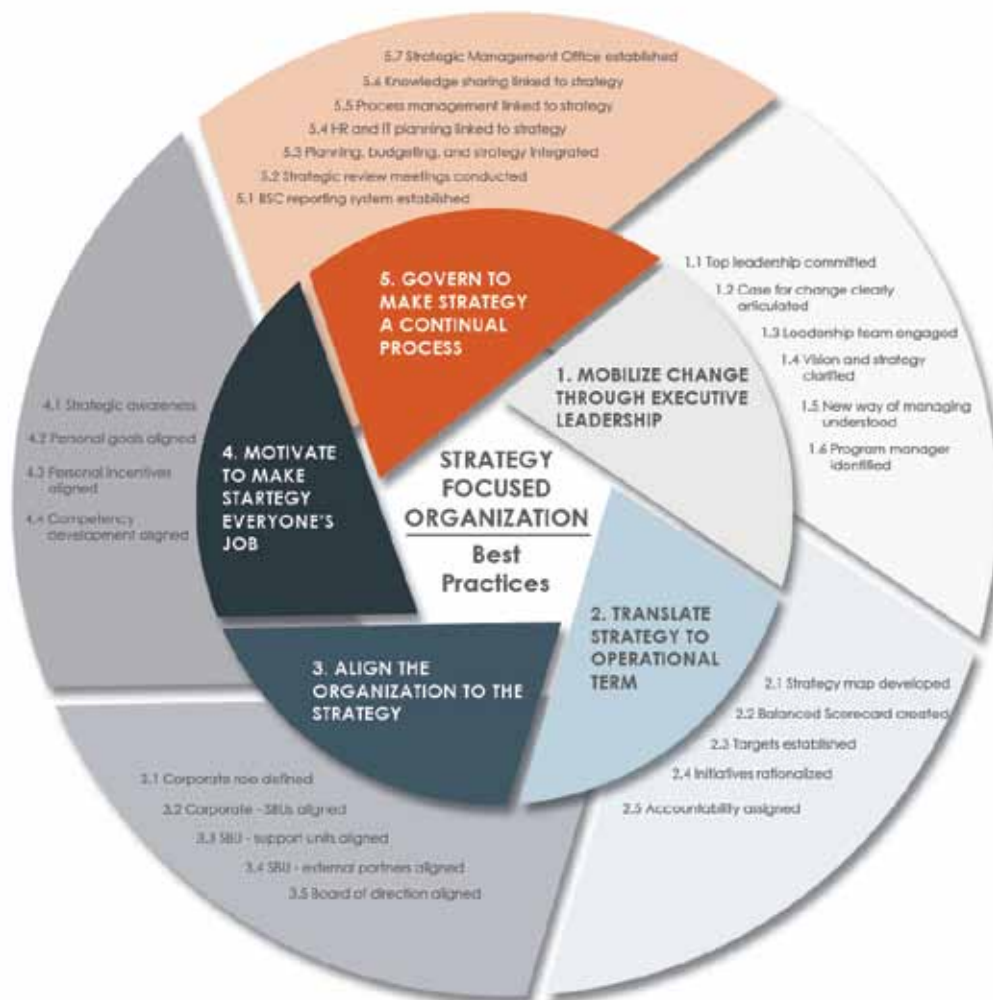
Source: Kaplan and Norton, 2001

Strategy Cascading and Communication via the Balanced Scorecard

Notably, the basis of this strategic plan is the Balanced Scorecard. In order to better communicate and execute the framework at all levels, the BSC will be used to further cascade the strategy to all levels of operations and staff.

JKR Cascading Structure shall follow the organisational structure for easy reporting:
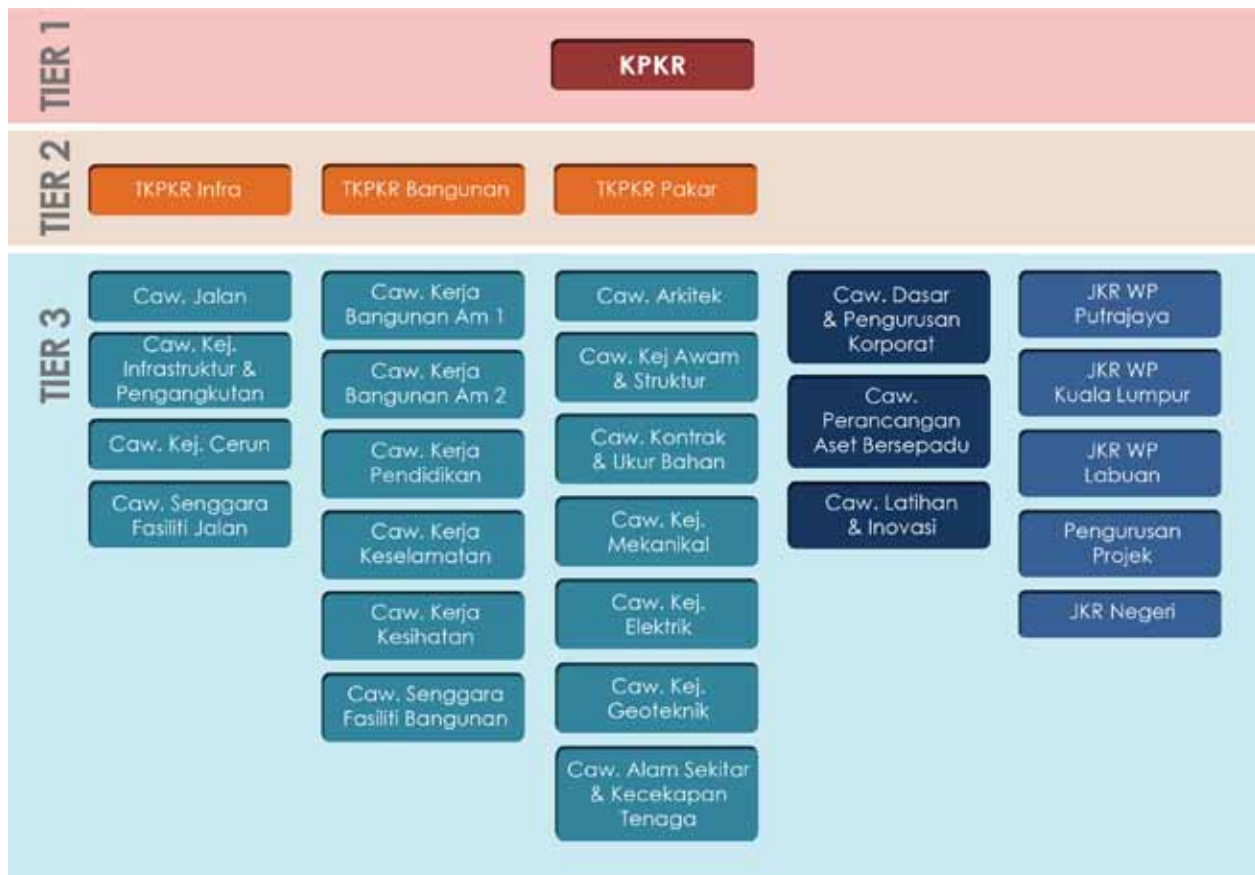
Cascading means that each cascaded entity in the respective tier will have its own set of the Balanced Scorecard component. These scorecards are aligned to each other and to that of the department. Performance monitoring and reporting will become easier when everyone speaks the same management lingo.

Strategic Management Cycle

It is imperative to integrate strategic planning and operational planning when talking about strategic management. Executing the strategies must be "operation friendly". The following figure clearly depicts the strategy management 6-step process flow for JKR, taking into consideration the strategic planning and operational planning linkage. While Process 1 is done generally every 5 years as a major review of the strategic framework, Process 2-6 shall adhere to an annual cycle. The ability to execute this cycle seamlessly is what the management expert, Kaplan and Norton term as "Execution Premium".

Closed Loop Management System for Strategy Execution
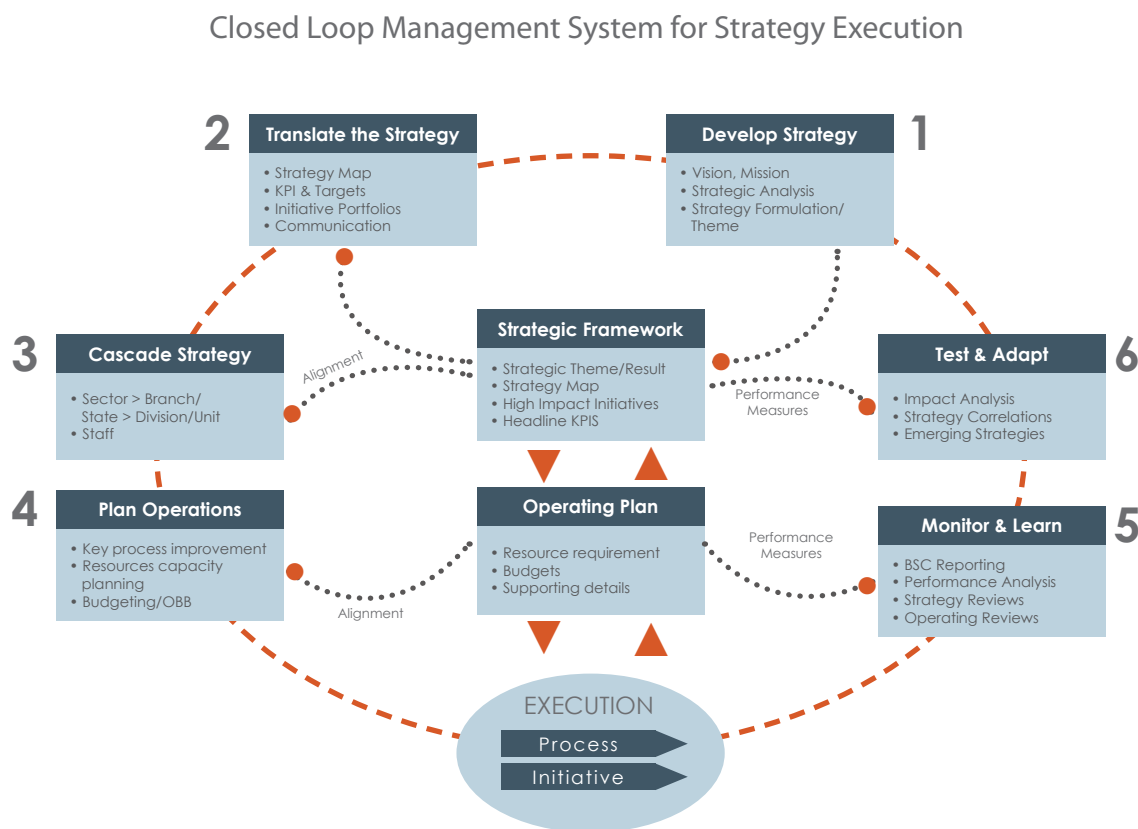
Source: Kaplan (2000): Conceptual Foundations of the Balanced Scorecard

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- **Acronyms**
- **Glossary**
- **Acknowledgements**

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ACRONYMS

ABBREVIATION	FULL TERM
ACDA	As Contract Details Abstract
BIM	Building Information Modeling
BKK	Bahagian Komunikasi Korporat
BMS	Bridge Management System
BSC	Balanced Scorecard
BTM	Bahagian Teknologi Maklumat
CBAS	Competency Based Assessment System
CDPK	Cawangan Dasar dan Pengurusan Korporat
CIDB	Construction Industry Development Board
CIS	Construction Industry Standard
CLI	Cawangan Latihan dan Inovasi
CPAB	Cawangan Perancangan Aset Bersepadu
CSI	Customer Satisfaction Index
DG	Director General
ECKM	Enterprise Content Knowledge Programme
EE	Energy Efficiency
EOT	Extension of Time
ETP	Economic Transformation Plan
GIS	Geographical Information System
GTP	Government Transformation Plan
HRM	Human Resource Management
IBS	Industrialised Building System
ICT	Information and Communications Technology
IP	Intellectual Properties
IRI	International Roughness Index
JCoP	JKR Community of Practice
JKR	Jabatan Kerja Raya
KP	Ketua Pengarah
KPI	Key Performance Indicator
KSU	Ketua Setiausaha
MAPMA	Malaysian Asset and Project Management Association
ML	Mid Term/ Long Term
myCrest	Malaysian Carbon Reduction and Environmental Sustainability Tool

ABBREVIATION	FULL TERM
MySPATA	Sistem Pengurusan Aset Tak Alih Kerajaan
No.	Number
OHSAS	Occupational Health and Safety
OSM	Office of Strategy Management
PAP	Pre-Approved Plan
PE	Professional Engineer
pH JKR	Penarafan Hijau JKR
PM	Project Management
PMS	Performance Measurement System
Q-Plan	Quality Plan
RE	Renewal Energy
RMK	Malaysia Plan
RMK 11	Eleventh Malaysia Plan
SF	Strategic Framework
SFO	Strategy-Focused Organisation
SKALA	Sistem Pengurusan Aplikasi dan Portal
SP	Strategic Plan
TAM	Total Asset Management
VM	Value Management

GLOSSARY

The definitions provided here refer to the context these terms are used in this document, using familiar words (i.e. not using the standard business definition terminologies).

TERM	DEFINITION
Asset Management	Administration of process and procedures related to the properties belonging to an organisation.
Balanced Scorecard	A management methodology developed by Drs Kaplan and Norton from Harvard University to manage, to measure and to communicate strategy across the organisation. It is well-known for having a set of linked and balanced perspectives generally known as Financial, Customer, Internal Process, and Learning & Growth.
Benchmark	A set of standards, used as a point of reference for evaluating or comparing performance or level of quality.
BSC Framework	See "Balanced Scorecard"
Business Model	A term to describe the mechanism of how an organisation runs its business in accordance to its purpose of existence.
Business Relationship	The context of how business entities work together or how one serves the other.
Cause-and-effect	In the BSC context, this term refers to the linked or "arrows" seen between strategic objectives on a Strategy Map.
Cascading	See "Strategy Cascading"
Centre of Excellence	A place or institution that is well known for its expertise in a certain area of specialization.
Creative and innovative human capital	A scenario where staffs in an organisation use creativity kills to cope with day-to- day work and demonstrate innovation.

TERM	DEFINITION
Customer/Stakeholder Perspective	One of the four standard perspectives used in the BSC methodology. This perspective addresses the expectation or how the customers/stakeholders view any organisation.
Critical Success Factor	A set of mandatory or required items to make something achievable.
Customer	The people or companies who buy our product and/or services.
Engineering Excellence	Global benchmark for best practice in engineering fields, showing world class expertise and innovation in developing and implementing engineering solutions.
Government Transformation Programme	A set of programmes introduce by the Malaysian Government to transform the country in several aspects.
Headline KPIs	A set of KPIs chosen to highlight the main result being aimed for.
High-level Business Strategies	Strategy of an organisation at a macro level.
Innovative Workforce	Characteristic of the employee in an organisation that values and manifest innovation in their day-to-day activities.
Internal Process Perspective	One of the four standard perspectives used in the BSC methodology. To meet organisational objectives and customers' expectations, organisations must identify the key business processes at which they must excel.
JKR Business Plan	A document that complements the Strategic Plan, and explains in further depth how the operation will integrate the corporate level strategies into its business process and systems.
Knowledge Asset	Intangible properties which refers to the intellectual capital of an organisation accumulated by the employee.
Knowledge Management	The practice or discipline to build a knowledge base and ensure its usage across the organisation.
KPI (Key Performance Indicator)	The tool, normally quantitative in nature, we use to measure or determine whether we are meeting our objectives.
Leadership Framework	The specific structure and plan to develop leaders within an organisation

TERM	DEFINITION
Learning & Growth Perspective	The perspective looks at the ability of the employees, the quality of information systems, and the effects of organisational alignment in supporting accomplishment of organisational goals. In order to meet changing requirement and customer expectations, employees may be asked to take on dramatically new responsibilities, and may require skills, capabilities, technologies, and organisational designs that were not available before.
Learning Organisation	Organisation that acquires knowledge and innovates fast enough to survive and thrive in a rapidly changing environment. Learning organisations (1) create a culture that encourages and supports continuous employee learning, critical thinking, and risk taking with new ideas, (2) allow mistakes, and value employee contributions, (3) learn from experience and experiment, and (4) disseminate the new knowledge throughout the organisation for ncorporation into day-to-day activities.
Life-long Learning	A continuous building of skills and knowledge throughout the life of an individual.
Measures	A standard used to evaluate and communicate performance against results. Measures are normally quantitative in nature capturing numbers, dollars, percentages, etc. Sometimes this term is used interchangeably with the term KPI.
Mid-term/Long-term Initiatives	Initiatives in this category is expected to take time in producing impact as it requires more resources and will only show result after more than a year of execution.
Mission Statement	A statement which describes why an organisation exists and the purpose it serves.
Performance Management System	A management tool intended to holistically consider the performance of employees to work towards optimum performance of a particular task. (See also Strategy Management System).

TERM	DEFINITION
Performance oriented organisation	Organisation that build a corporate culture which links the performance of their human capital to its achievements.
PM Maturity Model	Refers to the basic steps that organisation can take to achieve excellence in project management. To assess an organisation's project management maturity, the performance of the organisation in various project management knowledge areas is evaluated.
Project Management	The discipline of planning, organizing, securing and managing resources to bring about the successful completion of specific project goals and objectives.
Quantum Leaps	A big and significant change or advancement.
Research Capabilities	The skills and knowledge set of a team to perform research within a specified area, supported by all the necessary research tools and materials required.
Scorecard	A component produced when an organisation adopt the Balanced Scorecard. This is the component that consist the list of Strategic Objectives and related KPI and Initiatives along with its attributes.
Stakeholder	Those who are affected by a development outcome or have an interest in a development outcome. Stakeholders include customers (including internal, intermediate, and ultimate customers) but can include more broadly all those who might be affected adversely or indirectly, by an organisation's activity who might not be identified as a 'customer'.
Strategic Direction	A course of action that leads to the goal of our business strategy.
Strategic Element	Obvious factors adopted in strategic framework that is able to clearly drive organisation towards achieving its goal.
Strategic Framework	A method adopted to describe how an organisation will transform and improve towards betterment in the future, normally within a specified time frame.

TERM	DEFINITION
Strategy	Strategy explains in high-level statement(s) how an organisation plans to improve. This "how to" must be a set of differentiating activities or business unusual that can create competitive advantage, not routine tasks.
Strategy Management	The art and techniques to ensure the strategies formulated will be well executed and bring the desired results.
Strategic Objective	A statement stating the goal to achieve, elaborating a specific strategy.
Strategic Partner	Party which long-term agreement is reached for sharing of physical and/ or intellectual resources in achievement of defined common objectives.
Strategic Plan	An organisation's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people.
Strategic Theme	Descriptive statement representing a major component of a strategy, as articulated in the highest level in the vision. Themes are often stated as catchy phrases or "buzz" words that are easy for the employee to remember and internalize.
Strategy Cascading	A process of developing aligned scorecards throughout the organisation but keeping the same strategy in mind to achieve organisation's ultimate outcome.
Strategy Focus Organisation (SFO)	A Strategy Focus Organisation is a term coined by Drs Kaplan and Norton, the creator of the Balanced Scorecard. It refers to organisations which place strategy at the centre of their management processes, guiding the daily activities and referred to in decision making process.
Strategy Map	BSC architects Kaplan and Norton coined this term to describe the inter- relationships among objectives that weave together to describe an organisation's strategy in a rather pictorial format as opposed to pure words. See also, "cause-and-effect".
Total Asset Management	A framework that puts together the best practices of asset management in a more holistic aspect.
Vision	A statement which summarises the future direction of an organisation and what it aspires to become
World-class service provider	Organisation that delivers excellent and outstanding service to the customers.

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ACKNOWLEDGEMENTS

Our heartfelt gratitude to those who contributed ideas, effort and time to develop this strategic framework:

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Last but not least, a special thank you to all the participants in *Mesyuarat dan Pembentangan Pelan Strategik Dan Pelan Bisnes Jkr 2016-2020* in Pullman, Putrajaya for all the valuable inputs and positive criticism to strengthen the strategies formulated.