



Laporan Tahunan ANNUAL REPORT **2011**



Biro Pengaduan Awam
Public Complaints Bureau

Sedia Membantu | Ready to Serve

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Sesungguhnya kisah perjalanan Malaysia penuh warna-warni. Bermula daripada sebuah negara pertanian berpendapatan rendah semasa penubuhannya, hari ini, hasil mahsul perancangan penuh sistematik dan pelaksanaan begitu mapan, kita telah berjaya muncul sebagai negara perindustrian moden yang berpendapatan sederhana tinggi. Bertolak dari situ, sekalipun kejayaan yang telah dicapai bersifat monumental dan amat signifikan, ia bukanlah alasan yang membenarkan kita untuk berhenti berusaha, berasa puas hati, berasa selesa, apatah lagi mengambil sikap bersimpuh sambil berpeluk tubuh.

YAB Dato' Sri Mohd Najib bin Tun Abdul Razak

Perdana Menteri Malaysia

15 September 2011



The tale of Malaysia's journey is indeed colourful. From its beginning as a low income agricultural nation at the time of its formation, today, as a result of systematic planning and sound implementation, we have successfully emerged as a moderately high income modern industrial nation. Moving on, although the success attained is monumental and very significant, it is not a reason for us to cease our effort, be comfortable, what more do nothing.

YAB Dato' Sri Mohd Najib bin Tun Abdul Razak

Prime Minister of Malaysia

15 September 2011



Rakyat Didahulukan, Pencapaian Diutamakan
People First, Performance Now

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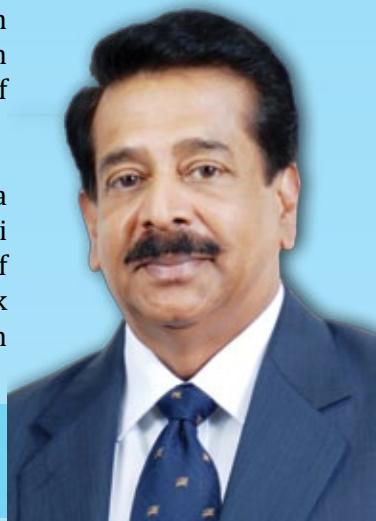
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Salam Sejahtera dan Salam 1Malaysia.

Saya amat gembira di atas kejayaan Biro Pengaduan Awam (BPA) menerbitkan Laporan Tahunan 2011. Penerbitan laporan ini merupakan antara inisiatif BPA untuk merumuskan pencapaian pengurusan aduan awam melalui kerjasama erat dengan agensi-agensi kerajaan yang lain dalam menangani aduan orang ramai, seterusnya meningkatkan kualiti penyampaian perkhidmatan awam bagi tahun 2011.

Aduan awam merupakan maklum balas penting yang menjadi kayu ukur prestasi sesebuah agensi awam. Ianya selaras dengan dasar semasa Kerajaan berteraskan "Rakyat Didahulukan, Pencapaian Diutamakan", di mana kepuasan rakyat mencerminkan keberkesanan penyampaian perkhidmatan awam. BPA sentiasa menyokong pelaksanaan Program Transformasi Kerajaan yang mencakupi tujuh (7) Bidang Keberhasilan Utama Negara berserta dengan Bidang Keberhasilan Utama Kementerian dan Petunjuk Prestasi Utama masing-masing. Oleh itu, BPA sebagai salah satu komponen penting dalam merealisasikan Program Transformasi Kerajaan (GTP), akan terus memainkan peranan yang proaktif dan inovatif dalam memastikan kejayaan semua inisiatif transformasi Kerajaan yang berkaitan dengan pengurusan aduan.

Perkhidmatan Kerajaan yang berorientasikan rakyat sentiasa memerlukan maklum balas serta menerima baik aduan awam sebagai input pengurusan yang strategik. Aduan yang dilihat dari perspektif positif juga mampu membantu agensi-agensi kerajaan menambah baik kualiti penyampaian perkhidmatan masing-masing. Justeru, Kerajaan



Menteri di Jabatan Perdana Menteri

telah menyediakan pelbagai saluran demi memudahkan rakyat sebagai pelanggan menyampaikan maklum balas mereka, seterusnya menjamin perkhidmatan diterima rakyat ditambahbaikkan secara berterusan.

Peranan serta pendekatan BPA dalam menguruskan aduan akan terus ditambahbaik sesuai dengan perkembangan dinamik Malaysia di segi politik, ekonomi dan sosial. BPA bukan lagi setakat menjadi penerima aduan ke atas agensi-agensi kerajaan tetapi turut mengambil peranan utama yang lebih proaktif dengan menilai aduan sebagai sumber inovasi dalam penyelesaian isu-isu secara holistik dan sistemik untuk manfaat rakyat keseluruhannya.

Seiring dengan perubahan landskap pemikiran rakyat serta perkembangan pesat teknologi maklumat, BPA telah melangkaui peranan menguruskan aduan kepada menganalisis serta merancang kaedah penyelesaian aduan secara menyeluruh. Ini termasuklah pelaksanaan beberapa inisiatif demi mengejapkan pengurusan aduan awam antaranya Audit Pengurusan Aduan di semua kementerian dan pemantauan jawapan pertanyaan awam di peringkat kementerian.

Saya yakin pencapaian BPA sepanjang tahun 2011 boleh menjadi pemangkin kepada BPA untuk terus mendukung aspirasi Kerajaan yang sentiasa peka kepada kehendak dan naluri rakyat demi kesejahteraan rakyat dan kemakmuran negara.

A handwritten signature in black ink, appearing to read "G. Palanivel".

DATUK SERI G. PALANIVEL

Salam Sejahtera and Salam 1Malaysia.

I am pleased that the Public Complaints Bureau (PCB) has succeeded in publishing the 2011 Annual Report. It is among the PCB initiative to consolidate the overall management of public complaints through close collaboration with other government agencies, thus enhancing the quality of public service delivery for the year 2011.

Public complaints are a vital yardstick to measure the performance of public agencies. In consonant with the present policy of "People First, Performance Now", customers' satisfaction is a mirror reflecting the effectiveness of public service delivery. PCB always supports the implementation of the Government Transformation Programme (GTP) which encompasses the seven National Key Results Areas, the respective Ministerial Key Result Areas and Key Performance Indicators. PCB as a key component in realising GTP will continue to play its proactive and innovative role to ensure the successful implementation of the transformational initiatives related to complaints management.

Government services which are people-oriented always require feedback and welcome public complaints as a strategic management input. Complaints viewed from a positive perspective can help government agencies improve the quality of their respective services delivery. In this regard, the Government has made available various channels to enable the public to convey their feedback, thus guaranteeing continued improvement of its services.

PCB's role and approach in managing complaints will continuously be enhanced to correspond to Malaysia's vibrant political, economic and social development. PCB is not just a channel for public complaints, but has undertaken a more proactive role by using complaints as a source of innovation

Minister in the Prime Minister's Department

to holistically and systemically resolve issues for the benefit of the general public.

In line with the changing landscape of the public's mindset and rapid development of information technology, PCB has leaped beyond the role of managing complaints to analysing and planning for comprehensive complaints resolution in a holistic way. This includes the implementation of several initiatives to strengthen complaints management such as complaints management audit of all ministries and the monitoring of public inquiries at the ministry's level.

I am confident that PCB's achievement in 2011 will be a catalyst for it to continuously support the Government's aspiration of being sensitive towards the people's needs and well-being as well as the prosperity of the nation.



DATUK SERI G. PALANIVEL

Assalamualaikum warahmatullahi wabarakatuh dan Salam 1Malaysia.

Dengan kedatangan abad ke-21, perkhidmatan awam terpanggil untuk lebih inovatif menghadapi cabaran-cabaran baru seperti keadaan ekonomi global yang tidak menentu dan harapan serta kehendak rakyat yang semakin meningkat dan kompleks. Oleh itu, Kerajaan perlu bertindak dengan pantas dalam menghadapi dan menangani cabaran-cabaran ini supaya negara terus bergerak maju dan kesejahteraan rakyat sentiasa ditingkatkan.

Dengan arus perubahan persekitaran yang begitu pantas, lebih aduan terhadap kualiti penyampaian perkhidmatan awam akan terus diterima oleh agensi kerajaan. Aduan awam amat mustahak kerana ia berperanan sebagai mekanisme *check and balance* bagi membolehkan agensi kerajaan mengatasi ruang-ruang kelemahan melalui tindakan penambahbaikan secara berterusan. Pengurusan aduan tidak seharusnya kekal sebagai agenda sampingan dalam pengurusan agensi kerajaan. Sebaliknya ia perlu ditekankan sebagai agenda penting dalam usaha untuk meningkatkan sistem penyampaian agensi kerajaan secara lebih berkesan, cekap dan mesra rakyat.

Dalam pengurusan aduan, penjawat awam perlu menyemai sikap empati, menghormati, mesra dan mengambil berat terhadap keperluan pelanggan. Perkhidmatan yang diberikan hendaklah



Ketua Setiausaha Negara

memudahkan rakyat, berserta dengan layanan yang konsisten dan adil kepada semua golongan masyarakat. Budaya kerja sebagai satu pasukan, perkongsian maklumat, pendekatan *No Wrong Door* dan konsep *Whole of Goverment* juga merupakan elemen yang perlu ada pada diri setiap penjawat awam. Dengan mananamkan sikap dan mengamalkan budaya kerja sebegini, diyakini bilangan aduan dapat dikurangkan dan permasalahan aduan berulang dapat diatasi.

Saya berbangga dengan pelbagai usaha yang telah dilaksanakan oleh Biro Pengaduan Awam (BPA) untuk membawa perubahan, inovasi dan transformasi dalam penyampaian perkhidmatan awam dengan cara bekerjasama dengan agensi-agensi lain. Suatu ketika dahulu, BPA dan agensi kerajaan hanya bertindak sekadar “memadamkan api” ke atas isu-isu aduan dan bukannya mengambil pendekatan yang proaktif dan menyeluruh ke atas pengurusan aduan, terutamanya dari segi sikap yang diambil semasa berurusan dengan pelanggan. Pada masa ini, falsafah asas adalah untuk melihat aduan sebagai sumber inovasi bagi mentransformasikan perkhidmatan awam supaya lebih cekap dan berdaya saing.

Saya berharap BPA akan terus menjadi penghubung antara rakyat dengan Kerajaan serta pemangkin kepada transformasi perkhidmatan awam supaya ia kekal relevan. Bersama-sama lah kita melunaskan tanggungjawab yang diamanahkan selaku penjawat awam dengan penuh integriti dan ikhlas demi kepentingan rakyat dan negara.

TAN SRI MOHD SIDEK BIN HJ. HASSAN

Assalamualaikum warahmatullahi wabarakatuh and Salam 1Malaysia.

With the advent of the 21st century, the public service must be more innovative in facing new challenges, such as the global economic uncertainty as well as the increasing and complex demand and expectations of the people. There is a need for the Government to act expeditiously to deal with these challenges so as to ensure the nation's continuous development and well-being of the people.

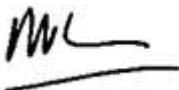
With the rapidly changing environment, government agencies will no doubt continue to receive more complaints on the quality of public service delivery. Complaints are vital as they serve as a check and balance mechanism to enable government agencies to overcome any shortcomings through continuous improvement. Complaints management should not remain as a secondary agenda in the management of government agencies. Instead it should be stressed as an important agenda, in our effort to enhance the effectiveness, efficiency and customer-friendliness of the public service delivery.

In complaints management, civil servants must be instilled with a sense of empathy, respect, friendliness and concern for the needs of the clients. While the services provided should be facilitated, more importantly the people must be served fairly and with consistency. The culture of teamwork, knowledge sharing, "No Wrong Door" approach and the "Whole of Government" concept are some of the elements that must be inculcated in all civil servants. Inculcating and practicing such attitude and culture will inevitably help reduce the number of complaints and recurring issues.

Chief Secretary to the Government

I am proud of the numerous efforts undertaken by the Public Complaints Bureau (PCB) to bring about change, innovation and transformation in the delivery of public service through collaboration with other agencies. In the past, PCB and government agencies were merely firefighting in dealing with complaints, instead of taking a more proactive and comprehensive approach in addressing the issues, particularly in our attitude in dealing with our customers. Now, the basic philosophy is to view complaints as a source of innovation to further transform the public service to be more effective and competitive.

I hope PCB will continue to be the vital link between citizens and the Government, and a catalyst for public service transformation so that it remains relevant. Let us fulfill the responsibility entrusted upon us as public servants with upmost integrity and sincerity in the interest of the people and nation.



TAN SRI MOHD SIDEK BIN HJ. HASSAN

Salam Sejahtera dan Salam 1Malaysia.

Biro Pengaduan Awam (BPA) mengendalikan aduan keseluruhan jentera kerajaan yang terdiri daripada kerajaan persekutuan dan negeri, pihak berkuasa tempatan serta badan-badan berkanun. Di samping itu, BPA bukan sahaja berperanan menguruskan aduan orang ramai ke atas perkhidmatan yang disediakan oleh agensi kerajaan, tetapi juga terhadap penjawat awam yang mentadbirkan atau menyampaikan perkhidmatan kepada orang ramai. Oleh itu, tugas keseluruhan yang diamanahkan kepada BPA sememangnya luas, kompleks dan mencabar.

Aduan tidak lagi dilihat secara negatif tetapi sebagai satu bentuk maklum balas agar jabatan dan agensi kerajaan sentiasa mengambil inisiatif berterusan bagi memenuhi harapan rakyat. Bertepatan dengan pendekatan Kerajaan yang mendahuluikan rakyat dan menitikberatkan prestasi dan pencapaian cemerlang, aduan awam akan terus menjadi pemangkin dalam mempertingkatkan lagi mutu penyampaian perkhidmatan awam.

Walaupun telah banyak penambahbaikan dilakukan ke atas perkhidmatan dan sistem penyampaian perkhidmatan awam, aduan daripada orang ramai akan terus diterima oleh agensi awam kerana ia mencerminkan kehendak dan harapan masyarakat yang mahukan penambahbaikan mutu perkhidmatan awam yang berterusan.



Ketua Pengarah

Secara keseluruhannya, jumlah penerimaan aduan bagi tahun 2011 adalah sebanyak 13,356 aduan. Ia menunjukkan penurunan sebanyak 1,344 (9.1%) aduan berbanding dengan jumlah penerimaan aduan bagi tahun 2010. Dari jumlah tersebut, BPA telah menyelesaikan sebanyak 13,045 (97.7%) aduan dengan kerjasama agensi-agensi kerajaan berbanding 98.7% daripada jumlah 14,700 aduan yang diterima pada tahun 2010. Penurunan bilangan aduan yang diterima pada tahun 2011 berbanding 2010 bukan bermakna bahawa orang ramai semakin kurang yakin peranan BPA. Tetapi ia menggambarkan tahap kecekapan dan keberkesanan agensi-agensi awam dalam sistem penyampaian serta pengurusan aduan-aduan awam. Orang ramai memilih untuk mengemukakan terus aduan mereka kepada agensi-agensi yang berkenaan.

Selaku pemudah cara dan *watchdog* dalam pengurusan aduan awam, BPA akan terus memainkan peranan aktif membantu agensi-agensi dalam memantapkan sistem pengurusan aduan masing-masing. Ini termasuk melalui pelbagai tindakan proaktif sama ada secara bersendirian atau melalui kerjasama erat dengan agensi-agensi kerajaan.

Akhir kata, saya mengucapkan setinggi-tinggi penghargaan dan terima kasih kepada Pengerusi dan Ahli-Ahli Jawatankuasa Pengaduan Awam (JKTPA), Lembaga Penasihat BPA, semua Ketua Setiausaha Kementerian serta Ketua-Ketua Jabatan dan Agensi di peringkat Persekutuan dan Negeri di atas komitmen dan kerjasama yang diberikan kepada BPA bagi memastikan aduan awam dapat diselesaikan secara cekap dan berkesan.

DATO' DR. TAM WENG WAH

Salam Sejahtera and Salam 1Malaysia.

Public Complaints Bureau (PCB) handles complaints against government agencies at all levels including federal and state agencies, local authorities as well as statutory bodies. The role of PCB does not only confine to public complaints on the services provided by government agencies but also on public servants who are involved in rendering the services. Therefore, the overall task of PCB is very wide, complex and challenging.

Complaints are no longer viewed negatively but as a form of feedback for government departments and agencies to continuously undertake initiatives to meet public's expectations. In consonant with the Government's agenda emphasising on excellent performance and achievement as well as putting people first, public complaints will continue to be catalyst in enhancing the quality of public service delivery.

Despite numerous improvements made to the public service and its delivery system, complaints will continue to be received from the public. This reflects the demand and expectation of the people for continuous improvement in the quality of public service delivery.

In 2011, PCB received 13,356 complaints, a decrease of 1,344 (9.1%) from the number of complaints received in 2010. With the cooperation of various government agencies, PCB managed to resolve 13,045 or 97.7% of the complaints compared to 98.7% of the total 14,700 complaints received in 2010. The decline in the number of complaints received in 2011 does not mean that the public has less confidence in PCB handling their complaints, rather it is a reflection of the higher level of

Director-General

efficiency and effectiveness achieved by government agencies in public service delivery and public complaints management. This has, instead, led the public to channel their complaints directly to agencies.

As facilitator and 'watchdog' in managing public complaints, PCB will continue its active role in assisting agencies to strengthen their complaints management system. This is done through various proactive actions taken singularly by PCB or through close collaboration with government agencies.

Finally, I would like to express my utmost gratitude and sincere appreciation to the Chairman and Members of the Permanent Committee on Public Complaints (PCPC), the PCB Advisory Board, all Secretaries-General of Ministries as well as Heads of Departments and Agencies at the Federal and State levels for the commitment and cooperation extended to PCB in ensuring that complaints are expeditiously and effectively resolved.

DATO' DR. TAM WENG WAH

satisfaction

“Kepuasan pelanggan bukan merupakan satu senario yang mutlak, tetapi banyak bergantung kepada interaksi, maklum balas, pujian dan aduan. Aduan perlu dilihat dalam perspektif yang membina, positif dan profesional...”

“Customer satisfaction is not an absolute scenario, but very much depends on interactions, feedback, praise, and complaints. Complaints have to be looked at in a constructive, positive and professional perspective...”

Arash Shihan,
4th International Management Conference

Lembaga Penasihat BPA adalah badan penasihat yang ditubuhkan bertujuan untuk mempertingkatkan keberkesanan BPA dalam menjalankan tanggungjawabnya. Lembaga Penasihat ini diketuai oleh seorang pengurus dengan ahli-ahlinya terdiri daripada individu yang mewakili agensi kerajaan, sektor swasta, akademia, media dan Badan Bukan Kerajaan (NGO). Bagi tahun 2011, Lembaga Penasihat telah bermesyuarat sebanyak dua kali, iaitu pada 11 April dan 13 Oktober.

The PCB Advisory Board is a body established to enhance the effectiveness of PCB in exercising its responsibilities. The Advisory Board is headed by a chairman with members comprising individuals representing government agencies, the private sector, the media, academia, and Non-Governmental Organisations (NGOs). In 2011, the Advisory Board met twice, i.e. on 11 April and 13 October.



Tan Sri Abdul Halim bin Ali
Pengerusi Lembaga Penasihat BPA
Chairman of PCB Advisory Board



Adj. Prof. Dato' Syed Amin Aljeffri
Yang DiPertua
Dewan Perniagaan Melayu Malaysia Kuala Lumpur (DPMM)
President
Kuala Lumpur Malay Chamber of Commerce

Tan Sri Datuk Dr. Rafiah binti Salim
Pengarah
NAM Institute for the Empowerment of Women Malaysia
Director
NAM Institute for the Empowerment of Women Malaysia



Datuk Haji Zaini bin Mohd Nor
Ketua Pegawai Eksekutif
Perbadanan Pengurusan Sisa Pepejal dan Pembersihan Awam
Chief Executive Officer
National Solid Waste and Public Cleanliness Corporation

Datuk Yong Soo Heong
Ketua Pengarang
Pertubuhan Berita Nasional Malaysia
Chief Editor
Malaysian National News Agency



Datuk Marimuthu Nadason
Presiden
Gabungan Persatuan Pengguna Malaysia (FOMCA)
President
Federation of Malaysian Consumers Associations (FOMCA)

**LEMBAGA PENASIHAT BPA
PCB ADVISORY BOARD**

Prof. Tan Sri Dato' Wira Dr. Sharifah Hapsah binti Syed Hasan Shahabudin
Presiden
Majlis Kebangsaan Pertubuhan Wanita
*President
National Council of Women's Organisations*



Tan Sri Dato' Lee Lam Thye
Naib Pengurus
Yayasan Pencegahan Jenayah Malaysia
*Vice-Chairman
Malaysian Crime Prevention Foundation*



Prof. Madya Dr. Abu Hassan bin Hasbullah
Pensyarah
Jabatan Pengajian Media Fakulti Seni dan Sains Sosial
Universiti Malaya
*Lecturer
Department of Media Studies
Faculty of Arts and Social Sciences
University of Malaya*

Dato' Siva Subramaniam a/l Nagaratnam
Perunding
Pasukan Petugas Khas Pelaksanaan
Jawatankuasa Kabinet Masyarakat India
*Consultant
Special Implementation Taskforce
Cabinet Committee on the Indian Community*



Cadangan Penambahbaikan

Lembaga Penasihat telah mengutarkan beberapa perkara utama bagi mempertingkatkan pengurusan aduan awam di BPA seperti berikut:

1. Mengatasi isu penyelenggaraan jalan seperti jalan berlubang dengan kerjasama Jabatan Kerja Raya dan pihak berkuasa tempatan. Ini termasuk membentangkan kertas cadangan Penambahbaikan Penyelenggaraan Jalan Negeri di Mesyuarat Jawatankuasa Tetap Pengaduan Awam Bil. 3/2011 pada 23 Jun 2011.
2. Mengatasi isu iklan haram dengan kerjasama Dewan Bandaraya Kuala Lumpur (DBKL). Dalam perkara ini pihak DBKL telah diminta membentangkan laporan iklan haram di Mesyuarat Lembaga Penasihat pada bulan April 2012.
3. Meningkatkan publisiti mengenai BPA di kalangan generasi muda termasuk memanfaatkan slot Bahasa Inggeris di BERNAMA Radio.
4. Memastikan agensi-agensi kerajaan seperti Kementerian Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan supaya lebih berkesan dalam menguruskan aduan terhadap sektor swasta.

Proposals for Improvements

The Advisory Board, in an effort to improve the management of public complaints, has identified various important concerns and has put forth the following:

1. *To work together with the Public Works Department and the local authorities to resolve the issue of road maintenance, such as potholes. A paper entitled "Proposal to Improve the Maintenance of State Roads" was presented at the Permanent Committee on Public Complaints' Meeting No. 3/2011 on 23 June 2011.*
2. *To resolve the issue of illegal advertisements in collaboration with Kuala Lumpur City Hall (DBKL). In this regard, DBKL was requested to present a report on illegal advertisements at the Advisory Board's meeting in April 2012.*
3. *To increase awareness and publicity about the PCB amongst the younger generation, including obtaining an English slot in Radio BERNAMA.*
4. *To ensure that government agencies, such as the Ministry of Domestic Trade, Cooperative and Consumerism are more effective in managing complaints about the private sector.*



Mesyuarat pada 11 April 2011
Meeting on 11 April 2011



Mesyuarat pada 13 Oktober 2011
Meeting on 13 October 2011

decision

“Tetapi daya penggerak kebanyakan kita dalam sektor awam adalah keyakinan bahawa setiap keputusan yang kita buat setiap hari, dilakukan dengan matlamat ianya lebih baik untuk anak-anak kita pada suatu hari kelak. Ia juga “beban keputusan” yang kita pikul setiap hari.”

“But what keeps most of us back, and what has most of us in the public sector wake up in the morning for, is a conviction that we can do better for our children through the burden of decisions we make each day.”

YBhg. Tan Sri Mohd Sidek bin Hj. Hassan
(30 November 2011)

Bidang kuasa Jawatankuasa Tetap Pengaduan Awam (JKTPA) adalah seperti berikut:

- Menentukan dasar-dasar mengenai sistem pengendalian pengaduan awam;
- Menimbang dan membuat keputusan mengenai laporan/kes yang dikemukakan oleh BPA mengenai pengaduan awam; dan
- Mengarahkan jabatan/agensi yang berkenaan supaya mengambil tindakan pembetulan dalam menyelesaikan sesuatu aduan/kes yang dirujuk kepadanya.

Keahlian JKTPA adalah seperti berikut:

- Ketua Setiausaha Negara (Pengerusi);
- Ketua Pengarah Perkhidmatan Awam Malaysia;
- Ketua Setiausaha Perbendaharaan;
- Ketua Pesuruhjaya, Suruhanjaya Pencegahan Rasuah Malaysia;
- Ketua Pengarah, Unit Pemodenan Tadbiran dan Perancangan Pengurusan Malaysia; dan
- Timbalan Ketua Setiausaha Kanan, Jabatan Perdana Menteri.



Tan Sri Mohd Sidek bin Hj. Hassan

The terms of reference of the Permanent Committee on Public Complaints (PCPC) are as follows:

- *To determine policies regarding the public complaints management system;*
- *To consider and decide on reports/cases submitted by PCB on public complaints; and*
- *To direct relevant departments/agencies to take remedial action to resolve cases/complaints referred to it.*

The committee members are:

- *Chief Secretary to the Government of Malaysia (Chairman);*
- *Director-General of Public Service Malaysia;*
- *Secretary-General, Ministry of Finance;*
- *Chief Commissioner, Malaysian Anti-Corruption Commission;*
- *Director-General, Malaysian Administrative Modernisation and Management Planning Unit; and*
- *Senior Deputy Secretary-General, Prime Minister's Department.*

**JAWATANKUASA TETAP PENGADUAN AWAM
PERMANENT COMMITTEE ON PUBLIC COMPLAINTS**



Tan Sri Abu Bakar bin Haji Abdullah
Ketua Pengarah Perkhidmatan Awam Malaysia
Director-General of Public Service Malaysia



Tan Sri Dr. Wan Abd Aziz bin Wan Abdullah
Ketua Setiausaha Perbendaharaan,
Kementerian Kewangan
*Secretary-General,
Ministry of Finance*



**Dato' Mohamad Zabidi
bin Zainal**
Ketua Pengarah
Unit Pemodenan Tadbiran dan
Perancangan Pengurusan Malaysia
*Director-General,
Malaysian Administrative
Modernisation and
Management Planning Unit*



Datuk Zainol bin Othman
(Sehingga 30 September 2011/
Until 30 September 2011)
Timbalan Ketua Setiausaha Kanan,
Jabatan Perdana Menteri
*Senior Deputy Secretary-General,
Prime Minister's Department*



**Dato' Sri Haji Abu Kassim bin
Mohamed**
Ketua Pesuruhjaya,
Suruhanjaya Pencegahan Rasuah
Malaysia
*Chief Commissioner,
Malaysian Anti-Corruption Commission*



Datuk Othman bin Haji Mahmood
(Mulai 1 Oktober 2011/*Effective 1 October 2011*)
Timbalan Ketua Setiausaha Kanan,
Jabatan Perdana Menteri
*Senior Deputy Secretary-General,
Prime Minister's Department*

JAWATANKUASA TETAP PENGADUAN AWAM

PERMANENT COMMITTEE ON PUBLIC COMPLAINTS

Sepanjang tahun 2011, JKTPA telah bersidang sebanyak 5 kali, iaitu 1 Mac, 6 April, 23 Jun, 29 September dan 24 November. Mesyuarat telah membincang dan menimbangkan 18 kertas kerja yang menyentuh pelbagai isu aduan yang menitikberatkan penghasilan kepada masyarakat umum khususnya, di samping menambah baik penyampaian perkhidmatan awam. Dalam konteks ini, isu-isu yang diketengahkan adalah lebih bersifat holistik dan memberi manfaat kepada banyak pihak. Sejak sidang pertama pada 6 Oktober 1984 sehingga 31 Disember 2011, JKTPA telah mengadakan mesyuarat sebanyak 94 kali dan menimbangkan 426 kertas kerja.

Senarai Kertas Kerja Yang Telah Dibentangkan Dalam Mesyuarat JKTPA Sepanjang Tahun 2011:

1. Cadangan Kawalan Pengiklanan Oleh Institusi Pengajian Tinggi Swasta;
2. Cadangan Mengatasi Masalah Kutipan Bayaran Balik Pinjaman Pendidikan Perbadanan Tabung Pendidikan Tinggi Nasional (PTPTN) Daripada Peminjam Ingkar;
3. Inisiatif Penambahbaikan Pengendalian Repot Polis Bagi Kemalangan Jalan Raya;
4. Cadangan Menambah Baik Pengurusan Laporan Polis;
5. Cadangan Mengadakan Garis Panduan Penubuhan Taska Dan Tadika Di Kawasan Taman Perumahan;
6. Cadangan Penambahbaikan Pengurusan Bil Air;
7. Cadangan Penambahbaikan Pengurusan Aduan Di Suruhanjaya Pengangkutan Awam Darat (SPAD);

For the year 2011, the PCPC sat in session 5 times, i.e. 1 March, 6 April, 23 June, 29 September and 24 November. The meetings discussed and considered 18 working papers that dealt with various complaints, emphasising issues that would particularly benefit the general public as well as improve the public service delivery system. In this regard, issues raised were more holistic in nature and beneficial to several parties. The PCPC has met 94 times and has considered 426 working papers since its first meeting on 6 October 1984.

List of Working Papers presented at the PCPC meetings in 2011:

1. *Proposal to Regulate Advertising by Private Institutes of Higher Education;*
2. *Proposal to Resolve the Collection Problem of Loan Repayment from Defaulting Borrowers of the National Higher Education Corporation Fund (PTPTN) Loans;*
3. *Initiative to Improve the Handling of Police Reports for Road Accidents;*
4. *Proposal to Improve the Management of Police Reports;*
5. *Proposal to Formulate Guidelines on the Establishment of Nurseries and Kindergartens in Residential Areas;*
6. *Proposal to Improve the Management of Water Utility Bills;*
7. *Proposal to Improve the Management of Complaints at The Public Land Transport Commission;*

**JAWATANKUASA TETAP PENGADUAN
AWAM**

8. Cadangan Penambahbaikan Perkhidmatan Sistem Transit Aliran Ringan (LRT);
9. Cadangan Penambahbaikan Penyelenggaraan Jalan Negeri;
10. Cadangan Menyediakan Kemudahan Perkhidmatan Perbankan Asas Di Rancangan FELDA Seluruh Negara;
11. Cadangan Mewujudkan Kemudahan Mengakses Status Perkahwinan Warganegara Bukan Islam Secara Atas Talian;
12. Cadangan Langkah Penjimatan Bayaran Bil Telefon Bimbit Pegawai Kerajaan Yang Ditanggung Oleh Kerajaan Melalui Kaedah E-Billing;
13. Cadangan Penambahbaikan Dalam Pengurusan Tandas Awam;
14. Cadangan Penambahbaikan Perkhidmatan KTMB Komuter;
15. Cadangan Menambahbaik Perkhidmatan TV Berbayar dan Isu Kenaikan Harga ASTRO;
16. Cadangan Mengadakan Garis Panduan Bagi Minggu Orientasi Sekolah-sekolah Berasrama;
17. Cadangan Penambahbaikan Pengurusan Pertubuhan Secara Atas Talian; dan
18. Cadangan Penambahbaikan Tatacara Tuntutan Perjalanan Bertugas Rasmi Di Dalam Negeri Melalui HRMIS.

**PERMANENT COMMITTEE ON
PUBLIC COMPLAINTS**

8. *Proposal to Improve the Services of the Light Rail Transit (LRT) System;*
9. *Proposal to Improve the Maintenance of State Roads;*
10. *Proposal to Provide Facilities for Basic Banking Services at FELDA Schemes Across the Country;*
11. *Proposal to Provide Online Access to Verify the Marital Status of Non-Muslim Citizens;*
12. *Proposal on Cost-Saving Measures for Civil Servants Whose Mobile Telephone Bills are Paid by the Government through E-Billing;*
13. *Proposal to Improve the Management of Public Toilets;*
14. *Proposal to Improve the Services of the KTMB Commuter;*
15. *Issue of ASTRO Price Increase and Proposal to Improve Paid Television Services;*
16. *Proposal to Formulate Guidelines on Orientation Week for Schools with Hostel Facilities;*
17. *Proposal to Improve the Online Management of Associations; and*
18. *Proposal to Improve the Procedures on Local Official Duty Travel Claims Through HRMIS.*

Cadangan Menyediakan Kemudahan Perkhidmatan Perbankan Asas Di Rancangan FELDA Seluruh Negara

Maybank akan memasang empat buah mesin ATM baru manakala Bank Simpanan Nasional (BSN) akan menandatangani MOU dengan FELDA untuk mengadakan 15 lokasi perintis urus niaga perbankan di rancangan FELDA.

Bank Negara Malaysia (BNM) telah menggariskan inisiatif-inisiatif berikut bagi merealisasikan hasrat menyediakan perkhidmatan perbankan asas di kawasan pedalaman khususnya Sabah, Sarawak dan Rancangan FELDA, iaitu:

1. Melalui perbankan agen (*agent banking*), institusi kewangan akan melantik agen masing-masing di kawasan pedalaman. Seperti mana yang dibentangkan dalam Bajet 2012, BSN akan melantik agen-agen di kawasan luar bandar di seluruh negara untuk menyediakan perkhidmatan perbankan meliputi transaksi simpanan, pengeluaran dan pembayaran bil. Pihak BSN akan melantik sejumlah 5,000 agen menjelang 2015 yang mana 1,500 daripadanya dilantik dalam tahun 2012.
2. BNM dengan kerjasama Malaysian Electronic Clearing Corporation (MyClear) akan menjalankan inisiatif perkhidmatan perbankan mudah alih (*mobile banking*) yang dibangunkan secara bersepadu dan boleh diguna pakai dengan semua jenis telefon bimbit. Bagi membolehkan pelanggan membuat pertanyaan baki akaun, pindahan wang dan pembayaran bil, inisiatif ini akan dijalankan secara *pilot* menjelang hujung tahun 2011.

Proposal to Provide Basic Banking Services at FELDA Schemes Across the Country

Maybank will install four new ATM teller machines while Bank Simpanan Nasional (BSN) will sign an MOU with FELDA to set up 15 pioneer banking facilities at chosen FELDA Schemes.

Bank Negara Malaysia (BNM) has drawn up the following initiatives to achieve the target of providing basic banking services in remote areas, particularly in Sabah, Sarawak and FELDA Schemes, such as:

1. *Financial institutions will appoint respective agents in remote areas and as stated in Budget 2012, BSN will appoint agents in the outskirts of the country to provide banking services, which include savings transactions, withdrawals and bill payments. BSN will appoint 5,000 agents by 2015 of which 1,500 will be appointed in 2012.*
2. *BNM, in cooperation with the Malaysian Electronic Clearing Corporation (MyClear) will start a comprehensive mobile banking initiative that can be used by all mobile phones. This initiative will have its pilot run by the end of 2011.*



CONTOH KEBERHASILAN KERTAS JKTPA

Cadangan Penambahbaikan Dalam Pengurusan Tandas Awam

Cadangan Garis Panduan Pengauditan dan Penggredan Tandas Awam telah dibentangkan dan diluluskan di peringkat Kementerian pada 6 Disember 2011. Pengauditan ke atas tandas yang terdapat di kementerian dan jabatan kerajaan di sekitar Putrajaya yang akan dilaksanakan pada Februari 2012. Pengauditan ini akan dilaksanakan secara bersama oleh Kementerian Perumahan dan Kerajaan Tempatan, MAMPU dan Perbadanan Putrajaya. Kertas kerja berkaitan Pengurusan Tandas-Tandas Di Sekolah-Sekolah akan dibentangkan pada Mesyuarat Jawatankuasa 3K di Kementerian Pelajaran Malaysia yang dijadualkan pada bulan Januari 2012. Manakala, satu mesyuarat bersama Kementerian Pelancongan dan pihak berkuasa tempatan (PBT) yang mempunyai tempat-tempat pelancongan serta PBT yang mempunyai banyak premis makanan, akan diadakan pada bulan Januari 2012.

Cadangan Penambahbaikan Perkhidmatan KTMB Komuter

Dengan perolehan dan pembekalan secara berperingkat 38 set tren enam koc baharu, kekerapan komuter dapat ditingkatkan daripada setiap 30 minit kepada 10 minit di waktu puncak pada bulan Jun 2012. KTM Komuter telah mengintegrasikan sistem tiket dengan sistem *Touch N Go* sejak tahun 2005 dan peta jaringan bersepadu di Lembah Klang telah dipamerkan di stesen-stesen komuter. Ia sebagai panduan untuk *transfer* antara dua laluan KTM Komuter. Bagi kebersihan stesen, kontrak kerja-kerja pembersihan akan diperluaskan. Sistem *Digital Crowd Management* mempamerkan situasi semasa dan status penumpang di platform di KL Sentral. Twitter@ktmkomuter diwujudkan bagi mengemaskini status dan lokasi tren secara terus kepada pengguna.

EXAMPLES OF OUTCOMES OF PAPERS PRESENTED AT PCPC

Proposal to Improve the Management of Public Toilets

The proposed guidelines for audit and grading of public toilets was presented and passed at Ministry's level on 6 December 2011. The audit on toilets at government ministries and departments in the vicinity of Putrajaya will be carried out in February 2012. This will be conducted jointly with the Ministry of Housing and Local Government, MAMPU and Putrajaya Holdings. The working paper on the Management of School Toilets will be presented to the 3K Committee meeting at the Ministry of Education in January 2012. A meeting with the Ministry of Tourism and local authorities that have tourist attractions and those that have many food outlets will be held in January 2012 as well.

Proposal to Improve the Services of the KTMB Commuter

With the 38 sets of 6-coach trains that have been newly acquired and outfitted in stages, the frequency of the commuter trains will be increased from every 30 minutes to every 10 minutes during peak times effective from June 2012. The KTM Commuter has integrated the ticket system with the Touch N Go since 2005 and the integrated network maps are displayed at all commuter stations. This serves as a guide when commuters need to transfer between two KTM Commuter routes. With regard to cleanliness, the scope of the cleaning contract will be expanded. The Digital Crowd Management System displays the real-time situation and status of commuters at the platform in KL Sentral. Twitter@ktmkomuter was created to directly update users of the status and location of trains.

CONTOH KEBERHASILAN KERTAS JKTPA

EXAMPLES OF OUTCOMES OF PAPERS PRESENTED AT PCPC

Cadangan Menambahbaik Perkhidmatan TV Berbayar dan Isu Kenaikan Harga ASTRO

Astro telah memperkenalkan satu saluran iaitu *Baby TV* yang ditawarkan secara *ala carte* di mana pelanggan boleh memilih untuk melanggan saluran ini dengan kadar RM5 sebulan sebagai tambahan langganan. Dari aspek kos, caj langganan bagi tawaran secara *ala carte* ini adalah lebih mahal sekiranya dibandingkan dengan caj pakej sedia ada yang mengandungi beberapa saluran.

Mesyuarat Anggota Suruhanjaya Komunikasi dan Multimedia Malaysia telah memutuskan supaya Jawatankuasa Khas Suruhanjaya ditubuhkan bertujuan membuat penilaian ke atas pematuhan Syarikat Measat Broadcast Network Systems berhubung dengan perubahan kadar pakej ASTRO di bawah Seksyen 198 Akta Komunikasi dan Multimedia 1998. Jawatankuasa ini dikehendaki mengemukakan perakuan serta syor kepada Mesyuarat Anggota Suruhanjaya.

Semenjak penubuhannya pada 19 Januari 2012, sebanyak 5 pertemuan telah diadakan dengan pelbagai pihak termasuk ASTRO. Satu mesyuarat telah dijadualkan pada akhir atau awal April 2012 dan hasil kajian penilaian perubahan kadar pakej ASTRO beserta syor akan dibentangkan dan diputuskan penyelesaiannya.

Inisiatif Penambahbaikan Pengendalian Repot Polis Bagi Kemalangan Jalan Raya

MAMPU dan Polis DiRaja Malaysia (PDRM) telah mengenal pasti keperluan dan pendekatan kerjasama dalam membangunkan modul e-reporting dan integrasi dengan Police Reporting System (PRS) bagi mewujudkan kemudahan membuat laporan polis secara online. Buat masa ini, pembangunan *prototype* modul e-Reporting dan integrasi dengan PRS bagi mewujudkan kemudahan membuat laporan polis secara online telah dibangunkan.

Issue of ASTRO Price Increase and Proposal to Improve Paid Television Services;

ASTRO has introduced a channel called Baby TV that is offered as an ala carte item where customers can access this channel at an additional cost of RM5 a month to their existing subscription. This additional cost, is relatively more expensive than the charge for the existing package which delivers numerous channels.

A meeting of the Malaysian Communication and Multimedia Commissioners have decided that a Special Committee be established aimed at making a compliance assessment on Measat Broadcast Network Systems with regard to the change in rates for ASTRO packages under Section 198 of the Communications and Multimedia Act 1998. This Committee is expected to present their findings at the Commissioners Meeting.

Since its establishment on 19 January 2012, a total of 5 consultations have been held with various parties including ASTRO. A meeting has been scheduled for early or end of April 2012 and the results of the assessment will be tabled and a decision made to resolve the issue.

Initiative to Improve the Handling of Police Reports for Road Accidents

MAMPU and the Royal Malaysia Police (RMP) have identified the need for cooperation in developing an e-reporting module and to integrate it with the Police Reporting System (PRS) to enable online police report. Currently, an e-Reporting prototype module, integrated with PRS, is being developed to provide this facility.

CONTOH KEBERHASILAN KERTAS JKTPA

Cadangan Penambahbaikan Perkhidmatan Sistem Transit Aliran Ringan (LRT)

Isu yang kerap dihadapi orang ramai adalah kelewatan tren atau ketepatan waktu, urusan tiket, sikap warga kerja serta pelbagai kemudahan untuk orang kurang upaya, warga emas dan para pelajar. Syarikat Prasarana Negara Berhad telah mewujudkan jawatan Ketua Stesen bagi memantapkan pengurusan stesen LRT dengan fokus penambahbaikan kepada Khidmat Pelanggan dan kemudahan yang terdapat di stesen. Ketua Stesen turut dibantu oleh juruteknik-juruteknik terlatih. Pelbagai saluran disediakan bagi menyalurkan informasi dan menerima aduan atau cadangan dari pelanggan. Semua aduan yang diterima diambil tindakan segera.

Cadangan Mengatasi Masalah Kutipan Bayaran Balik Pinjaman Pendidikan Perbadanan Tabung Pendidikan Tinggi Nasional (PTPTN) Daripada Peminjam Ingkar

PTPTN menghadapi masalah kutipan bayaran balik pinjaman pendidikan daripada Peminjam Ingkar. Menurut Laporan Ketua Audit Negara Tahun 2009, PTPTN dijangka akan mengalami defisit aliran tunai berjumlah RM45.89 bilion sehingga RMK-11. BPA telah mencadangkan taklimat berkenaan tanggungjawab pembayaran balik pinjaman PTPTN kepada para peminjam di tahun terakhir pengajian di IPTA/IPTS. Ini bertujuan untuk mengingatkan para pelajar terhadap tanggungjawab membayar balik pinjaman PTPTN. Ianya telah mula dilaksanakan pada semester September 2011. Berhubung dengan cadangan BPA mengenai potongan gaji seperempat konsep potongan gaji bagi caruman Kumpulan Wang Simpanan Pekerja dan Lembaga Hasil Dalam Negeri, PTPTN juga telah mengadakan perbincangan dengan beberapa kementerian dan agensi kerajaan seperti Kementerian Kewangan, Jabatan Peguam Negara dan Lembaga Hasil Dalam Negeri. Tujuannya bagi mewujudkan satu kaedah untuk memudahkan peminjam menjelaskan bayaran PTPTN.

EXAMPLES OF OUTCOMES OF PAPERS PRESENTED AT PCPC

Proposal to Improve the Services of the Light Rail Transit (LRT) System

Issues that are frequently raised include delayed trains or punctuality, ticketing, the attitude of the workers as well as the various facilities for the disabled, senior citizens and students. The Syarikat Prasarana Negara Berhad has created a Station Master position to improve the management of the LRT stations with a focus on improving Customer Service and facilities available at the station. The Station Master will be assisted by trained and skilled technicians. There are various avenues available to channel information and receive suggestions or complaints from customers and all complaints will be promptly attended to.

Proposal to Resolve the Collection Problem of Loan Repayment from Defaulting Borrowers of the National Higher Education Corporation Fund (PTPTN) Loans

PTPTN is facing a problem collecting repayment of loans given out, as borrowers have defaulted in payments. According to the Auditor-General's Report 2009, PTPTN is expected to experience a cash flow deficit of RM45.89 billion until 11th Malaysia Plan (RMK-11). PCB proposed that a briefing on the responsibility of paying back the PTPTN loan for the borrowers in the final year of study at Public/Private Institutes of Higher Education (IPTA/IPTS). This is to remind students of their responsibility, morally and legally to repay the loan amount. This briefing began in the September 2011 semester. With regard to PCB's proposal that the borrower's salary be deducted, a concept similar to the Employees Provident Fund (EPF) and Inland Revenue Board (IRB) deductions, PTPTN has held discussions with several ministries and government agencies such as the Ministry of Finance, the Attorney General's Chambers and Inland Revenue Board, to come up with a method that will help borrowers to clear their PTPTN loan.

CONTOH KEBERHASILAN KERTAS JKTPA

Cadangan Penambahbaikan Pengurusan Aduan Suruhanjaya Pengangkutan Awam Darat (SPAD)

Ekspektasi rakyat kepada agensi awam semakin meningkat sejak dengan peredaran masa di mana mereka tidak mudah berpuas hati dengan perkhidmatan yang diterima. Rakyat akan membuat aduan apabila tidak berpuas hati dengan perkhidmatan yang diberikan. Walaupun SPAD menyediakan talian bebas tol 1-800-889-600 (24 jam), SMS 15888, email aduan@lpkp.gov.my atau aduan@spad.gov.my, surat, faks di talian 03-8880 5621 dan melalui kaunter SPAD di setiap wilayah, aduan yang diterima hanya direkodkan secara manual. Sebagai langkah penambahbaikan, SPAD telah menggunakan i-SPAAA mulai Oktober 2011 seperti dicadangkan oleh BPA dalam pengurusan aduan. SOP baru telah dibangunkan khusus untuk penguatkuasaan dan dilaksanakan mulai 11 Julai 2011.

Cadangan Mengadakan Garis Panduan Penubuhan Taska Dan Tadika Di Kawasan Taman Perumahan

Aduan berkaitan dengan penubuhan dan operasi taska dan tadika di kawasan-kawasan perumahan dan di lokasi yang sama semakin bertambah. Keadaan ini berlaku kerana tiadanya satu garis panduan yang boleh dipatuhi oleh pihak berkuasa tempatan dalam mengeluarkan lesen dan memberi kebenaran premis diguna sebagai taska atau tadika. Berdasarkan cadangan BPA, garis panduan telah disediakan oleh Kementerian Perumahan dan Kerajaan Tempatan dan diluluskan oleh Jemaah Menteri pada 9 Disember 2011.

EXAMPLES OF OUTCOMES OF PAPERS PRESENTED AT PCPC

Proposal to Improve the Management of Complaints at the Land Public Transport Commission (SPAD)

The public service delivery must meet the expectations of a more discerning and demanding citizens. With globalisation and technological advancements, the citizens expect the best delivery system and will complain if they are not satisfied with the services provided. While SPAD has a Toll-free line 1-800-889-600 (24 hours), SMS 15888, email: aduan@lpkp.gov.my or aduan@spad.gov.my, fax line 03-88805621 and over the counter at every region, complaints are recorded manually. As an improvement initiative, SPAD has begun using i-SPAAA from October 2011 as proposed by PCB in the management of complaints. New Standard Operating Procedure (SOP) have been formulated particularly for enforcement and were implemented beginning 11 July 2011.

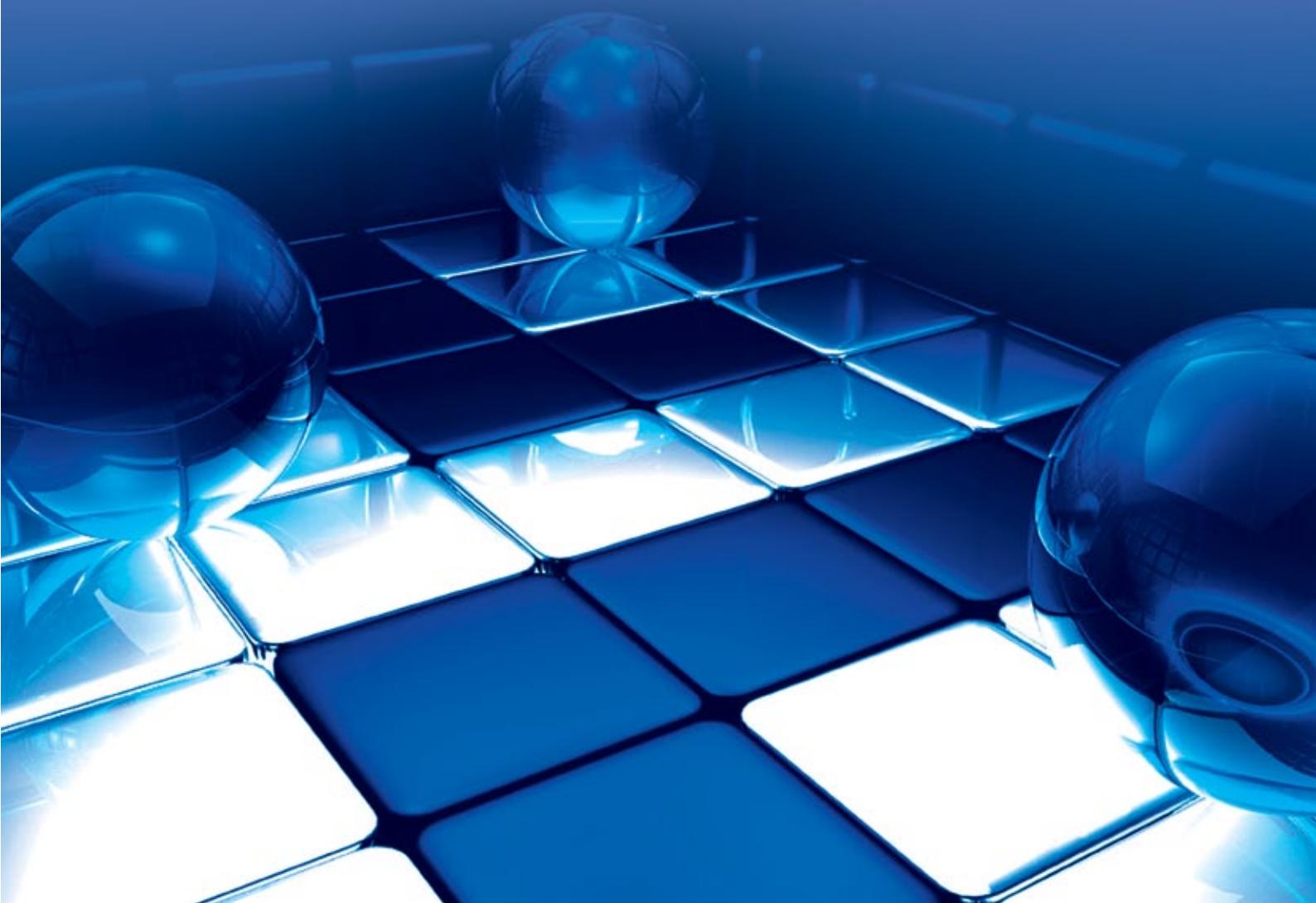
A Proposal to Formulate Guidelines on the Establishment of Nurseries and Kindergartens in Residential Areas

There are an increasing number of complaints regarding the setting up of nurseries and kindergartens at housing estates and sometimes in the same location that has disrupted the neighbourhood. This has become a problem because there have been no standard guidelines that can be adhered to by local authorities to issue licences and provide approvals for these premises to be used as nurseries or kindergartens. Based on the proposal by PCB, the guidelines were prepared by the Ministry of Housing and Local Government and passed by the Cabinet on 9 December 2011.



Maklumat Korporat

Corporate Information



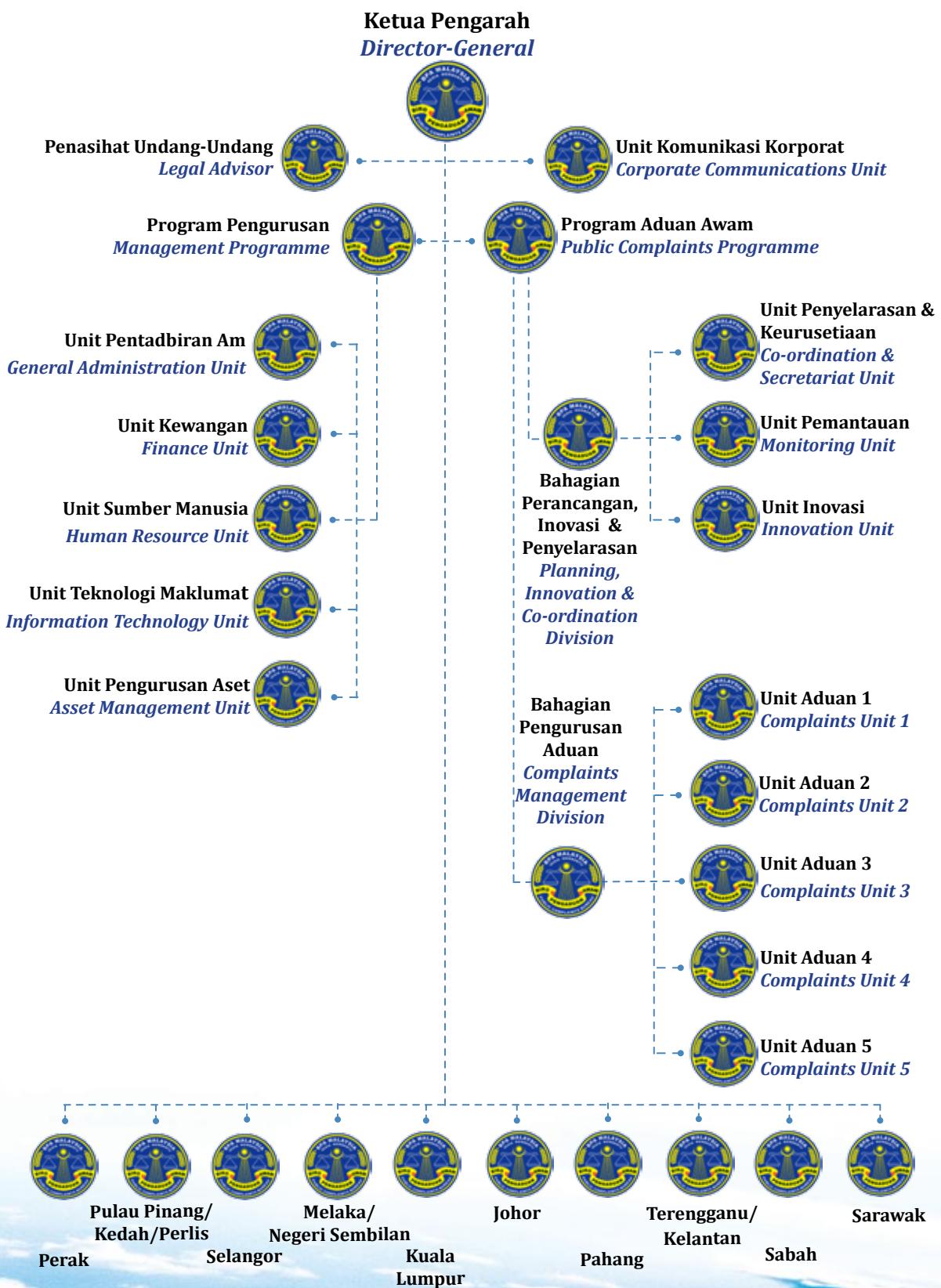
strategy

“Kerajaan perlu membangunkan strategi yang jelas untuk “apabila” dan “bagaimana”, di mana pelaksanaan pragmatik diutamakan antara apa yang mungkin paling berkesan.”

“Government must develop a clear strategy for the “when” and the “how”, focused above all on the pragmatic implementation of whatever is likely to be most effective.”

Sir Michael Barber

CARTA ORGANISASI | ORGANISATIONAL CHART



change

“...untuk melakukan proses anjakan dan pembaharuan,
kita memerlukan sektor awam bukan sahaja
memahami realiti semasa tetapi mempunyai kemauan
dan berani membuat perubahan.”

“...to make a shift and renewal happen, we need the public sector to not only understand the current reality but also to have the desire and courage to make a change.”

YAB Dato' Sri Mohd Najib bin Tun Haji Abdul Razak
Majlis Perdana Perkhidmatan Awam Ke-10
10th Premier Civil Service Dialogue



Dato' Dr. Tam Weng Wah
KETUA PENGARAH | DIRECTOR-GENERAL



Md. Zin bin Musa | Azlan bin Man
Timbalan Ketua Pengarah (Aduan)
Deputy Director-General (Complaints)
hingga 24 Julai | mulai 25 Julai
until 24 July | effective 25 July

Rogayah binti A. Bakar
Timbalan Ketua Pengarah
(Pengurusan)
Deputy Director-General
(Management)



Wan Ali bin Wan Husin | Lee Soon Hoe
Pengarah Bahagian Khidmat Pengurusan
Director of Management Services Division
hingga 16 Oktober | mulai 17 Oktober
until 16 October / effective 17 October

Aziz bin Ismail | Hee Hon Ming
Pengarah Bahagian
Pengurusan Aduan
Director of Complaints Management Division
hingga 28 November | mulai 1 Disember
until 28 November / effective 1 December

Tengku Adnin bin Tengku Adnan
Pengarah Bahagian
Perancangan, Inovasi dan Penyelarasan
Director of Planning, Innovation and Co-ordination Division

Azlan Shah bin Abdul Latif | Halizah binti Osman

Pengarah BPA Pahang

Director of PCB Pahang

hingga 12 September | mulai 17 Oktober

until 12 September / effective 17 October



Adnan bin Mohd Nasir | Wan Ali bin Wan Husin

Pengarah BPA Kuala Lumpur

Director of PCB Kuala Lumpur

hingga 16 Oktober | mulai 17 Oktober

until 16 October / effective 17 October



Phillip Stephen Shim | Biti anak Anggot

Pengarah BPA Sarawak

Director of PCB Sarawak

hingga 14 Julai | mulai 8 Ogos

until 14 July / effective 8 August



Ahmad Samuri bin Mohd Dahlan | Abdul Razak bin

Abdul Latif

Pengarah BPA Selangor

Director of PCB Selangor

hingga 17 Oktober | mulai 17 Oktober

until 17 October / effective 17 October

Mahpof bin Mahmood | Rosma Wati binti Mohd Tahir

Pengarah BPA Melaka

Director of PCB Melaka

hingga 14 Julai | mulai 1 Oktober

until 14 July / effective 1 October



Marshall Theagarajah A/L S. J Rajaiah

Pengarah BPA Johor

Director of PCB Johor



Wee Lip Ping

Pengarah BPA Terengganu/Kelantan

Director of PCB Terengganu/Kelantan



Md Din bin Jusoh

Pengarah BPA Pulau Pinang/Kedah/Perlis

Director of PCB Pulau Pinang/Kedah/Perlis



Georgie Abas

Pengarah BPA Sabah

Director of PCB Sabah



Wan Zulkiffeli bin Wan Hassan

Pengarah BPA Perak

Director of PCB Perak

VISI | VISION

Menjadi sebuah organisasi utama yang menyumbang kepada pencapaian kecemerlangan perkhidmatan awam melalui penyelesaian aduan awam.

To be a key organisation which contributes towards excellence in public service through resolving public complaints.

OBJEKTIF | OBJECTIVES

Untuk menyelesaikan aduan dengan cekap, adil dan berkesan berdasarkan Piagam Pelanggan BPA;

To resolve complaints efficiently, fairly and effectively as stipulated in PCB Clients' Charter;

Untuk meningkatkan kadar penyelesaian aduan yang diterima daripada orang awam;

To improve the resolution rate of complaints received from the public;

Untuk menyedia dan meningkatkan kemudahan membuat aduan kepada orang awam;

To provide and improve the facilities for the public to lodge complaints;

Untuk mengurangkan aduan yang berulang-ulang terhadap perkhidmatan awam;

To reduce recurring complaints on the public service;

Untuk memperkenalkan pembaharuan dan inovasi berasaskan aduan awam;

To introduce transformation and innovation based on public complaints;

Untuk memberi khidmat nasihat kepada agensi bagi meningkatkan sistem pengendalian aduan awam yang berkesan;

To provide advisory services to agencies to enhance the effectiveness of the public complaints management system;

Untuk mengesan isu-isu yang boleh menjadi punca aduan orang awam; dan

To identify issues that are the sources of public complaints; and

Untuk mendapatkan maklum balas orang ramai bagi menjayakan program pembangunan kerajaan.

To obtain public feedback to ensure the success of government development programmes.

MISI | MISSION

Menyelesaikan aduan awam dengan cepat, adil dan mesra serta menerima maklum balas awam mengenai dasar dan program Kerajaan untuk meningkatkan kualiti hidup rakyat Malaysia.

To resolve complaints in a prompt, fair and courteous manner as well as to obtain public feedback on Government policies and programmes thereby enhancing the quality of life of all Malaysians.

DASAR KUALITI | QUALITY POLICY

Kami komited kepada perkhidmatan dan layanan yang berkualiti dan berdedikasi dalam penyelesaian aduan bagi memenuhi kehendak pelanggan selaras dengan Sistem Pengurusan Kualiti yang diwujudkan.

We are committed to deliver quality service and are dedicated to resolving complaints to fulfill the clients' needs in accordance with the Quality Management System.

PIAGAM PELANGGAN | CLIENTS' CHARTER

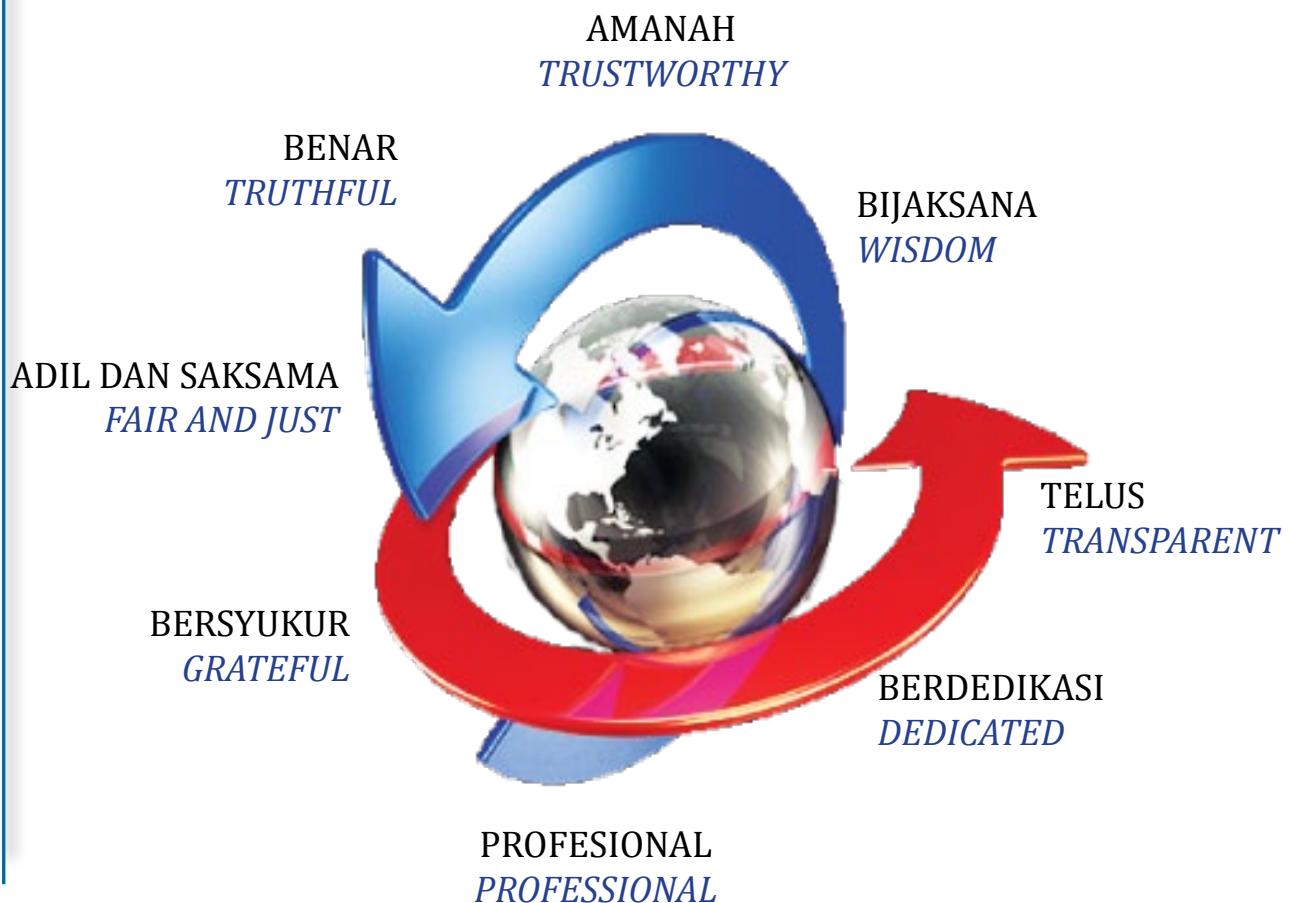
Kami juga komited membuat penambahbaikan yang berterusan ke atas Sistem Pengurusan Kualiti dan menilai semula semua objektif kualiti yang ditetapkan bagi memastikan ianya sentiasa sesuai mengikut kehendak pelanggan.

We are also committed to continuously improving the Quality Management System and reviewing the set quality objectives to ensure they are relevant to the needs of the clients.

Mengurus dan menyelesaikan aduan orang ramai terhadap agensi-agensi awam dalam tempoh 15 hari bekerja.

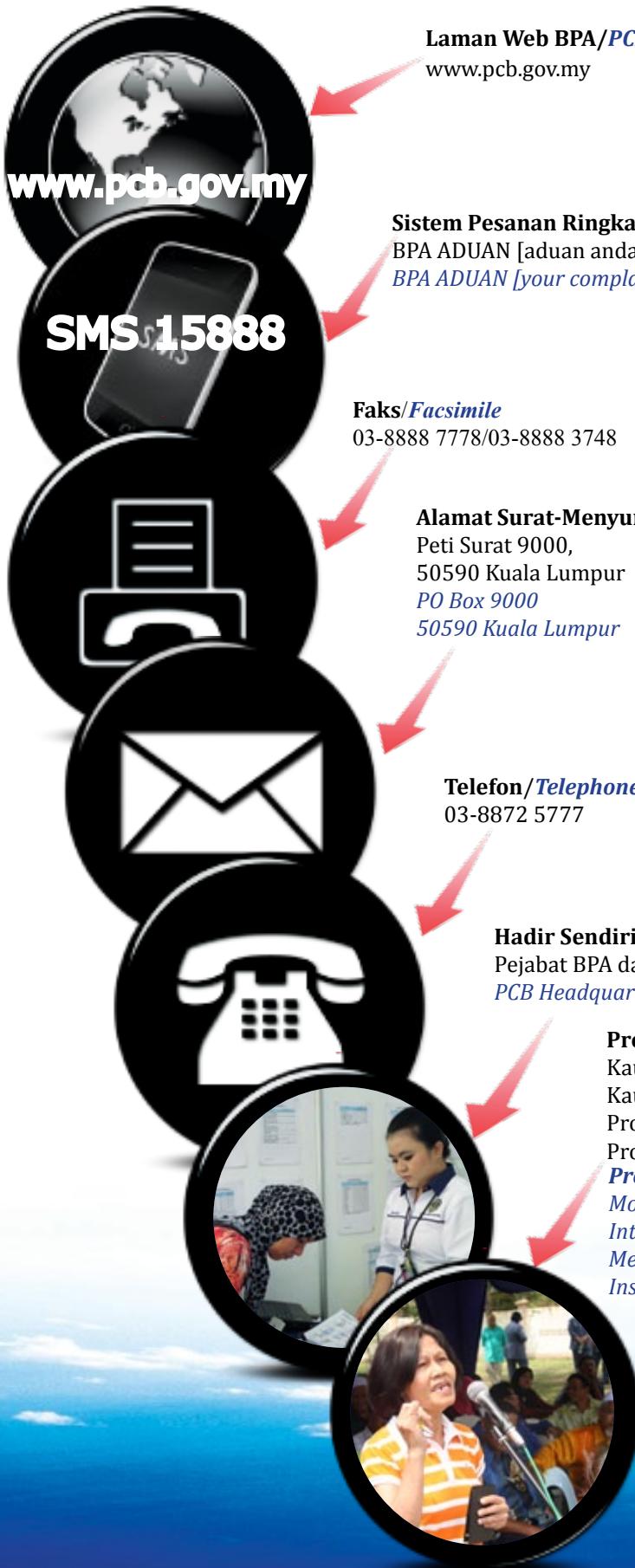
To manage and resolve public complaints on government agencies within 15 working days.

KOD ETIKA
CODE OF ETHICS



**SALURAN ADUAN
COMPLAINTS CHANNEL**

Hubungi kami di:
Contact us at:



PETUNJUK PRESTASI UTAMA KEY PERFORMANCE INDICATORS

Sebagaimana agensi-agensi awam yang lain, penubuhan BPA bertujuan memberi perkhidmatan kepada rakyat. Dalam hubungan ini, Petunjuk Prestasi Utama (KPI) diwujudkan sebagai kayu ukur prestasi ke atas skop kerja yang telah dipertanggungjawabkan.

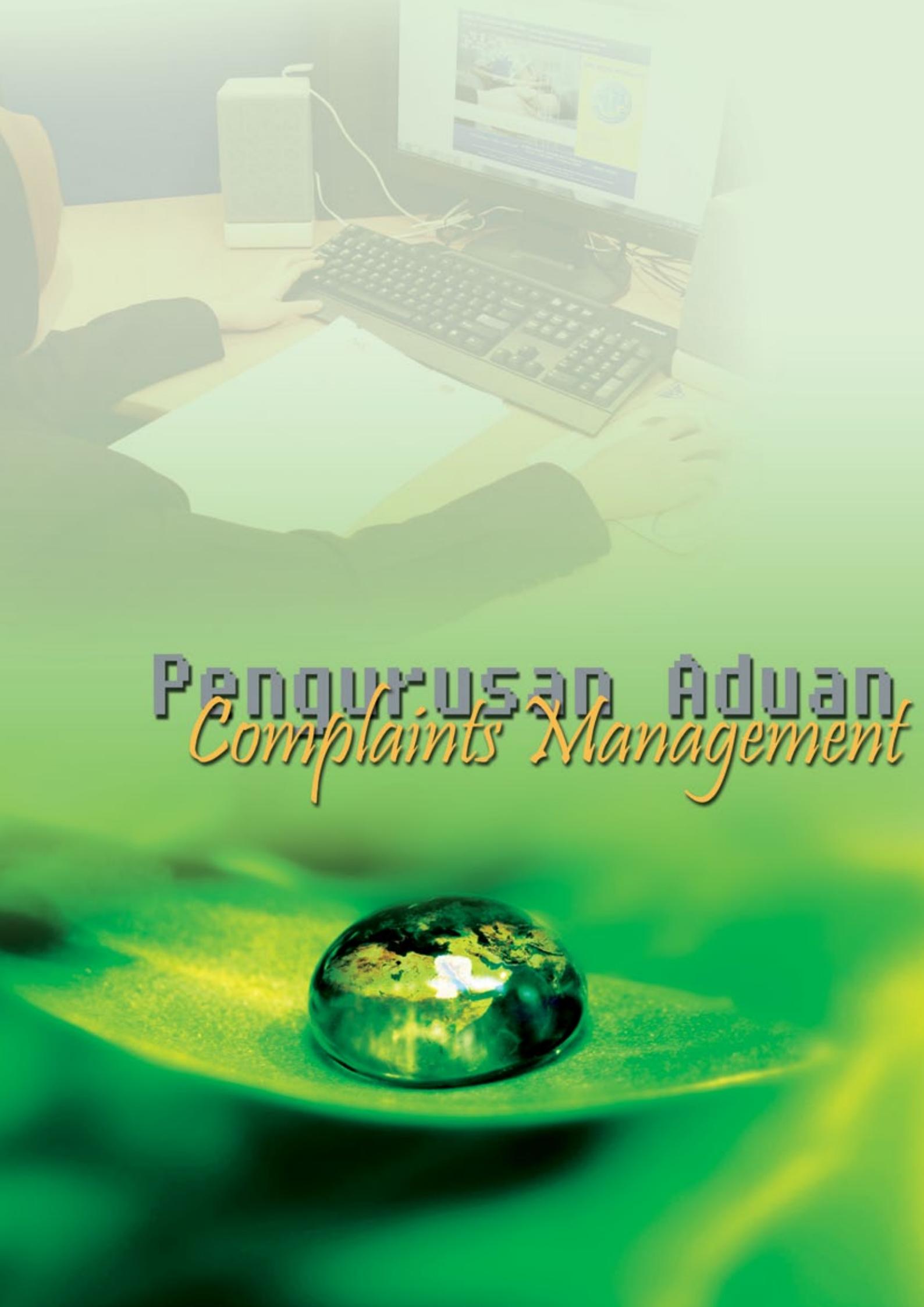
Ia mencakupi tiga dimensi utama, iaitu perkhidmatan pelanggan, pembelajaran dan pembangunan serta proses dalaman. Bagaimanapun, masih terdapat ruang dan peluang bagi BPA mempertingkatkan prestasinya dalam segenap aspek serta diperkaya dengan semangat baru yang berfokuskan sedia berkhidmat dengan cepat, adil dan mesra demi kepentingan rakyat keseluruhannya.

PCB, as in all public agencies, has been established to provide service to the public. In this regard, Key Performance Indicators (KPIs) were established as performance measures for the scope of work that has been entrusted to PCB.

The KPIs encompass three main dimensions, namely customer service, learning and development and internal processes. However, there is always room and opportunity for PCB to enhance its performance in all aspects as well as be revitalized with new vigor by focussing on providing prompt, fair and courteous service in the interest of the public at large.

Petunjuk Prestasi Utama BPA Tahun 2011 Key Performance Indicators of PCB in 2011

Dimensi	Aktiviti	KPI	Pencapaian
Perkhidmatan Pelanggan <i>Customer Services</i>	Penyelesaian Aduan <i>Complaints Resolution</i>	93%	97.7%
	Penyelesaian Aduan Dalam 15 Hari Bekerja <i>Complaints Resolved Within 15 Working Days</i>	50%	57.2%
	Kepuasan Pelanggan Luaran (Cemerlang & Baik) <i>External Customer Satisfaction (Excellent & Good)</i>	90%	84.2%
	Audit Pengurusan Aduan di Semua Kementerian <i>Complaints Management Audit in All Ministries</i>	100%	100%
	Kepuasan Pelanggan Dalaman (Cemerlang & Baik) <i>Internal Customer Satisfaction (Excellent & Good)</i>	85%	64.7%
Pembelajaran & Pembangunan <i>Learning & Development</i>	Latihan Modal Insan (7 Hari Berkursus) <i>Human Capital Training (7 Days of Training)</i>	95%	98%
	Penilaian Impak Latihan (Amat Berfaedah & Berfaedah) <i>Evaluation of Training Impact (Very Useful & Useful)</i>	90%	76%
Proses Dalaman <i>Internal Processes</i>	Perbelanjaan <i>Expenditure</i>	95%	96.3%
	Pengurusan Bil/ <i>Bills Management</i> Pembayaran Dalam 14 Hari <i>Payment Within 14 Days</i>	100%	100% (<7 hari/ <i>days</i> : 99.9%) (8-14 hari/ <i>days</i> : 0.1%)



A photograph of a person's hands working on a computer keyboard. The background shows a computer monitor displaying a webpage with a blue header and some text. A white speaker is visible on the left side of the desk. The overall scene is slightly blurred, suggesting motion or a focus on the hands.

Pengurusan Aduan *Complaints Management*

PENGENALAN

INTRODUCTION

Pengurusan Aduan Awam

Dalam era teknologi maklumat dan komunikasi yang berkembang pesat dan pantas ini serta arus globalisasi yang melanda dunia masa kini, ekspektasi dan pengharapan rakyat terhadap perkhidmatan yang dibekalkan oleh agensi-agensi awam semakin meningkat. Melalui maklumat yang diperolehi daripada pelbagai sumber, rakyat menjadi lebih berinformasi dan mengetahui hak-hak mereka sebagai pelanggan yang berhak mendapatkan perkhidmatan terbaik daripada agensi awam. Rakyat mengharapkan agensi-agensi kerajaan dapat melaksanakan tugas dengan lebih cepat, tepat, telus, berintegriti dan memahami kehendak rakyat sebagai pelanggan.

Public Complaints Management

In an era where technological advancements in information and communication are continually surging ahead in tandem with rapid globalisation, the demands and expectations by the ever-discerning citizens toward the services of the public sector have also increased. The citizens, as clients, expects the best service from public agencies and rightfully so. Government agencies are expected to respond by being prompt, efficient and transparent in carrying out their duties with integrity as well as in being sensitive to the demands of their clients.



Kegagalan agensi awam melaksanakan sesuatu urusan dengan sempurna dan dalam tempoh masa yang munasabah akan menjelaskan keyakinan dan kepercayaan rakyat terhadap agensi tersebut. Aduan yang tidak diselesaikan dengan sewajarnya juga mampu meruntuhkan tembok kepercayaan terhadap agensi awam di kalangan orang awam. Sehubungan itu, agensi kerajaan perlu mencari formula baru demi memenuhi kehendak pelanggan, seterusnya memberi kepuasan maksimum kepada mereka.

The failure to deliver service in a prompt and effective manner within a reasonable period of time will affect the trust and confidence of the citizens in the respective agencies. This will impact the citizens' perception and inevitably erode their trust in the public sector. In this regard, government agencies must constantly and consistently be evolving itself to find ways to meet the demands of the citizens and consequently provide them with maximum satisfaction.

PENGENALAN

Salah satu daripadanya ialah melalui penekanan kepada aspek pengurusan aduan yang berkesan. Dalam konteks ini, agensi perlu lebih responsif terhadap aduan-aduan yang disuarakan pelanggan mereka di mana setiap aduan perlu disiasat sehingga dapat mengenalpasti puncanya. Tanggungjawab menguruskan dan menyelesaikan aduan secara hakikinya terpikul di bahu setiap agensi itu sendiri. Namun, kewujudan sebuah badan pengawas sebagai *focal point* dalam menguruskan aduan sangat mustahak demi membantu memantapkan pengurusan aduan itu sendiri di samping menjadi barisan kedua (*second tier*) yang dapat rakyat sandarkan harapan terhadap rintihan serta keluhan yang mereka suarakan.

Justeru, penubuhan Biro Pengaduan Awam pada tahun 1971 adalah bermatlamat untuk menjadi penghubung antara agensi awam dan orang ramai di samping mewujudkan satu saluran yang akan membolehkan mereka mengemukakan kesulitan-kesulitan mereka berhubung dengan perkhidmatan kerajaan atau pengaduan terhadap sesuatu tindakan pentadbiran kerajaan persekutuan yang dirasai tidak memuaskan serta tidak adil. Pihak Kerajaan membuat keputusan sedemikian apabila menyedari sebahagian orang awam tidak mendapat pembelaan sewajarnya ke atas permasalahan yang mereka hadapi.

INTRODUCTION

One of the ways is to emphasise effective management of complaints. In this context, it is imperative that the agency be more responsive to the complaints by making sure that each complaint is thoroughly investigated until the root cause is identified. The responsibility of managing and resolving the complaints rest squarely on the shoulders of each respective agency. Having said that, the existence of a monitoring body or as a focal point in managing the complaints is essential as it not only helps validate the complaint management but also acts as a second tier for the citizens to 'lean on' in the hope that their grievances will be heard.

As such, the Public Complaints Bureau was set up in 1971 to primarily be the link between the public agencies and the general public while being a channel for the public to submit their concerns and grievances regarding government services or to lodge complaints about administrative actions of the federal government that the public feels is not satisfactory or fair. The Government decided to establish the PCB, since it was aware that some sectors of the public were not getting appropriate response for the problems they were facing.

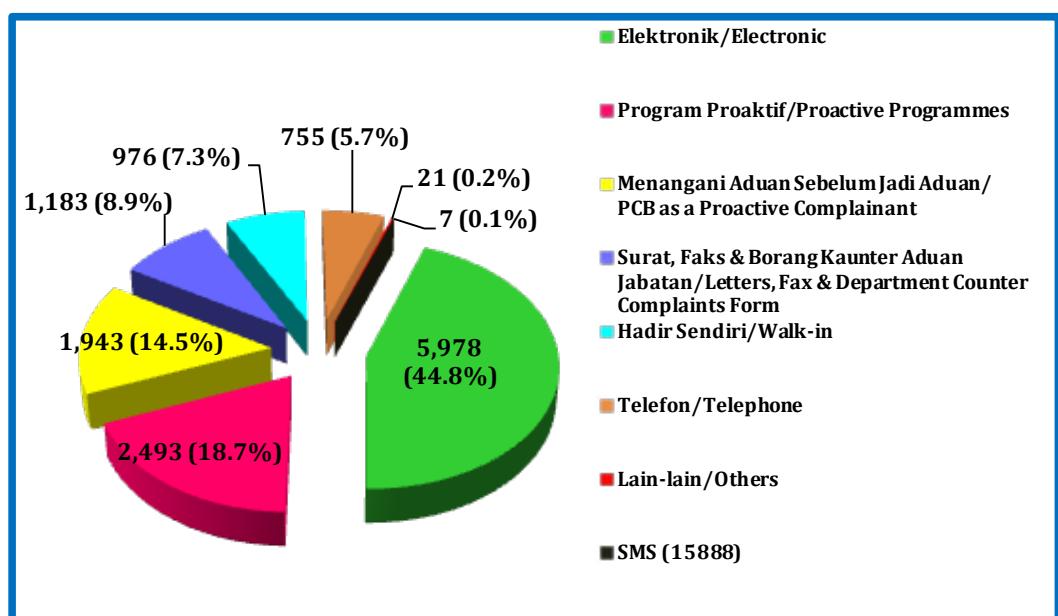


Saluran Aduan

BPA menyediakan beberapa saluran bagi memudahkan orang ramai membuat aduan termasuk program proaktif. Secara keseluruhannya, saluran elektronik (e-mel dan laman web) menjadi pilihan utama orang ramai dan menerima sejumlah 5,978 (44.8%) aduan, manakala program proaktif adalah kedua tertinggi dengan jumlah aduan sebanyak 2,493 (18.7%).

Channels for Complaints

PCB has provided the public various ways to facilitate the channelling of complaints, including through proactive programmes. Overall, the electronic channel (e-mail and website), which received a total of 5,978 (44.8%) complaints, seemed to be the preferred mode used by the public, while complaints received through the proactive programmes, totalled 2,493 (18.7%).



SALURAN ADUAN

COMPLAINTS CHANNEL

Perbandingan sumber penerimaan aduan bagi tahun 2010 dan 2011 menunjukkan bahawa saluran elektronik merupakan saluran utama yang digunakan oleh pengadu untuk mengemukakan aduan. Dengan menggunakan kaedah ini, pengadu tidak perlu bergerak jauh semata-mata untuk mengemukakan aduan dan aduan boleh dikemukakan pada bila-bila masa sahaja mengikut kelapangan pengadu.

The comparison between the years 2010 and 2011, indicates that the electronic mode is the preferred channel for the public to lodge a complaint. Through this mode, the complainant can lodge a complaint anytime and anywhere at one's convenience.

Perbandingan Saluran Penerimaan Aduan Bagi Tahun 2010 dan 2011
Comparison of Complaints Channels in 2010 and 2011

Saluran Channel	2010		2011	
	Jumlah Total	%	Jumlah Total	%
Elektronik <i>Electronic</i>	6,065	41.3	5,978	44.8
Program Proaktif <i>Proactive Programmes</i>	2,532	17.2	2,493	18.7
Menangani Aduan Sebelum Jadi Aduan (MASJA) <i>PCB as a Proactive Complainant</i>	2,052	14.0	1,943	14.5
Surat, Faks dan Borang Kaunter Aduan Jabatan <i>Letters, Fax, and Department Counter Complaints Form</i>	1,586	10.8	1,183	8.9
Hadir Sendiri <i>Walk-in</i>	1,208	8.2	976	7.3
Telefon <i>Telephone</i>	1,036	7.0	755	5.7
Lain-Lain <i>Others</i>	201	1.4	21	0.2
SMS (15888)	20	0.1	7	0.1
Jumlah Total	14,700	100	13,356	100



PROGRAM PROAKTIF

Program Proaktif

BPA buat julung kalinya telah memperkenalkan program proaktif yang dikenali sebagai Litaran BPA pada tahun 1989. Program ini telah dimantapkan pada tahun 2001 dan dikenali pula sebagai Kaunter Aduan Bergerak (KAB), tetapi konsep dan pendekatannya masih dikekalkan. Memandangkan program ini mendapat sambutan dan memberi impak yang positif kepada rakyat dan agensi, konsepnya dilebarkan kepada Kaunter Aduan Bergerak Bersepadu (KABB) dan Program Mesra Rakyat (MESRA) pada tahun 2002. Kesemua program tersebut, sama ada dilaksanakan oleh BPA secara bersendirian atau dengan kerjasama pelbagai agensi, bertujuan untuk memastikan orang ramai terutama yang buta huruf, tiada kebolehan menggunakan komputer dan yang mempunyai masalah untuk berkomunikasi dengan agensi-agensi dalam penyelesaian masalah secara lebih terbuka dan cepat.

PROACTIVE PROGRAMMES

Proactive Programmes

PCB first introduced a proactive programme in 1989 called the PCB Circuit. This was further consolidated in 2001 and while it was renamed the Mobile Complaints Counter (MCC), the concept and approach of PCB Circuit was maintained. As the response to this programme was encouraging with a positive impact on the citizens and agencies, the concept evolved and widened in 2002 to become the Integrated Mobile Complaints Counter (IMCC) and Mesra Programme (MESRA). All of these programmes, whether implemented solely by PCB or in collaboration with various agencies through open dialogues, are to ensure the general public, especially those who are illiterate, who are not computer savvy or have problems contacting or communicating with the respective agencies, are able to resolve issues efficiently and effectively.



PROGRAM PROAKTIF

PROACTIVE PROGRAMMES

Program Proaktif

Dalam tahun 2011, BPA telah mengadakan 210 program proaktif, iaitu 123 program KAB, 29 program KABB, 10 Program MESRA serta 48 Program Penyelesaian Aduan Segera (IPSP). Program proaktif BPA sepanjang tahun 2011 telah berjaya menarik 25,672 pengunjung dan mengumpul 2,493 aduan. Sebanyak 6,468 khidmat nasihat telah diberikan. Di samping itu, orang ramai juga berpeluang mendapat khidmat nasihat daripada agensi-agensi yang menyertai program. BPA memantau perkembangan aduan yang berbangkit semasa program-program tersebut bagi memastikan penyelesaian dibuat sewajarnya. Maklumat ringkasan program-program yang dijalankan adalah seperti di jadual berikut:

Proactive Programmes

In 2011, PCB conducted 210 proactive programmes, of which 123 were MCC; 29 IMCC; 10 MESRA as well as 48 Instant Problem Solving Programmes (IPSP). Throughout 2011, PCB Proactive Programmes attracted 25,672 visitors and received 2,493 complaints. PCB provided advisory services to 6,468 visitors while the public also had the opportunity to seek advice from other agencies that participated in the programmes. PCB monitors the progress of the complaints received during these proactive programmes to ensure they are appropriately resolved. A summary of the programmes conducted is given in the table below:

Program Proaktif Bagi Tahun 2011
Proactive Programmes in 2011

Program Programme	Bil. Program Dijalankan <i>No. of Programmes Conducted</i>	Bil. Pelanggan No. of Attendees	Bil. Khidmat Nasihat <i>No. of Advices</i>	Bil. Aduan <i>No. of Complaints</i>
KAB <i>MCC</i>	123	10,596	3,247	845
KABB <i>IMCC</i>	29	9,739	3,176	1,226
MESRA	10	4,829	45	395
IPSP	48	508	0	27
Jumlah Total	210	25,672	6,468	2,493



PROGRAM PROAKTIF

PROACTIVE PROGRAMMES

Bilangan Program Proaktif Yang Dijalankan Mengikut Negeri Dalam Tahun 2011
Number of Proactive Programmes Conducted in 2011 by State

Bil. No.	Lokasi <i>Location</i>	Bilangan Program <i>Number of Programmes</i>			Jumlah <i>Total</i>
		KAB <i>MCC</i>	KABB <i>IMCC</i>	MESRA	
1.	Pahang	15	3	1	19
2.	Sarawak	13	3	1	17
3.	Sabah	13	3	1	17
4.	Johor	12	3	1	16
5.	Selangor	12	3	1	16
6.	Wilayah Persekutuan Kuala Lumpur <i>Kuala Lumpur Federal Territory</i>	12	2	1	15
7.	Perak	11	3	1	15
8.	Kedah	7	2	0	9
9.	Melaka	8	0	1	9
10.	Kelantan	7	2	0	9
11.	Terengganu	6	1	1	8
12.	Negeri Sembilan	4	3	0	7
13.	Perlis	2	1	0	3
14.	Pulau Pinang	1	0	1	2
Jumlah <i>Total</i>		123	29	10	162

PROGRAM PROAKTIF

PROACTIVE PROGRAMMES

Perbandingan Program Proaktif Yang Dijalankan Dalam Tahun 2010 dan 2011 *Comparison of Proactive Programmes Conducted in 2010 and 2011*

Program <i>Programme</i>	Bil. Program Dijalankan <i>No. of Programmes Conducted</i>		Bil. Pengunjung <i>No. of Attendees</i>		Bil. Aduan <i>No. of Complaints</i>	
	2010	2011	2010	2011	2010	2011
KAB <i>MCC</i>	100	123	6,069	10,596	881	845
KABB <i>IMCC</i>	24	29	5,789	9,739	1,009	1,226
MESRA	10	10	4,419	4,829	420	395
Jumlah <i>Total</i>	134	162	16,277	25,164	2,310	2,466

Kaunter Aduan Bergerak

Dalam tahun 2011, pejabat BPA negeri telah berjaya mengadakan 123 program KAB. Seramai 10,596 orang telah mengunjungi KAB, manakala aduan yang terkumpul ialah 845 dan 3,247 khidmat nasihat diberikan.

Mobile Complaints Counter (MCC)

In 2011, a total of 123 MCC programmes were held by the state PCBs, bringing in 10,596 visitors. A total of 845 complaints were lodged and 3,247 advices were given.



Program KAB Yang Dilaksanakan Dalam Tahun 2011
MCC Programmes Conducted in 2011

Bil. No.	Lokasi <i>Location</i>	Bil. KAB <i>No. of MCC</i>	Bil. Pengunjung <i>No. of Attendees</i>	Bil. Khidmat Nasihat <i>No. of Advices</i>	Bil. Aduan <i>No. of Complaints</i>
1.	Pahang	15	895	532	105
2.	Sarawak	13	4,727	971	135
3.	Sabah	13	304	264	40
4.	Johor	12	256	173	52
5.	Selangor	12	673	279	22
6.	Wilayah Persekutuan Kuala Lumpur <i>Kuala Lumpur Federal Territory</i>	12	299	201	73
7.	Perak	11	335	53	25
8.	Melaka	8	433	298	64
9.	Kedah	7	390	115	120
10.	Kelantan	7	890	82	75
11.	Terengganu	6	618	73	83
12.	Negeri Sembilan	4	169	132	38
13.	Perlis	2	590	66	1
14.	Pulau Pinang	1	17	8	12
Jumlah <i>Total</i>		123	10,596	3,247	845



**Kaunter Aduan Bergerak Bersepadu**

BPA negeri telah berjaya menganjurkan 29 program KABB dan menarik 9,739 pengunjung. Sebanyak 1,226 aduan telah diterima sepanjang program diadakan. Selain mengadu, para pengunjung juga berpeluang mendapat khidmat nasihat sama ada dari BPA atau agensi-agensi kerajaan yang membuka kaunter masing-masing. Sejumlah 3,176 khidmat nasihat telah diberikan.

Integrated Mobile Complaints Counter

State PCBs hosted 29 IMCC programmes and attracted 9,739 visitors. A total of 1,226 complaints were received throughout the duration of the programmes. Besides lodging complaints with PCB, visitors took the opportunity to seek advice on various issues from PCB or counters of other government agencies. A total of 3,176 advices were given.



PROGRAM PROAKTIF

PROACTIVE PROGRAMMES

Program KABB Yang Dilaksanakan Dalam Tahun 2011
IMCC Programmes Conducted in 2011

Bil. No.	Tarikh <i>Date</i>	Lokasi <i>Location</i>	Bil. Pelanggan <i>No. of Attendees</i>	Bil. Khidmat Nasihat <i>No. of Advices</i>	Bil. Aduan <i>No. of Complaints</i>
1.	9 Februari <i>9 February</i>	Maju Junction, Kuala Lumpur	250	60	9
2.	24 Februari <i>24 February</i>	Kuala Lipis, Pahang	250	56	34
3.	1 Mac <i>1 March</i>	Kubang Pasu, Kedah	315	92	64
4.	5 Mac <i>5 March</i>	Kuching, Sarawak	250	26	49
5.	7 Mac <i>7 March</i>	Tumpat, Kelantan	215	25	60
6.	21 Mac <i>21 March</i>	Jerantut, Pahang	150	54	12
7.	12 April	Jelebu, Negeri Sembilan	300	55	58
8.	14 April	Kemaman, Terengganu	355	9	54
9.	16 April	Kota Tinggi, Johor	382	338	39
10.	17 April	Kota Kinabalu, Sabah	589	545	45
11.	23 April	Kepong, Kuala Lumpur	421	150	17
12.	27 April	Langkawi, Kedah	234	119	38
13.	19 Mei <i>19 May</i>	Pengkalan Hulu, Perak	150	7	24
14.	23 Jun <i>23 June</i>	Pekan, Pahang	600	166	87
15.	26 Jun <i>26 June</i>	Kota Marudu, Sabah	449	354	92
16.	12 Julai <i>12 July</i>	Kuala Pilah, Negeri Sembilan	149	129	20
17.	14 Julai <i>14 July</i>	Machang, Kelantan	368	16	53
18.	24 Julai <i>24 July</i>	Kempas, Johor	558	433	20
19.	29 Julai <i>29 July</i>	Limbang, Sarawak	121	9	16

PROGRAM PROAKTIF

PROACTIVE PROGRAMMES

Program KABB Yang Dilaksanakan Dalam Tahun 2011 *IMCC Programmes Conducted in 2011*

Bil. No.	Tarikh Date	Lokasi Location	Bil. Pelanggan No. of Attendees	Bil. Khidmat Nasihat No. of Advices	Bil. Aduan No. of Complaints
20.	7 Oktober <i>7 October</i>	Sarikei, Sarawak	400	4	33
21.	8 Oktober <i>8 October</i>	Hulu Langat, Selangor	300	21	33
22.	11 Oktober <i>11 October</i>	Perak Tengah, Perak	250	6	73
23.	16 Oktober <i>16 October</i>	Sepang, Selangor	330	17	20
24.	30 Oktober <i>30 October</i>	Putatan, Sabah	364	311	54
25.	9 November	Sabak Bernam, Selangor	300	30	37
26.	10 November	Kangar, Perlis	613	15	30
27.	17 November	Kuala Kangsar, Perak	700	40	46
28.	26 November	Batu Pahat, Johor	182	62	13
29.	30 November	Rembau, Negeri Sembilan	194	27	95
Jumlah Total			9,739	3,176	1,226



PROGRAM PROAKTIF

PROACTIVE PROGRAMMES



Program Mesra Rakyat

Program MESRA merupakan majlis dialog antara ketua-ketua jabatan peringkat daerah atau negeri dengan orang awam dan ketua-ketua masyarakat, persatuan-persatuan penduduk, nelayan, pekebun kecil, penjaja serta badan sukarela. Pada tahun 2011, sebanyak 10 Program MESRA telah diadakan dan mendapat sambutan daripada 4,829 anggota masyarakat setempat dan 395 aduan telah diterima.

Mesra Rakyat Programme

The MESRA programme is basically a dialogue session between district or state level Heads of Department and the public, leaders of communities, residents' associations, fishermen, smallholders, farmers, hawkers and voluntary bodies. In 2011, 10 MESRA programmes were held with response from 4,829 members of the local community while 395 complaints were received.



PROGRAM PROAKTIF

PROACTIVE PROGRAMMES

Program MESRA Yang Dilaksanakan Dalam Tahun 2011 MESRA Programmes Conducted in 2011

Bil. No.	Tarikh <i>Date</i>	Lokasi <i>Location</i>	Bil. Pelanggan <i>No. of Attendees</i>	Bil. Khidmat Nasihat <i>No. of Advices</i>	Bil. Aduan <i>No. of Complaints</i>
1.	24 Februari <i>24 February</i>	Tapah, Perak	507	23	59
2.	4 Mac <i>4 March</i>	Pontian, Johor	372	25	27
3.	21 Mac <i>21 March</i>	Jerantut, Pahang	700	23	35
4.	8 Mei <i>8 May</i>	Kuala Terengganu, Terengganu	616	18	56
5.	14 Mei <i>14 May</i>	Sibu, Sarawak	396	35	43
6.	28 Julai <i>28 July</i>	Melaka Tengah, Melaka	641	29	57
7.	29 September	Butterworth, Pulau Pinang	521	14	51
8.	15 Oktober <i>15 October</i>	PPR Seri Alam, Kuala Lumpur	500	15	0
9.	22 Oktober <i>22 October</i>	Rawang, Selangor	250	15	37
10.	3 November	Sipitang, Sabah	326	27	30
Jumlah <i>Total</i>			4,829	224	395



PROGRAM PROAKTIF

PROACTIVE PROGRAMMES

Program Penyelesaian Aduan Segera

Program Penyelesaian Aduan Segera (IPSP) ini diadakan pada setiap hari Selasa di Pusat Komuniti Sentul Perdana, Kuala Lumpur. Program ini juga melibatkan beberapa agensi di sekitar Lembah Klang seperti Dewan Bandaraya Kuala Lumpur, Jabatan Kebajikan Masyarakat, Kementerian Perumahan dan Kerajaan Tempatan, Pertubuhan Keselamatan Sosial (PERKESO) dan lain-lain. Kaedah ini juga memanfaatkan agensi dan rakyat dalam usaha penyelesaian aduan dengan segera. Pada tahun 2011, sebanyak 48 Program IPSP telah diadakan dan mendapat sambutan daripada 508 anggota masyarakat setempat dan 27 aduan telah diterima.

Instant Problem Solving Programme

This programme, held every Tuesday at the Sentul Perdana Community Centre, Kuala Lumpur, involves various agencies in and around the Klang Valley, such as the Kuala Lumpur City Hall, the Department of Social Welfare, the Ministry of Housing and Local Government, the Social Security Organisation (SOCSO). This benefits the public as well as the respective agencies as complaints were promptly attended to and resolved. In 2011, a total of 48 IPSP programmes were held and 508 members of the local community responded with 27 complaints received.



PROGRAM PROAKTIF

PROACTIVE PROGRAMMES

Program IPSP Yang Dilaksanakan Dalam Tahun 2011 IPSP Programmes Conducted in 2011

Bil. No.	Bulan Month	Bil. Progaram No. of Programme	Bil. Pengunjung No. of Attendees	Bil. Aduan No. of Complaints
1.	Januari <i>January</i>	4	113	6
2.	Februari <i>February</i>	2	122	7
3.	Mac <i>March</i>	5	186	10
4.	April	4	41	3
5.	Mei <i>May</i>	4	8	1
6.	Jun <i>June</i>	4	6	0
7.	Julai <i>July</i>	4	0	0
8.	Ogos <i>August</i>	4	6	0
9.	September	4	10	0
10.	Okttober <i>October</i>	4	8	0
11.	November	5	4	0
12.	Disember <i>December</i>	4	4	0
Jumlah Total		48	508	27



PELAPORAN DAN ANALISIS ADUAN

Pelaporan dan Analisis Aduan

Pada tahun 2011, BPA telah menguruskan sejumlah 13,356 aduan terhadap agensi persekutuan dan negeri. Sebanyak 13,045 (97.7%) aduan telah berjaya diselesaikan dan 311 (2.3%) aduan masih dalam tindakan agensi.

Di samping itu, BPA juga menguruskan 28 aduan yang tertunggak dari tahun-tahun sebelumnya yang dibawa ke tahun 2011 dan kesemua aduan tersebut telah berjaya diselesaikan.

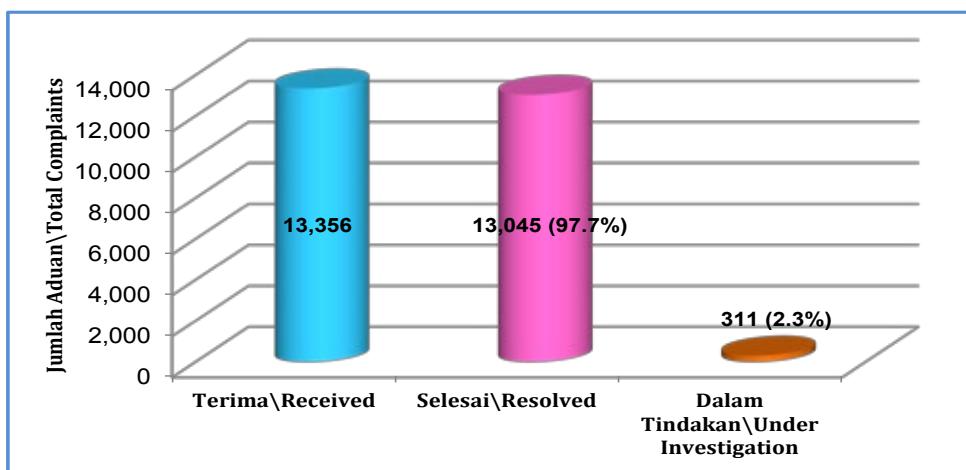
COMPLAINTS REPORT AND ANALYSIS

Report and Analysis of Complaints

In 2011, PCB managed 13,356 complaints against federal and state agencies. A total of 13,045 (97.7%) complaints were successfully resolved while the remaining 311 (2.3%) cases were still under investigation by the respective agencies.

In addition, PCB also handled 28 complaints which were backlog cases from previous years brought forward to 2011 and all have been successfully resolved.

Status Pengurusan Aduan Dalam Tahun 2011
Complaints Management Status in 2011



PELAPORAN DAN ANALISIS ADUAN

BPA mengklasifikasikan aduan yang telah selesai kepada dua kategori, iaitu aduan berasas atau tidak berasas yang ditentukan berdasarkan hasil siasatan dan maklum balas agensi kerajaan yang berkenaan. Aduan berasas bermaksud aduan pengadu adalah sahih. Aduan tidak berasas pula bermaksud tindakan agensi adalah wajar atau mengikut ketetapan undang-undang dan peraturan yang berkuatkuasa atau lebih merupakan persepsi peribadi pengadu semata-mata. Sepanjang tahun 2011, jumlah aduan yang telah selesai dan didapati berasas adalah sebanyak 9,416 (72.2%). Manakala, jumlah aduan selesai tetapi tidak berasas adalah sebanyak 3,629 (27.8%).

COMPLAINTS REPORT AND ANALYSIS

PCB classifies resolved complaints under two categories; valid complaints and invalid complaints. These are determined by the findings from investigations and feedback from the relevant agencies. Valid complaints are those that are authentic and verified while complaints that are invalid mean that actions taken by the public agencies are justified or in accordance with prevailing laws and regulations or that the complaint is purely the personal perception of the complainant. In 2011, the number of resolved complaints that were valid was 9,416 (72.2%) while the number of resolved complaints that were invalid was 3,629 (27.8%).

Jumlah Aduan Yang Diterima dan Diselesaikan Dalam Tahun 2011
Total Number of Complaints Received and Resolved in 2011

Agensi <i>Agency</i>	Jumlah Aduan <i>Total Complaints</i>			
	Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i>	Selesai <i>Resolved</i>	Selesai dan Berasas <i>Valid and Resolved</i>
Kementerian <i>Ministry</i>	8,321 (62.3%)	159 (1.9%)	8,162 (98.1%)	5,214 (63.9%)
Negeri <i>State</i>	5,035 (37.7%)	152 (3.0%)	4,883 (97.0%)	4,202 (86.1%)
Jumlah <i>Total</i>	13,356	311 (2.3%)	13,045 (97.7%)	9,416 (72.2%)

PELAPORAN DAN ANALISIS ADUAN

COMPLAINTS REPORT AND ANALYSIS

Sebanyak 8,321 (62.3%) daripada 13,356 aduan yang BPA terima adalah berkaitan dengan kementerian, jabatan dan agensi persekutuan, manakala selebihnya sebanyak 5,035 (37.7%) merupakan aduan terhadap agensi negeri. Bilangan aduan yang BPA terima terhadap agensi persekutuan dan agensi negeri dalam tahun 2011 masing-masing menunjukkan penurunan sebanyak 1,182 (12.4%) dan 162 (3.1%) berbanding dengan tahun sebelumnya. Penerimaan aduan bagi tahun 2011, juga telah menunjukkan penurunan berbanding tahun 2010. Penurunan bilangan aduan yang diterima ini bukan bermakna bahawa keyakinan orang ramai semakin berkurangan terhadap peranan BPA. Tetapi ia menggambarkan tahap kecekapan dan keberkesanannya agensi-agensi awam dalam menguruskan aduan-aduan awam dengan pelbagai tindakan penambahbaikan berterusan. Peratusan penyelesaian aduan juga turut menurun sedikit, iaitu sebanyak 1.1%. Perbandingan jumlah aduan yang diterima dan diselesaikan bagi tahun 2010 dan 2011 adalah seperti jadual berikut:

Perbandingan Jumlah Aduan Yang Diterima dan Diselesaikan Bagi Tahun 2010 dan 2011
Comparison of Complaints Received and Resolved in 2010 and 2011

Tahun Year	Jumlah Aduan Diterima <i>Total Complaints Received</i>	Perubahan <i>Changes</i>	Jumlah Aduan Selesai <i>Total Complaints Resolved</i>	Perubahan <i>Changes</i>
2010	14,700	↓ 1,344 (9.1%)	98.7%	
2011	13,356		97.7%	↓ 1.0%

Agensi <i>Agency</i>	2010			2011		
	Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i> (%)	Selesai <i>Resolved</i> (%)	Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i> (%)	Selesai <i>Resolved</i> (%)
Kementerian <i>Ministry</i>	9,503 (64.6%)	122 (1.3%)	9,381 (98.7%)	8,321 (62.3%)	159 (1.9%)	8,162 (98.1%)
Negeri <i>State</i>	5,197 (35.4%)	76 (1.5%)	5,121 (98.5%)	5,035 (37.7%)	152 (3.0%)	4,883 (97.0%)
Jumlah <i>Total</i>	14,700	198 (1.3%)	14,502 (98.7%)	13,356	311 (2.3%)	13,045 (97.7%)

A total of 8,321 (62.3%) complaints of the 13,356 received by PCB were about the federal ministries, departments and agencies, while the remaining 5,035 (37.7%) were complaints against state agencies. The total number of complaints about federal and state agencies in 2011 decreased by 1,182 (12.4%) and 162 (3.1%) respectively. The decrease in the number of complaints does not indicate that the public has lost confidence in the role of PCB. On the contrary, it reflects the level of efficiency and the effectiveness of public agencies in handling public complaints through various continuous improvement efforts. It must be said that the percentage of cases resolved has also decreased slightly by 1.1%. A comparison of the number of complaints received and resolved for the years 2010 and 2011 are as shown in the table below:

PELAPORAN DAN ANALISIS ADUAN

COMPLAINTS REPORT AND ANALYSIS

Agenzi Persekutuan

Dalam tahun 2011, kementerian yang menerima aduan tertinggi ialah Kementerian Dalam Negeri (KDN) dengan jumlah 1,356 aduan, diikuti oleh Kementerian Kerja Raya (818 aduan) dan Kementerian Wilayah Persekutuan dan Kesejahteraan Bandar (667 aduan). Kementerian-kementerian ini berurusan dengan jumlah pelanggan yang besar dan secara tidak langsung akan menyumbang kepada penerimaan aduan yang lebih banyak jika dibandingkan dengan kementerian-kementerian lain.

Kesungguhan dan kesediaan kementerian-kementerian menyelesaikan aduan terserah apabila semua kementerian telah mencapai peratus penyelesaian aduan antara 92.3% hingga 100%. BPA dengan kerjasama agensi-agensi telah berjaya menyelesaikan sebanyak 8,162 (98.1%) aduan terhadap kementerian. Bagaimanapun, didapati hanya 5,214 (63.9%) sahaja aduan yang selesai adalah berasas.

Federal Agencies

In 2011, the ministry that received the highest number of complaints was the Ministry of Home Affairs, i.e. 1,356 complaints, followed by the Ministry of Works (818) and subsequently the Ministry of Federal Territories and Urban Wellbeing (667). These ministries deal with large numbers of customers and this is a factor that contributes to the large numbers of complaints received, when compared to other ministries.

Nevertheless, the readiness and determination with which the ministries try to resolve complaints is apparent as between 92.3% to 100% of complaints were resolved. PCB, with the cooperation of agencies, has successfully resolved 8,162 (98.1%) of complaints about ministries. Of this, only 5,214 (63.9%) resolved were considered valid complaints.



GMan's Photo

Bilangan Aduan Mengikut Kementerian Dalam Tahun 2011
Number of Complaints by Ministries in 2011

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>		
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i>	Selesai <i>Resolved (%)</i>
1.	Dalam Negeri <i>Home Affairs</i>	1,356	0	1,356 (100%)
2.	Kerja Raya <i>Works</i>	818	32 (3.9%)	786 (96.1%)
3.	Wilayah Persekutuan Dan Kesejahteraan Bandar <i>Federal Territories and Urban Wellbeing</i>	667	43 (6.4%)	624 (93.6%)
4.	Penerangan, Komunikasi dan Kebudayaan <i>Information, Communications and Culture</i>	638	12 (1.9%)	626 (98.1%)
5.	Kewangan <i>Finance</i>	585	9 (1.5%)	576 (98.5%)
6.	Kesihatan <i>Health</i>	542	13 (2.4%)	529 (97.6%)
7.	Tenaga, Teknologi Hijau dan Air <i>Energy, Green Technology and Water</i>	426	9 (2.1%)	417 (97.9%)
8.	Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan <i>Domestic Trade, Co-operatives and Consumerism</i>	415	0	415 (100%)
9.	Jabatan Perdana Menteri <i>Prime Minister's Department</i>	389	5 (1.3%)	384 (98.7%)
10.	Sumber Asli dan Alam Sekitar <i>Natural Resources and Environment</i>	369	0	369 (100%)
11.	Pelajaran <i>Education</i>	368	2 (0.5%)	366 (99.5%)
12.	Sumber Manusia <i>Human Resources</i>	315	1 (0.3%)	314 (99.7%)
13.	Pengangkutan <i>Transport</i>	293	11 (3.8%)	282 (96.2%)
14.	Pengajian Tinggi <i>Higher Education</i>	268	5 (1.9%)	263 (98.1%)
15.	Pembangunan Wanita, Keluarga dan Masyarakat <i>Women, Family and Community Development</i>	261	7 (2.7%)	254 (97.3%)

Bilangan Aduan Mengikut Kementerian Dalam Tahun 2011
Number of Complaints by Ministries in 2011

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>		
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i> (%)	Selesai <i>Resolved</i> (%)
16.	Perumahan dan Kerajaan Tempatan <i>Housing and Local Government</i>	190	9 (4.7%)	181 (95.3%)
17.	Kemajuan Luar Bandar dan Wilayah <i>Rural and Regional Development</i>	145	0	145 (100%)
18.	Pertanian dan Industri Asas Tani <i>Agriculture and Agro-Based Industry</i>	143	0	143 (100%)
19.	Pertahanan <i>Defence</i>	44	0	44 (100%)
20.	Pelancongan <i>Tourism</i>	27	0	27 (100%)
21.	Luar Negeri <i>Foreign Affairs</i>	16	0	16 (100%)
22.	<i>Belia dan Sukan</i> <i>Youth and Sports</i>	13	1 (7.7%)	12 (92.3%)
23.	Perusahaan Perladangan dan Komoditi <i>Plantation Industries and Commodities</i>	13	0	13 (100%)
24.	Perdagangan Antarabangsa dan Industri <i>International Trade and Industry</i>	12	0	12 (100%)
25.	Sains, Teknologi dan Inovasi <i>Science, Technology and Innovation</i>	8	0	8 (100%)
Jumlah <i>Total</i>		8,321	159 (1.9%)	8,162 (98.1%)

**Analisis Aduan Bagi 5 Kementerian Yang Menerima Aduan Tertinggi
Analysis of Complaints for 5 Ministries with the Highest Number of Complaints****Kementerian Dalam Negeri**

Kementerian Dalam Negeri merupakan kementerian yang menerima aduan tertinggi berbanding kementerian-kementerian yang lain dalam tahun 2011. Jumlah aduan yang diterima adalah sebanyak 1,356 dan kesemua aduan yang diterima telah dapat diselesaikan. Aduan terhadap Kementerian Dalam Negeri tertumpu kepada 3 agensi utama, iaitu Polis Diraja Malaysia (PDRM), Jabatan Imigresen (JIM) dan Jabatan Pendaftaran Negara (JPN). Pemerhatian BPA mendapati aduan terhadap Kementerian Dalam Negeri berkisar kepada isu-isu berikut:

Kelewatan

- PDRM lewat mengambil tindakan atau memberikan maklum balas status siasatan kepada pelapor;
- PDRM lewat membekalkan dokumen berkaitan kemalangan; dan
- Kelewatan mendapat maklum balas atau ketiadaan maklum balas terhadap permohonan kad pengenalan dan taraf kewarganegaraan.

Kualiti Perkhidmatan

- Kualiti layanan petugas di kaunter dan melalui telefon yang kurang memuaskan.

Penguatkuasaan

- Kekurangan pemantauan terhadap kebanjiran warga negara asing yang didakwa bekerja tanpa permit, menjalankan perniagaan dan masuk ke Malaysia tanpa dokumen yang sah di samping mewujudkan suasana kurang selesa bagi masyarakat tempatan;
- Permohonan supaya meningkatkan pemantauan, penguatkuasaan serta rondaan terhadap aktiviti-aktiviti gejala sosial dan jenayah; dan
- Permohonan supaya diadakan kawalan trafik.

Tindakan Tidak Adil

- Pengadu yang tidak berpuas hati terhadap saman kesalahan trafik yang tidak dilakukan.

Ministry of Home Affairs

The Ministry of Home Affairs received the highest number of complaints as compared to other ministries in 2011. The number of complaints received was 1,356 and all complaints have been resolved. Complaints against the Ministry of Home Affairs were targeted at 3 major agencies, namely the Royal Malaysian Police, the Department of Immigration and the National Registration Department. The complaints against the Ministry of Home Affairs revolved primarily around the following areas:

Delay

- Delay in taking action or providing feedback on the status of investigations conducted by the police;
- Police were not prompt in providing documents related to accidents; and
- Delay in providing feedback or no response to the application of identity cards and citizenship.

Quality of Service

- Unsatisfactory quality of service by counter personnel as well as of those answering the phone.

Enforcement

- Lack of monitoring on the influx of foreign nationals alleged to be working without a permit, entering the country and conducting business without valid documents thus creating a less secured environment for the local community;
- Appeal to increase monitoring, enforcement and patrolling to curb negative social activites and crime; and
- Appeal for traffic control.

Unreasonable/Unjust Action

- Complainants were dissatisfied with summonses issued for traffic offences not committed.

PELAPORAN DAN ANALISIS ADUAN

Kementerian Kerja Raya

Kementerian Kerja Raya telah menerima sebanyak 818 aduan dalam tahun 2011. Daripada jumlah tersebut, sebanyak 786 (96.1%) aduan telah diselesaikan dan selebihnya masih dalam tindakan. Agensi di bawah seliaan Kementerian Kerja Raya yang menerima aduan yang tertinggi ialah Jabatan Kerja Raya (JKR), iaitu sebanyak 759 (92.8%) aduan.

Isu-isu utama aduan terhadap JKR adalah seperti kelewatan membaiki kerosakan jalanraya, lampu jalan, lampu isyarat serta papan tanda jalan. Selain itu, terdapat juga permohonan untuk mendapatkan atau menaiktaraf kemudahan infrastruktur seperti papan tanda, lampu jalan, lampu isyarat, melebarkan dan menurap jalan.

Aduan berkaitan kerja-kerja penyelenggaraan ke atas parit dan kerja-kerja pemotongan rumput di bahu jalan yang tidak memuaskan juga ada diterima.

COMPLAINTS REPORT AND ANALYSIS

Ministry of Works

The Ministry of Works received a total of 818 complaints in 2011. Of the total, 786 (96.1%) complaints were resolved and the remaining are still under investigation. The agency under the supervision of the Ministry of Works that received the highest number of complaints was the Public Works Department (PWD) with 759 (92.8%) complaints.

Key issues of complaints against the PWD were delays in repairing roads, street lights, traffic lights and road signs. In addition, there were also applications to provide or improve infrastructure, such as road signage, street lights, traffic lights, resurfacing and widening of roads.

Complaints were also received regarding maintenance work on drains and grass cutting along road shoulders.



PELAPORAN DAN ANALISIS ADUAN

Kementerian Wilayah Persekutuan dan Kesejahteraan Bandar

Kementerian Wilayah Persekutuan dan Kesejahteraan Bandar merupakan kementerian yang menerima aduan ketiga tertinggi dalam tahun 2011. Jumlah aduan yang diterima adalah sebanyak 667 dan daripada jumlah tersebut 624 (93.6%) aduan telah dapat diselesaikan dan selebihnya masih dalam tindakan. Agensi di bawah Kementerian Wilayah Persekutuan dan Kesejahteraan Bandar yang menerima aduan tertinggi ialah Dewan Bandaraya Kuala Lumpur (DBKL), iaitu 571 (85.6%) aduan.

COMPLAINTS REPORT AND ANALYSIS

Ministry of Federal Territories and Urban Wellbeing

This Ministry received the third highest number of complaints in 2011. The number of complaints received was 667 of which 624 (93.6%) have been resolved with the remaining still pending action. The agency under the Ministry of Federal Territories and Urban Wellbeing receiving the highest number of complaints is the Kuala Lumpur City Hall (DBKL) with 571 (85.6%) complaints.



PELAPORAN DAN ANALISIS ADUAN

Kebanyakan aduan yang diterima adalah berkisar kepada isu pihak berkuasa tempatan seperti berikut:

- Kelewatan bertindak ke atas aduan;
- Kualiti jalan yang kurang memuaskan;
- Rumah kediaman yang disalahgunakan untuk menjalankan aktiviti perniagaan;
- Kutipan duit meletak kenderaan yang dijalankan secara haram;
- Isu penyelenggaraan pokok-pokok hiasan, rumput, sampah dan longkang;
- Perniagaan yang dijalankan tanpa lesen;
- Lampu jalan dan lampu isyarat yang tidak berfungsi;
- Permohonan menduduki/tempoh menunggu giliran untuk rumah sewa DBKL;
- Pihak pengurusan bangunan yang gagal menjalankan tugas penyelenggaraan;
- Penjaja dan gerai haram;
- Gangguan lalulintas oleh kenderaan yang diletakkan di tempat yang bukan sepatutnya;
- Kacau ganggu dari premis perniagaan yang beroperasi melebihi masa yang dibenarkan;
- Pengukuasaan ke atas pelanggaran syarat premis;
- Masalah anjing liar; dan
- Isu hak milik strata.

COMPLAINTS REPORT AND ANALYSIS

Most complaints received were regarding issues with local authorities such as:

- *Delay in acting on complaints;*
- *Unsatisfactory condition and quality of roads;*
- *Residential property being used to run businesses;*
- *Illegal collection of car-parking fees;*
- *Maintenance of decorative plants, grass, rubbish and drains;*
- *Business conducted without licence;*
- *Street lights and traffic lights that are not functioning;*
- *Application/duration of waiting to rent DBKL houses;*
- *Building management authorities that fail to carry out maintenance work;*
- *Illegal hawkers and stalls;*
- *Obstruction to traffic caused by indiscriminately parked vehicles;*
- *Nuisance created by business premises operating beyond the allowed time;*
- *Enforcement on violation of premises condition;*
- *Problem of stray dogs; and*
- *Issue of strata titles.*

PELAPORAN DAN ANALISIS ADUAN

Kementerian Penerangan, Komunikasi dan Kebudayaan

BPA menerima sebanyak 638 aduan terhadap Kementerian Penerangan, Komunikasi dan Kebudayaan dalam tahun 2011 dan 626 (98.1%) telah selesai. Daripada jumlah ini, 153 (24%) aduan adalah terhadap pembekal perkhidmatan telekomunikasi swasta seperti Celcom, DIGI, Maxis, TIME, U Mobile serta ASTRO yang merupakan agensi di bawah kawal selia Kementerian Penerangan, Komunikasi dan Kebudayaan. Pemerhatian BPA mendapati 257 (40.3%) aduan adalah terhadap Telekom Malaysia Berhad (TM).



Antara isu-isu utama aduan terhadap agensi di bawah seliaan Kementerian Penerangan, Komunikasi dan Kebudayaan adalah seperti berikut:

- Kelewatan pihak TM mengambil tindakan ke atas aduan kerosakan talian telefon dan internet;
- Tempoh masa yang lama untuk memproses permohonan perkhidmatan Streamyx dan talian telefon;
- Kelewatan pemulangan deposit bagi akaun yang telah ditutup;
- Kecurian kabel yang menjelaskan perkhidmatan Streamyx;
- Liputan jalur lebar yang tidak memuaskan;
- Gangguan talian telefon;
- Gangguan siaran ASTRO ketika hujan;
- Penyelenggaraan telefon awam; dan
- Kenaikan bil langganan ASTRO.

COMPLAINTS REPORT AND ANALYSIS

Ministry of Information, Communications and Culture

PCB received 638 complaints against the Ministry of Information, Communications and Culture in 2011 of which 626 (98.1%) were resolved. Of this total, 153 (24%) complaints were against telecommunications service providers such as Celcom, DiGi, Maxis, TIME, U Mobile, and ASTRO which are agencies that come under the purview of the Ministry of Information, Communications and Culture. It must be noted that 257 (40.3%) complaints were against Telekom Malaysia Berhad (TM).

Among the key issues of complaints against agencies under this ministry are the following:

- *Delay by TM in taking action on complaints about faulty telephone and internet lines;*
- *Not processing application for Streamyx service and telephone lines promptly resulting a long waiting period;*
- *Delay in returning the refundable deposit upon closing of the account;*
- *Cable theft that affect Streamyx service;*
- *Unsatisfactory broadband coverage;*
- *Disruption in telephone service (TM);*
- *Disruption in ASTRO broadcasts during rain;*
- *Maintenance of public phones; and*
- *The increase in ASTRO subscription bill.*

PELAPORAN DAN ANALISIS ADUAN

Kementerian Kewangan

Kementerian Kewangan menerima sebanyak 585 aduan. Daripada jumlah tersebut 576 (98.5%) aduan telah selesai. Sebanyak 215 (36.8%) aduan terhadap Kementerian Kewangan menjurus kepada Bank Negara Malaysia (BNM). Pemerhatian BPA mendapati aduan-aduan adalah berkaitan perkhidmatan bank-bank dan syarikat insurans swasta. Berikut merupakan isu-isu yang ditimbulkan dalam aduan terhadap agensi di bawah seliaan Kementerian Kewangan:

- Masalah yang dihadapi oleh pemilik kereta yang telah dilelong oleh pihak bank apabila pertukaran nama tidak dibuat;
- Tidak puas hati dengan nilai pelupusan kenderaan yang terlibat dengan kemalangan;
- Kelewatan pihak bank mengemaskini maklumat akaun pengadu;
- Dakwaan kehilangan wang dari akaun;
- Kualiti perkhidmatan bank-bank dan syarikat insurans swasta;
- Tindakan majikan yang tidak mencarum ke akaun Kumpulan Wang Simpanan Pekerja (KWSP) pekerjanya; dan
- Kelewatan pemulangan semula cukai terlebih bayar oleh pihak Lembaga Hasil Dalam Negeri.

COMPLAINTS REPORT AND ANALYSIS

Ministry of Finance

The Ministry of Finance received 585 complaints, of which, 576 (98.5%) were resolved. A total of 215 (36.8%) complaints against the Ministry of Finance were, in fact, directed towards Bank Negara Malaysia (BNM). In most cases, PCB found that the complaints were related to the services of banks and private insurance companies. The following are some of the issues raised against agencies that come under the purview of the Ministry of Finance:

- *Problems faced by owners whose cars have been auctioned by banks when the transfer in ownership name was not done;*
- *Not satisfied with the write-off value of vehicles involved in accidents;*
- *Delay in updating account information of complainants;*
- *Reported missing funds from accounts;*
- *Quality of services provided by banks and private insurance companies;*
- *Action taken against employers that do not make their contribution to the employees' accounts in the Employees' Provident Fund; and*
- *Delay in returning excess amount in taxes by the Inland Revenue Board.*



PELAPORAN DAN ANALISIS ADUAN

Analisis mendapati agensi yang banyak berinteraksi dengan orang awam mencatatkan bilangan aduan yang lebih banyak. Jadual di bawah menunjukkan sepuluh agensi yang menerima aduan tertinggi dalam tahun 2011.

COMPLAINTS REPORT AND ANALYSIS

The analysis shows that public agencies which have greater interaction with the public recorded a larger number of complaints. The table below shows the ten agencies with the highest number of complaints in 2011.

Sepuluh Agensi Yang Menerima Aduan Tertinggi Dalam Tahun 2011 Top Ten Agencies with the Highest Number of Complaints in 2011

Bil. No.	Agensi <i>Agency</i>	Jumlah Aduan <i>Total Complaints</i>		
		Terima <i>Received</i>	Selesai <i>Resolved</i> (%)	Selesai dan Berasas <i>Resolved and Valid</i> (%)
1.	Polis Diraja Malaysia <i>Royal Malaysian Police</i>	841	841 (100%)	453 (53.9%)
2.	Jabatan Kerja Raya <i>Public Works Department</i>	759	731 (96.7%)	677 (92.6%)
3.	Dewan Bandaraya Kuala Lumpur <i>Kuala Lumpur City Hall</i>	571	530 (92.8%)	460 (86.8%)
4.	Jabatan Pelajaran Negeri <i>State Education Department</i>	305	303 (99.3%)	167 (55.1%)
5.	Tenaga Nasional Berhad	293	288 (98.3%)	221 (76.7%)
6.	Jabatan Imigresen <i>Immigration Department</i>	280	280 (100%)	168 (60.0%)
7.	Jabatan Kebajikan Masyarakat <i>Social Welfare Department</i>	257	250 (97.3%)	153 (61.2%)
8.	Telekom Malaysia Berhad	257	249 (96.9%)	209 (83.9%)
9.	Jabatan Kesihatan Negeri <i>State Health Department</i>	245	240 (98.0%)	154 (64.2%)
10.	Bank Negara Malaysia <i>Central Bank of Malaysia</i>	215	211 (98.1%)	98 (46.4%)

PELAPORAN DAN ANALISIS ADUAN

Agenси Negeri

Pada tahun 2011, BPA telah menguruskan sebanyak 5,035 aduan terhadap agensi negeri. Kerajaan Negeri Selangor menerima aduan yang terbanyak, iaitu 950 (18.9%), diikuti Kerajaan Negeri Johor (628 atau 12.5%) dan Sarawak (520 atau 10.3%). Bagaimanapun, dari sudut penyelesaian aduan, dua negeri menunjukkan prestasi yang memberangsangkan. Negeri Johor dan Sarawak masing-masing berjaya menyelesaikan aduan pada tahap 100%. Perbezaan peratusan penyelesaian juga memperlihatkan tahap kompleksiti aduan yang berbeza-beza antara negeri-negeri. BPA dengan kerjasama agensi kerajaan negeri telah berjaya menyelesaikan sebanyak 4,883 (97.0%) aduan yang diterima terhadap agensi-agensi negeri. Daripada jumlah ini, 4,202 (86.1%) aduan didapati berasas.

COMPLAINTS REPORT AND ANALYSIS

State Agencies

In 2011, PCB handled 5,035 complaints against state agencies. The Selangor State Government received the most complaints, i.e. 950 (18.9%), followed by Johor (628 or 12.5%) and Sarawak (520 or 10.3%). Nevertheless, in terms of resolving complaints, two states performed commendably. Johor and Sarawak recorded a perfect 100% resolution rate. This differences indicated the degree of complexity of complaints received in each state. PCB with the collaboration of state agencies was able to resolve 4,883 (97.0%) of the complaints received. Of this total, 4,202 (86.1%) were valid complaints.



PELAPORAN DAN ANALISIS ADUAN

COMPLAINTS REPORT AND ANALYSIS

Bilangan Aduan Mengikut Kerajaan Negeri Dalam Tahun 2011
Number of Complaints by State Governments in 2011

Bil. No.	Negeri State	Jumlah Aduan <i>Total Complaints</i>		
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i> (%)	Selesai <i>Resolved</i> (%)
1.	Selangor	950	138 (14.5%)	812 (85.5%)
2.	Johor	628	0	628 (100%)
3.	Sarawak	520	0	520 (100%)
4.	Pahang	519	0	519 (100%)
5.	Perak	495	3 (0.6%)	492 (99.4%)
6.	Negeri Sembilan	388	8 (2.1%)	380 (97.9%)
7.	Sabah	376	0	376 (100%)
8.	Terengganu	313	0	313 (100%)
9.	Melaka	261	2 (0.8%)	259 (99.2%)
10.	Pulau Pinang	202	0	202 (100%)
11.	Kedah	189	1 (0.5%)	188 (99.5%)
12.	Kelantan	170	0	170 (100%)
13.	Perlis	24	0	24 (100%)
Jumlah <i>Total</i>		5,035	152 (3.0%)	4,883 (97.0%)

PELAPORAN DAN ANALISIS ADUAN

COMPLAINTS REPORT AND ANALYSIS

Pihak Berkuasa Tempatan Yang Menerima Aduan Tertinggi Bagi Setiap Negeri Dalam Tahun 2011
Local Authorities Receiving the Highest Number of Complaints for Each State in 2011

Bil. No.	Negeri State	Pihak Berkuasa Tempatan Local Authority	Jumlah Aduan Total Complaints		
			Terima Received	Dalam Tindakan <i>Under Investigation</i> (%)	Selesai Resolved (%)
1.	Perak	Majlis Bandaraya Ipoh <i>Ipoh City Council</i>	246	0	246 (100%)
2.	Selangor	Majlis Perbandaran Kajang <i>Kajang Municipal Council</i>	174	38 (21.8%)	136 (78.2%)
3.	Pahang	Majlis Perbandaran Kuantan <i>Kuantan Municipal Council</i>	142	0	142 (100%)
4.	Johor	Majlis Bandaraya Johor Bahru <i>Johor Bahru City Council</i>	138	0	138 (100%)
5.	Terengganu	Majlis Bandaraya Kuala Terengganu <i>Kuala Terengganu City Council</i>	112	0	112 (100%)
6.	Pulau Pinang	Majlis Perbandaran Pulau Pinang <i>Pulau Pinang Municipal Council</i>	76	0	76 (100%)
7.	Negeri Sembilan	Majlis Perbandaran Seremban <i>Seremban Municipal Council</i>	72	2 (2.8%)	70 (97.2%)
8.	Melaka	Majlis Melaka Bandaraya Bersejarah <i>Melaka Historic City Council</i>	66	0	66 (100%)
9.	Sabah	Dewan Bandaraya Kota Kinabalu <i>Kota Kinabalu City Hall</i>	65	0	65 (100%)
10.	Sarawak	Majlis Daerah Simunjan <i>Simunjan District Council</i>	64	0	64 (100%)
11.	Kedah	Majlis Perbandaran Sungai Petani <i>Sungai Petani Municipal Council</i>	38	0	38 (100%)
12.	Kelantan	Majlis Perbandaran Kota Bharu <i>Kota Bharu Municipal Council</i>	36	0	36 (100%)
13.	Perlis	Majlis Perbandaran Kangar <i>Kangar Municipal Council</i>	8	0	8 (100%)

Berikut merupakan isu-isu aduan yang utama terhadap PBT:
Major issues of complaints against local authorities were as follows:

Ketiadaan atau kelewatan menjalankan kerja-kerja penyelenggaraan ke atas longkang, sampah, pokok hiasan dan rumput;

No maintenance or a delay in maintenance work on drains, trash, tree trimmings and grass;

Papan tanda arah yang terlindung atau mengelirukan pengguna jalan raya;

Hidden or confusing signage for road users;

Kualiti jalan yang kurang memuaskan;

Unsatisfactory quality of roads;

Kekurangan atau kerosakan kemudahan infrastruktur seperti lampu jalan;

Lack of or damage to infrastructure such as street lighting;

Kekurangan tindakan penguatkuasaan ke atas kenderaan yang diletakkan di tempat yang tidak sepatutnya serta mengganggu lalu lintas;

Lack of enforcement on vehicles parked indiscriminately causing disruption to traffic;

Pemantauan ke atas waktu operasi kafe siber dan pusat hiburan;

Monitoring the operating hours of cyber cafes and entertainment centres;

Gangguan bunyi bising daripada aktiviti penternakan burung layang-layang;

Noise disturbance from swiftlet farming activities;

Banjir kilat akibat longkang/kolam takungan yang tidak diselenggarakan atau sistem perparitan yang tidak sempurna;

Flash flood caused by ineffective drainage systems or non-maintenance of drains/retention ponds;

Pengubahaan rumah yang menjelaskan keselesaan jiran tetangga;

Home renovation causing disturbance to the neighbours;

Pencemaran daripada kilang yang beroperasi di kawasan perumahan;

Pollution from factories operating in residential areas;

Penyalahgunaan rumah kediaman untuk aktiviti perniagaan seperti restoran dan bengkel kenderaan;

Residences being used for business activities such as restaurants and workshops;

Aktiviti pembinaan yang dijalankan sehingga larut malam; dan

Construction activities carried out until late at night; and

Gangguan anjing liar.

Nuisance from stray dogs.

PELAPORAN DAN ANALISIS ADUAN

Bidang Keberhasilan Utama Nasional

BPA juga telah memasukkan kategori aduan berasaskan 7 Bidang Keberhasilan Utama Nasional (NKRA), selaras dengan dasar semasa Kerajaan yang menitikberatkan konsep "1Malaysia, Rakyat Didahulukan, Pencapaian Diutamakan". Sebanyak 1,307 (9.8%) aduan yang berkaitan dengan NKRA telah diterima. Analisis BPA mendapati aduan yang tertinggi adalah berkaitan Bidang Mempertingkatkan Infrastruktur Luar Bandar, iaitu sebanyak 795 (6.0%) dan diikuti oleh Bidang Meningkatkan Taraf Hidup sebanyak 278 (2.1%) aduan. Antara isu-isu infrastruktur luar bandar yang sering dibangkitkan adalah berkaitan kualiti jalan raya dan permohonan jalan baru, gangguan dan kualiti bekalan elektrik serta permohonan kemudahan bekalan elektrik dan air.

Kebanyakan isu Bidang Mempertingkatkan Taraf Hidup pula, menjurus kepada permohonan bantuan kebajikan dan kewangan untuk golongan orang kurang upaya (OKU), ibu tunggal serta golongan miskin dan bantuan perniagaan.

Jumlah Aduan Mengikut Bidang NKRA Dalam Tahun 2011
Total Number of Complaints by NKRA in 2011

Bil. No.	Bidang Area	Jumlah Aduan Total Complaints (%)
1.	Meningkatkan Infrastruktur Asas Luar Bandar <i>Improving Rural Basic Infrastructure</i>	795 (6.0%)
2.	Meningkatkan Taraf Kehidupan Isi Rumah Berpendapatan Rendah <i>Rising Living Standards of Low-Income Households</i>	278 (2.1%)
3.	Mengurangkan Jenayah <i>Reducing Crime</i>	124 (0.9%)
4.	Mempertingkatkan Pengangkutan Awam Di Bandar <i>Improving Urban Public Transport</i>	47 (0.4%)
5.	Meningkatkan Pencapaian Pelajar <i>Improving Student Outcomes</i>	22 (0.2%)
6.	Membanteras Rasuah <i>Fighting Corruption</i>	22 (0.2%)
7.	Memerangi Kos Kehidupan Yang Kian Meningkat <i>Addressing Cost of Living</i>	19 (0.1%)
Jumlah Total		1,307 (9.8%)

COMPLAINTS REPORT AND ANALYSIS

National Key Result Areas

PCB has also included categories of complaints based on the 7 National Key Result Areas (NKRAs), in line with the Government's current policy which emphasises the concept of "1Malaysia, People First, Performance Now". A total of 1,307 (9.8%) complaints received were related to NKRAs. Analysis reveal that the highest number of complaints was related to the "Improving Rural Basic Infrastructure" which stood at 795 (6.0%) followed by "Improving Living Standards", with 278 (2.1%) complaints. Among the complaints related to the "Improving Basic Rural Infrastructure", the more common ones raised were to do with the quality of roads and application for new roads; problems of electricity supply disruption and quality of electricity supplied, as well as the application for electricity and water supply.

Most of the issues dealing with the "Improving Living Standards", involved requests for welfare and financial assistance to handicapped persons, single mothers and the poor as well as business assistance.

PENYELESAIAN ADUAN

COMPLAINTS RESOLUTION

Penyelesaian Aduan

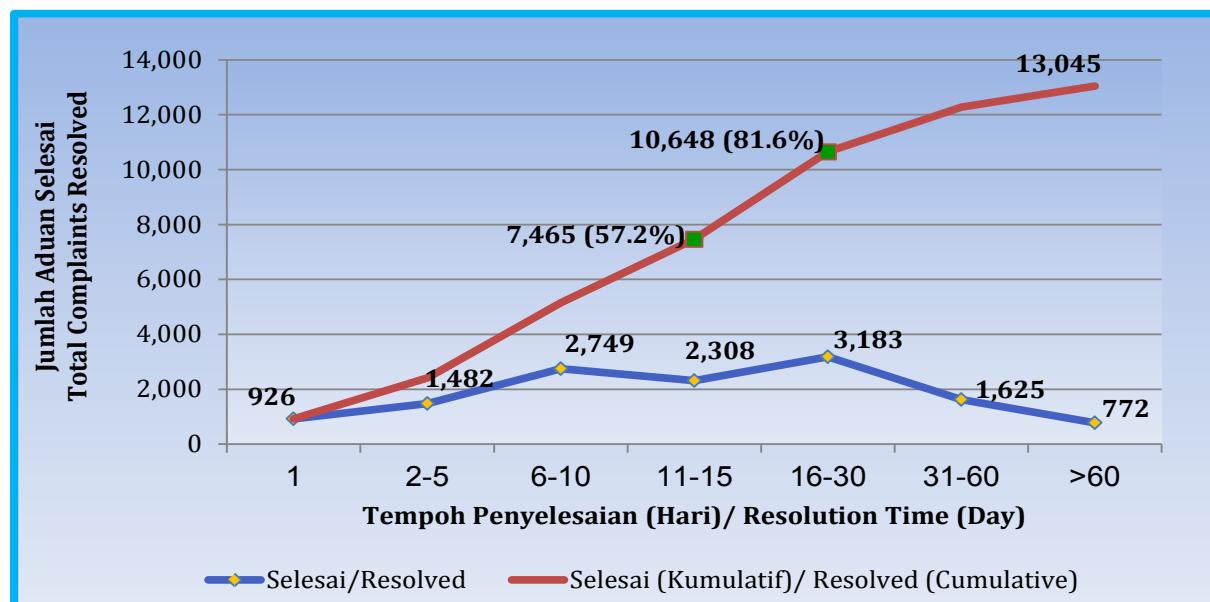
Pekeling Kemajuan Pentadbiran Awam Bilangan 1 Tahun 2009: Penambahbaikan Proses Pengurusan Aduan Awam telah menggariskan tempoh pengurusan penyelesaian aduan dipendekkan dari 41 hari ke 15 hari bekerja. Daripada jumlah 13,045 aduan yang selesai dalam tahun 2011, 7,465 (57.2%) aduan telah diselesaikan dalam tempoh 15 hari bekerja. Manakala 5,581(42.8%) lagi telah diselesaikan dalam tempoh melebihi 15 hari bekerja.

Resolution of Complaints

The Development Administration Circular No. 1 of 2009: Improvement on Public Complaints Management Process has stated that the time taken to resolve complaints being shortened from 41 days to 15 working days. Of the 13,045 complaints resolved in 2011, 7,465 (57.2%) were resolved within 15 working days. The remaining 5,581 (42.8%) were resolved in a period exceeding 15 days.

Tempoh Penyelesaian Aduan Bagi Tahun 2011 Duration of Complaints Resolution in 2011

Tempoh Penyelesaian (Hari) Duration of Resolution (Day)	Jumlah Total		Jumlah Kumulatif Cumulative Total	
	Selesai Resolved	%	Selesai Resolved	%
1	926	7.1	926	7.1
2-5	1,482	11.4	2,408	18.5
6-10	2,749	21.1	5,157	39.5
11-15	2,308	17.7	7,465	57.2
16-30	3,183	24.4	10,648	81.6
31-60	1,625	12.5	12,273	94.1
>60	772	5.9	13,045	100
Jumlah Total	13,045	100	-	-



PENYELESAIAN ADUAN

COMPLAINTS RESOLUTION

Penyelesaian Aduan

Perbandingan prestasi penyelesaian aduan antara tahun 2010 dengan 2011 menunjukkan peningkatan dari segi peratus penyelesaian dalam tempoh 15 hari bekerja atau kurang, iaitu sebanyak 7.9%.

Resolution of Complaints

A comparison of the duration to resolve complaints in 2010 and 2011 shows an increase of 7.9% for complaints resolved within 15 working days.

Perbandingan Tempoh dan Penyelesaian Aduan Kumulatif Bagi Tahun 2010 dan 2011 Comparison on Duration and Cumulative Resolution of Complaints for 2010 and 2011

Tempoh Penyelesaian (Hari) Duration of Resolution (Day)	2010		2011	
	Jumlah Penyelesaian Kumulatif Cumulative Complaints Resolved	%	Jumlah Penyelesaian Kumulatif Cumulative Complaints Resolved	%
1	1,483	10.2	926	7.1
2-5	3,007	20.7	2,408	18.5
6-10	5,018	34.6	5,157	39.5
11-15	7,155	49.3	7,465	57.2
16-30	10,619	73.2	10,648	81.6
31-60	13,001	89.6	12,273	94.1
>60	14,502	100	13,045	100



PENYELESAIAN ADUAN

COMPLAINTS RESOLUTION

Kategori Aduan Selesai

Mulai Mac 2011, BPA mengkategorikan aduan-aduan yang telah selesai kepada tiga kategori, iaitu Selesai Muktamad bagi aduan yang telah selesai sepenuhnya; Selesai Dengan Pemantauan, iaitu aduan yang dipersetujui untuk diambil tindakan pembetulan oleh agensi yang akan mengambil sedikit masa dan Selesai Bersyarat, iaitu aduan dipersetujui untuk diambil tindakan pembetulan atau pencegahan oleh agensi tetapi masih memerlukan keputusan selanjutnya dari agensi pusat seperti peruntukan kewangan atau pindaan undang-undang. Bagi tahun 2011, status aduan-aduan yang telah selesai mengikut kategori-kategori ini adalah seperti di jadual.

Categories of Resolved Complaints

Beginning March 2011, PCB categorised complaints that have been resolved under 3 categories, i.e. Resolved Completely: this is for complaints that have been totally resolved; Resolved With Monitoring: this is for complaints where the relevant agencies agreed to take corrective action within a short period; and Resolved Conditionally: this is for complaints where the relevant agencies agreed to take corrective or preventive action but still required approval of central agencies for financial allocation or amendment of the law. For 2011, the status of complaints according to the categories above are shown in the table below.

Kategori Aduan Selesai
Categories of Resolved Complaints

Bil. No.	Status Penyelesaian <i>Resolving Status</i>	Kementerian <i>Ministry</i>	Kerajaan Negeri <i>State</i>	Jumlah <i>Total</i>
1.	Selesai Muktamad <i>Resolved Completely</i>	6,991 (85.7%)	4,020 (82.3%)	11,011 (84.4%)
2.	Selesai Dengan Pemantauan <i>Resolved With Monitoring</i>	904 (11.1%)	616 (12.6%)	1,520 (11.7%)
3.	Selesai Bersyarat <i>Resolved Conditionally</i>	267 (3.3%)	247 (5.1%)	514 (3.9%)
Jumlah <i>Total</i>		8,162	4,883	13,045



PENYELESAIAN ADUAN

COMPLAINTS RESOLUTION

Kategori Hasil Penyiasatan

BPA mengkategorikan hasil penyiasatan aduan kepada empat kategori, iaitu: (a) agensi didapati menjalankan tugas mengikut peraturan yang ditetapkan; (b) pengadu berpuas hati dengan penjelasan; (c) aduan yang tidak berasas; dan (d) aduan di luar bidang kuasa BPA. Analisis BPA mendapati kategori yang pertama adalah yang tertinggi, iaitu 64.6%; pengadu berpuas hati dengan penyelesaian aduan masing-masing, 21.3%; aduan di luar bidang kuasa, 10.9% dan aduan yang tidak berasas, 3.2%.

Categories of Complaints Investigation Findings

PCB also categorised complaints investigation findings into 4 categories, i.e: (a) the agency is found to have carried out their responsibilities in accordance with established regulations; (b) the complainant is satisfied with the explanation given; (c) the complaint is invalid; and (d) the complaint is beyond the jurisdiction of PCB. Analysis indicates that the first category is the highest with 64.6%; second category with 21.3%; third category and fourth with 10.9% and 3.2% respectively.

Kategori Hasil Penyiasatan Aduan Bagi Tahun 2011 Categories of Complaints Investigation Findings in 2011

Bil. No.	Kategori Hasil Penyiasatan <i>Category of Investigation Findings</i>	Jumlah Aduan <i>Total Complaints</i>		
		Kementerian <i>Ministry</i>	Negeri <i>State</i>	Jumlah <i>Total</i>
1.	Siasatan BPA mendapati agensi yang diadu telah menjalankan tugas dan tanggungjawab secara adil, teratur dan mengikut undang-undang atau peraturan semasa. <i>PCB found that the agency had carried out its roles and responsibilities in a fair and orderly manner and in accordance with existing laws and regulations.</i>	5,649 (69.2%)	2,774 (56.8%)	8,423 (64.6%)
2.	Pengadu berpuas hati dengan penjelasan yang diberikan atau tindakan yang diambil oleh agensi yang diadu. <i>The complainant is satisfied with the explanation given or the actions taken by the agency concerned.</i>	1,728 (21.2%)	1,053 (21.6%)	2,781 (21.3%)
3.	Aduan di luar bidang kuasa BPA seperti perbicaraan mahkamah, kes SPRM atau di bawah Jawatankuasa Kira-Kira Awam dan kes antara pihak swasta yang tiada kaitan dengan agensi kerajaan. <i>The complaint is beyond the jurisdiction of PCB such as matters before the court of law, cases under jurisdiction of the MACC or the Public Accounts Committee and matters between private entities which are not related to any government agencies.</i>	588 (7.2%)	838 (17.2%)	1,426 (10.9%)
4.	Siasatan BPA mendapati aduan yang dikemukakan adalah tidak berasas seperti pengadu tidak memenuhi syarat-syarat yang ditetapkan atau pengadu memberi maklumat palsu. <i>PCB found that the complaint was baseless, such as the complainant did not meet the stipulated conditions or the complainant provided false information.</i>	197 (2.4%)	218 (4.5%)	415 (3.2%)
Jumlah <i>Total</i>		8,162	4,883	13,045

Keberhasilan Penyelesaian Aduan

Analisis BPA mendapatkan terdapat lapan keberhasilan penyelesaian yang telah agensi ketengahkan kepada para pengadu. Bagaimanapun, peratusan tertinggi adalah "Ulasan Agensi Yang Berpatutan" (58.67%), diikuti oleh "Diselesaikan Dengan Segera" (37.68%), "Agensi Memohon Maaf" (1.07%), "Kesilapan Diakui" (0.91%), "Mengubah Keputusan" (0.69%), "Perubahan Norma/ Prosedur" (0.63%), "Pampasan Diberikan" (0.24%), dan "Pindaan Undang-Undang atau Dasar" (0.11%).

Outcomes of Complaints Resolution

Analysis by PCB found 8 types of outcomes that agencies have highlighted to complainants. The outcome with the highest percentage is "Reasonable Explanation Provided" (58.67%), followed by "Promptly Resolved" (37.68%), "Apologies Offered" (1.07%), "Admission of Error" (0.91%), "Changes in Decision" (0.69%), "Changes in Norms/ Procedures" (0.63%), "Compensation Provided" (0.24%) and "Amendment in Law or Policy" (0.11%).

Keberhasilan Penyelesaian Aduan Tahun 2011

Outcome of Complaints Resolution in 2011

Bil. No.	Keberhasilan Penyelesaian <i>Outcomes of Complaints Resolution</i>	Jumlah Aduan <i>Total Complaints</i>		
		Kementerian <i>Ministry</i>	Negeri <i>State</i>	Jumlah <i>Total</i>
1.	Ulasan Diberikan Berpatutan <i>Reasonable Explanation Provided</i>	5,154 (63.15%)	2,500 (51.20%)	7,654 (58.67%)
2.	Diselesaikan Dengan Segera <i>Promptly Resolved</i>	2,658 (32.57%)	2,257 (46.22%)	4,915 (37.68%)
3.	Permohonan Maaf Diberikan <i>Apologies Offered</i>	121 (1.48%)	19 (0.39%)	140 (1.07%)
4.	Kesilapan Diakui <i>Admission of Error</i>	95 (1.16%)	24 (0.49%)	119 (0.91%)
5.	Perubahan Keputusan <i>Changes in Decision</i>	59 (0.72%)	31 (0.63%)	90 (0.69%)
6.	Perubahan Norma/Prosedur <i>Changes in Norms/Procedures</i>	33 (0.40%)	49 (1.00%)	82 (0.63%)
7.	Pampasan Diberikan <i>Compensation Provided</i>	30 (0.37%)	1 (0.02%)	31 (0.24%)
8.	Perubahan Undang-Undang/Dasar <i>Amendment of Law/Policy</i>	12 (0.15%)	2 (0.04%)	14 (0.11%)
Jumlah <i>Total</i>		8,162	4,883	13,045

PENYELESAIAN ADUAN

COMPLAINTS RESOLUTION

Aduan Berasas dan Tidak Berasas

Aduan Berasas

- Hasil siasatan mengesahkan kesahihan dakwaan pengadu;
- Diakui oleh agensi yang diadu; dan
- Maklumat daripada agensi lain terhadap agensi yang diadu.

Aduan Tidak Berasas

- Hasil siasatan berbeza dengan aduan yang diadu;
- Penjelasan serta bukti oleh agensi yang diadu boleh diterima oleh BPA;
- Jabatan telah mengikut prosedur yang betul; dan
- Keputusan yang dibuat berlandaskan dasar-dasar semasa negara.

Valid and Invalid Complaints

Valid Complaints

- *Investigation shows authenticity of complainants allegations;*
- *Admission of fault by the relevant agency; and*
- *Information from other agencies regarding the agency complained about.*

Invalid Complaints

- *Investigation findings differ from that of the complaint;*
- *Clarification and evidence provided by the agency complained about is acceptable to PCB;*
- *The department followed the correct procedures; and*
- *Decision made was based on existing national policies.*



KATEGORI ADUAN

COMPLAINTS CATEGORY

Kategori Aduan *Category of Complaints*

BPA membahagikan aduan kepada sepuluh kategori seperti berikut:	<i>PCB categorises complaints received into the following ten areas:</i>
Kelewatan/Tiada Tindakan <ul style="list-style-type: none"> • Tidak memenuhi janji Piagam Pelanggan; dan • Tidak menjawab permohonan, pertanyaan/aduan daripada pengadu. 	Delay/No action <ul style="list-style-type: none"> • <i>Failure to meet targets set in the Clients' Charter; and</i> • <i>Failure to reply to applications, enquiries/complaints from the complainants.</i>
Tindakan Tidak Adil <ul style="list-style-type: none"> • Keputusan yang tidak konsisten dengan amalan biasa. 	Unfair Action <ul style="list-style-type: none"> • <i>Decisions that are not consistent with prevailing practices.</i>
Kekurangan Kemudahan Awam Kemudahan asas yang diperlukan oleh orang awam seperti: <ul style="list-style-type: none"> • Balai polis, balai bomba, sekolah, tempat ibadat, pasar dan lain-lain; dan • Bekalan air dan elektrik, tong sampah, telefon, lampu jalan, bonggol jalan, longkang dan lain-lain. 	Lack of Public Amenities <i>Basic amenities required by the public, such as:</i> <ul style="list-style-type: none"> • <i>Police stations, fire stations, schools, places of worship, markets etc; and</i> • <i>Water and electricity supply, rubbish bins, public telephones, street lights, speed humps, drains and others.</i>
Kepincangan Perlaksanaan Dasar dan Kelemahan Undang-undang <ul style="list-style-type: none"> • Dasar/Undang-undang yang tidak lagi sesuai dengan keadaan semasa; dan • Undang-undang/peraturan yang tidak lengkap dan sempurna seperti tiada peruntukan penguatkuasaan. 	Inadequacies of Policy Implementation and Law <ul style="list-style-type: none"> • <i>Policies/laws no longer relevant to the current situation; and</i> • <i>Laws/regulations that are inadequate and incomplete, such as those lacking provision for enforcement.</i>
Salah Guna Kuasa/Penyelewengan <ul style="list-style-type: none"> • Melibatkan Ketua Jabatan atau pegawai yang diberi kuasa untuk menguruskan tender, permohonan tanah, kelulusan permit, lesen dan penguatkuasaan undang-undang secara pilih kasih. 	Abuse of Power/Misappropriation <ul style="list-style-type: none"> • <i>Involving Heads of Departments or officers responsible for managing tenders, approving land applications, approving permits, licences and biased enforcement of the law.</i>
Salah Laku Anggota Awam <ul style="list-style-type: none"> • Tidak beretika; • Melanggar tatatertib/disiplin; dan • Cuai. 	Misconduct of Civil Servants <ul style="list-style-type: none"> • <i>Unethical behaviour;</i> • <i>Breach of discipline; and</i> • <i>Negligence.</i>
Kegagalan Mengikut Prosedur Yang ditetapkan <ul style="list-style-type: none"> • Tidak mengikut manual prosedur kerja/proses serta aliran kerja atau manual kualiti MS ISO 9000 yang ditetapkan. 	Failure to Adhere to Set Procedures <ul style="list-style-type: none"> • <i>Failure to follow work procedure manual/process and work flow as stipulated in the MS ISO 9000 quality manual.</i>

KATEGORI ADUAN

COMPLAINTS CATEGORY

BPA membahagikan aduan kepada sepuluh kategori seperti berikut:	<i>PCB categorises complaints received into the following ten areas:</i>
Kegagalan Penguatkuasaan <ul style="list-style-type: none"> Melibatkan jabatan/agensi kerajaan yang bertanggungjawab dalam penguatkuasaan undang-undang seperti Pihak Berkuasa Tempatan dan Polis Diraja Malaysia. 	Failure of Enforcement <ul style="list-style-type: none"> Involving government departments/agencies responsible for enforcement of laws such as Local Authorities and the Royal Malaysian Police.
Kualiti Perkhidmatan Yang Tidak Memuaskan Termasuk Kaunter Dan Telefon <ul style="list-style-type: none"> Perkhidmatan kaunter dan telefon; Mengabaikan kerja-kerja penyelenggaraan; Tidak sopan melayan pelanggan; Kualiti perkhidmatan/penyelenggaraan yang rendah atau tidak mengikut piawaian atau jadual yang telah ditetapkan; dan Pengangkutan awam yang tidak memuaskan dari segi kebersihan dan ketepatan waktu. 	Unsatisfactory Service Quality Including Counter and Telephone <ul style="list-style-type: none"> Counter and telephone service; Negligence in maintenance work; Discourteous to customers; Low quality of service/maintenance or failure to adhere to specified standards or schedules; and Unsatisfactory public transport in terms of cleanliness and punctuality.
Pelbagai Aduan <ul style="list-style-type: none"> Aduan yang tidak melibatkan sembilan kategori lain di atas. 	Miscellaneous Complaints <ul style="list-style-type: none"> Complaints which do not fall into any of the above nine categories.



KATEGORI ADUAN

COMPLAINTS CATEGORY

Analisis Kategori Aduan

BPA juga menganalisis aduan yang diterima mengikut sepuluh kategori yang ditetapkan. Jadual di bawah menunjukkan jumlah aduan mengikut sepuluh kategori secara lengkap.

Analysis of Complaints Category

PCB also analysed the complaints received based on the specified ten categories. The table below shows the number of complaints received for each of the ten categories.

Jumlah Aduan Mengikut Kategori Aduan Bagi Kementerian dan Kerajaan Negeri Dalam Tahun 2011

Number of Complaints According to Complaints Category for Ministry and State Government in 2011

Bil. No.	Kategori Category	Jumlah Aduan Total Complaints		
		Kementerian Received	Negeri State	Jumlah Total
1.	Kelewatan/Tiada Tindakan <i>Delay/No Action</i>	3,241 (38.9%)	2,734 (54.3%)	5,975 (44.7%)
2.	Kualiti Perkhidmatan Yang Tidak Memuaskan Termasuk Kaunter dan Telefon <i>Unsatisfactory Service Quality Including Counter and Telephone</i>	1,859 (22.3%)	578 (11.5%)	2,437 (18.2%)
3.	Tindakan Tidak Adil <i>Unfair Action</i>	1,252 (15.0%)	391 (7.8%)	1,643 (12.3%)
4.	Kegagalan Penguatkuasaan <i>Failure of Enforcement</i>	624 (7.5%)	498 (9.9%)	1,122 (8.4%)
5.	Kekurangan Kemudahan Awam <i>Lack of Public Amenities</i>	384 (4.6%)	460 (9.1%)	844 (6.3%)
6.	Pelbagai Aduan <i>Miscellaneous Complaints</i>	322 (3.9%)	203 (4.0%)	525 (3.9%)
7.	Kegagalan Mengikut Prosedur Yang Ditetapkan <i>Failure to Adhere to Set Procedures</i>	228 (2.7%)	81 (1.6%)	309 (2.3%)
8.	Salah Laku Anggota Awam <i>Misconduct of Civil Servants</i>	207 (2.5%)	32 (0.6%)	239 (1.8%)
9.	Salah Guna Kuasa/Penyelewengan <i>Abuse of Power/Misappropriation</i>	162 (1.9%)	32 (0.6%)	194 (1.5%)
10.	Kepincangan Pelaksanaan Dasar dan Kelemahan Undang- Undang <i>Inadequacies of Policy Implementation and Law</i>	42 (0.5%)	26 (0.5%)	68 (0.5%)
Jumlah Total		8,321	5,035	13,356

KATEGORI ADUAN

COMPLAINTS CATEGORY

Pola kategori aduan tahun 2011 tidak berubah jika dibandingkan dengan penerimaan aduan dalam tahun 2010. Kategori Kelewatan atau Tiada Tindakan, Kualiti Perkhidmatan Yang Tidak Memuaskan Termasuk Kaunter dan Telefon dan Tindakan Tidak Adil masih merupakan kategori aduan yang utama dalam tahun 2011.

The patterns of complaints category received in 2011 is similar to the complaints category in 2010. Delay or no action, unsatisfactory service quality including counter and telephone and unfair action remained as the major complaints category in 2011.

Perbandingan Kategori Aduan Tahun 2010 dan 2011
Comparison of Complaints Category for Year 2010 and 2011

Bil. No.	Kategori <i>Category</i>	Jumlah Aduan <i>Total Complaints</i>	
		2010	2011
1.	Kelewatan/Tiada Tindakan <i>Delay/No Action</i>	6,452 (43.9%)	5,975 (44.7%)
2.	Kualiti Perkhidmatan Yang Tidak Memuaskan Termasuk Kaunter dan Telefon <i>Unsatisfactory Service Quality Including Counter and Telephone</i>	2,493 (17.0%)	2,437 (18.2%)
3.	Tindakan Tidak Adil <i>Unfair Action</i>	2,074 (14.1%)	1,643 (12.3%)
4.	Kegagalan Penguatkuasaan <i>Failure of Enforcement</i>	1,460 (9.9%)	1,122 (8.4%)
5.	Kekurangan Kemudahan Awam <i>Lack of Public Amenities</i>	948 (6.4%)	844 (6.3%)
6.	Pelbagai Aduan <i>Miscellaneous Complaints</i>	461 (3.1%)	525 (3.9%)
7.	Kegagalan Mengikut Prosedur Yang Ditetapkan <i>Failure to Adhere to Set Procedures</i>	268 (1.8%)	309 (2.3%)
8.	Salah Laku Anggota Awam <i>Misconduct of Civil Servants</i>	255 (1.7%)	239 (1.8%)
9.	Salah Guna Kuasa/Penyelewengan <i>Abuse of Power/Misappropriation</i>	216 (1.5%)	194 (1.5%)
10.	Kepincangan Pelaksanaan Dasar dan Kelemahan Undang- Undang <i>Inadequacies of Policy Implementation and Law</i>	73 (0.5%)	68 (0.5%)
Jumlah <i>Total</i>		14,700	13,356

KATEGORI ADUAN

COMPLAINTS CATEGORY

Kelewatan Atau Tiada Tindakan

Kebanyakan isu aduan dalam kategori kelewatan atau tiada tindakan adalah berkaitan ketiadaan tindakan atau kelewatan pihak agensi bertindak ke atas aduan, ketiadaan maklum balas status urusan, kelewatan memproses permohonan pelanggan serta kelewatan membuat keputusan yang melibatkan kepentingan pelanggan. Antara punca utama yang menyumbang kepada masalah kelewatan ini adalah kegagalan agensi kerajaan mematuhi piagam pelanggan atau *standard operating procedure (SOP)* yang telah digariskan. Namun, terdapat juga agensi yang telah melaksanakan tanggungjawabnya tetapi tidak memaklumkan pengadu status tindakan secara berkala.

Tidak dinafikan sesetengah aduan itu perlu mengambil masa kerana ia melibatkan banyak pihak, masalah berkaitan dengan implikasi kewangan, undang-undang dan membabitkan beberapa agensi untuk menyelesaiannya. Selain dari itu, terdapat aduan berkaitan dengan faktor-faktor yang lebih khusus, seperti hal ehwal keselamatan, meliputi permohonan kewarganegaraan, permit masuk serta kes-kes yang agak kompleks sehingga mengambil masa agak panjang untuk diselesaikan kerana urusan siasatan dan juga melibatkan pihak ketiga atau swasta seperti institusi kewangan dan agensi insurans yang di luar bidang kuasa kementerian secara langsung.

Delay or No Action

Most issues under this category involves delay in taking action or no action taken on the complaint, no feedback on the status of the complaint and delay in processing the clients' applications. Among the foremost reasons for this is the failure of the government agency to adhere to the outlined Clients' Charter or the Standard Operating Procedure (SOP). In other instances, there are agencies that have carried out their responsibilities but failed to keep the complainant updated on the progress of the complaint on a regular basis.

It cannot be denied that there are complaints that are time-consuming as it involves more than one agency, problems related to legal and financial implications and requires the involvement of several agencies for it to be resolved. There are complaints related to more specific factors, such as those that involve security matters, citizenship applications, entry permits as well as cases that are relatively complex that need more time for thorough investigation and also involve third parties or the private sector such as financial institutions and insurance agencies that are beyond the purview of the ministry.



KATEGORI ADUAN

Antara contoh-contoh aduan yang tergolong dalam kategori kelewatan atau tiada tindakan ialah seperti di bawah:

- Maklum balas siasatan kepada individu yang membuat laporan polis;
- Permohonan supaya meningkatkan pemantauan, penguatkuasaan serta rondaan terhadap aktiviti-aktiviti gejala sosial dan jenayah;
- Tempoh memberi maklum balas terhadap permohonan kad pengenalan, kewarganegaraan, permit masuk serta visa;
- Mengambil masa untuk bertindak ke atas aduan berkaitan kerosakan, penyelenggaraan dan pembinaan infrastruktur serta langkah-langkah penguatkuasaan;
- Membayar atau memproses permohonan bantuan kebajikan;
- Kelewatan pihak TM mengambil tindakan ke atas aduan kerosakan talian telefon atau internet;
- Kelewatan penyediaan laporan perubatan bagi tujuan tuntutan ganti rugi kemalangan;
- Kelewatan rawatan diberikan kepada pesakit walaupun bilangan pesakit tidak ramai; dan
- Kelewatan pihak PTPTN mengeluarkan surat pelepasan hutang.

Beberapa contoh tindakan yang telah agensi laksanakan bagi mengatasi masalah yang berbangkit antaranya ialah:

Jabatan Kerja Raya telah mengambil inisiatif berikut:

- Mewujudkan pasukan peronda bagi meneliti keadaan jalan setiap dua minggu sekali dan mengambil langkah penyelenggaraan dengan segera; dan
- Memohon peruntukan khas bagi proses membaiki keadaan jalan tertentu.

Perbadanan Putrajaya telah meningkatkan kekerapan rondaan dan pemantauan selama seminggu selepas masalah kerosakan lampu jalan diperbaiki.

COMPLAINTS CATEGORY

Examples of complaints categorised under 'Delay or No Action' are as follow:

- *Feedback on investigation to the individual who has made a police report;*
- *Request to increase monitoring, enforcing and patrolling to curb crime and other social problems activities;*
- *Response time for application of identification cards, citizenship, entry permits and visas;*
- *Response time to take action on complaints relating to damage, maintenance and construction of infrastructure as well as on enforcement measures;*
- *Payment to recipients or application for welfare aid;*
- *Delay by Telekom Malaysia to take action on complaints of internet service disruption or faulty telephone line;*
- *Delay in preparing medical reports for the purpose of accident claims and compensation;*
- *Delay in medical treatment given to patients although there are not many patients; and*
- *Delay in the issuing of loan discharging letters by PTPTN.*

Some agencies have taken measures to overcome problems that have arisen. Among them are:

The Public Works Department has taken the following initiatives:

- *Established a patrol team to inspect the condition of roads once a fortnight and promptly take the necessary maintenance measures; and*
- *Request for a special allocation to repair the affected roads.*

Putrajaya Corporation has increased the frequency of patrolling and monitoring for one week after the streetlights were repaired.

KATEGORI ADUAN

COMPLAINTS CATEGORY

Kualiti Perkhidmatan Yang Tidak Memuaskan Termasuk Kaunter Dan Telefon

Bagi kategori kualiti perkhidmatan yang kurang memuaskan pula, analisis BPA mendapati ia berpunca daripada sikap dan nilai anggota agensi dalam melaksanakan tugas diamanahkan. Sikap mengambil mudah dan tidak meletakkan kepentingan pelanggan sebagai keutamaan menyebabkan pelanggan tidak dilayani sewajarnya. Kegagalan anggota-anggota agensi menghayati dan memahami pengurusan pelanggan yang berkesan memberi impak yang negatif kepada imej agensi secara menyeluruh selain masalah sistem kerja dan prosedur sedia ada. Contoh aduan adalah seperti di bawah:

- Perkhidmatan di kaunter yang kurang memuaskan seperti keadaan agak sesak, masa menunggu untuk mendapatkan perkhidmatan yang sangat lama serta petugas kaunter yang tidak mesra pelanggan;
- Penjawat di hospital atau klinik kesihatan bersikap kurang sopan dan mengambil sikap sambil lewa dalam melaksanakan tugas;
- Tempoh masa menunggu lama untuk mendapatkan rawatan;
- Perkhidmatan pengangkutan awam yang tidak menepati jadual perjalanan; dan
- Panggilan telefon tidak berjawab.

Pelbagai langkah serta pendekatan yang agensi telah laksanakan bagi mengatasi masalah yang berkaitan hal ehwal kualiti perkhidmatan, antaranya ialah:

Jabatan Imigresen Malaysia (JIM) telah mengambil inisiatif seperti berikut:

- Pelaksanaan kempen mesra pelanggan berkonsep 3S (Senyum, Sapa dan Sopan); dan
- Peringatan secara berkala tentang kepentingan mengutamakan pelanggan.

Unsatisfactory Service Quality Including Counter and Telephone

With regard to this category, analysis indicates that the root of this problem is the attitude and values of the personnel of the agency in carrying out entrusted responsibilities. Taking for granted the entrusted responsibilities and not placing the client as priority will result in the customer not being given proper attention. Apart from the working system and existing procedures, the failure to appreciate and understand effective customer management has an impact on the overall image of an agency. Examples of complaints are as follows:

- *Counter service that is not satisfactory, such as in a crowded situation, the waiting time to be attended is longer and unfriendly attitude of the counter personnel;*
- *Workers at the hospital or clinic are rude and complacent in carrying out duties;*
- *Longer waiting time to receive treatment;*
- *Public transport service that does not follow the set schedule; and*
- *Telephone calls not answered.*

Measures taken to overcome issues relating to quality of service include:

The Immigration Department has taken initiatives such as:

- *Implementing a Customer-Friendly campaign with the 3S concept (Smile, Greet and Be Polite); and*
- *Regular reminders that customers are the priority.*

KATEGORI ADUAN

Kementerian Kesihatan (KKM) telah mengambil inisiatif seperti berikut:

- Menghantar kakitangan menghadiri kursus berkaitan nilai-nilai murni dan *soft skill* untuk meningkatkan mutu layanan dan perkhidmatan; dan
- Memohon pembinaan bangunan baru bagi mengatasi masalah kekurangan ruang bagi wad-wad di sesetengah hospital.

Agensi di bawah Kementerian Penerangan, Komunikasi dan Kebudayaan (KPKKK), iaitu Pos Malaysia pula telah mengambil inisiatif mengatur semula waktu rehat kakitangan bagi memudahkan pelanggan membuat urusan.

Tindakan Proaktif BPA Dalam Pemantauan Telefon

- Sebagai satu langkah proaktif untuk menambahbaik perkhidmatan telefon kementerian dan agensi, pihak BPA menjalankan pemantauan talian telefon ke atas semua talian am kementerian serta talian *hotline* dan bebas tol kementerian dan agensi sebanyak 3 kali dalam seminggu. Pemantauan adalah berasaskan kepada ketetapan dalam Pekeliling Kemajuan Pentadbiran Awam Bilangan 1/2008.

COMPLAINTS CATEGORY

Ministry of Health has taken the following initiatives:

- *Sent staff for courses related to noble values and importance of soft skills in an effort to improve the quality of service; and*
- *Requested for a new building to overcome the problem of lack of space for wards at some hospitals.*

Pos Malaysia, an agency under the Ministry of Information, Communications and Culture, has taken the initiative of rescheduling the break times of their staff for the convenience of their customers.

PCB's proactive action in monitoring telephones

- *As a proactive measure to improve the telephone etiquette of ministries and agencies, PCB has carried out the monitoring of all general lines of the Ministries as well as toll free lines and hotlines three times a week. This monitoring is in adherence to the Public Administration Circular No. 1/2008.*



KATEGORI ADUAN**COMPLAINTS CATEGORY**

Berikut merupakan ringkasan ujian panggilan yang telah BPA jalankan sepanjang tahun 2011.

The following is the summary of calls test conducted by PCB throughout 2011.

**Purata Masa Menjawab Panggilan Percubaan
Oleh Kementerian (Talian Am) Dalam Tahun 2011**
The Average Response Time to Trial Calls by the Ministry (General Line) in 2011

Bil. No.	Kementerian Ministry	Nombor Talian Am Kementerian Ministry General Line Number	Jumlah Panggilan Percubaan Dijalankan Total Trial Calls Made	Jumlah Panggilan Percubaan Dijawab Total Number of Calls Answered	Purata Masa Menjawab Panggilan Average Response Time
1.	Jabatan Perdana Menteri <i>Prime Minister's Department</i>	03-8872 1957	148	147 (99.3%)	3.53
2.	Sains Teknologi dan Inovasi <i>Science, Technology and Innovation</i>	03-8885 8000	148	145 (97.8%)	3.99
3.	Perusahaan Perladangan dan Komoditi <i>Plantation Industries and Commodities</i>	03-8880 3300	148	148 (100%)	4.72
4.	Sumber Asli dan Alam Sekitar <i>Natural Resources and Environment</i>	03-8886 1111	148	143 (96.6%)	5.15
5.	Pembangunan Wanita, Keluarga dan Masyarakat <i>Women, Family and Community Development</i>	03- 8323 1000	148	137 (92.6%)	5.47
6.	Kemajuan Luar Bandar dan Wilayah <i>Rural and Regional Development</i>	03-8891 2000	148	143 (96.6%)	5.51
7.	Pelancongan <i>Tourism</i>	03-8891 7000	148	136 (91.9%)	5.70
8	Pertanian dan Industri Asas Tani <i>Agriculture and Agro-based Industry</i>	03-8870 1000	148	136 (91.9%)	5.72
9.	Penerangan, Komunikasi dan Kebudayaan <i>Information, Communication and Culture</i>	03-2612 7600	148	141 (95.3%)	6.01
10.	Belia dan Sukan <i>Youth and Sports</i>	03-8871 3333	148	137 (92.6%)	6.02
11.	Dalam Negeri <i>Home Affairs</i>	03-8886 8000	148	141 (95.3%)	6.03
12.	Pelajaran <i>Education</i>	03-8884 6000	148	115 (77.7%)	6.05

KATEGORI ADUAN

COMPLAINTS CATEGORY

**Purata Masa Menjawab Panggilan Percubaan
Oleh Kementerian (Talian Am) Dalam Tahun 2011**
The Average Response Time to Trial Calls by the Ministry (General Line) in 2011

Bil. No.	Kementerian <i>Ministry</i>	Nombor Talian Am Kementerian <i>Ministry General Line Number</i>	Jumlah Panggilan Percubaan Dijalankan <i>Total Trial Calls Made</i>	Jumlah Panggilan Percubaan Dijawab <i>Total Number of Calls Answered</i>	Purata Masa Menjawab Panggilan <i>Average Response Time</i>
13.	Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan <i>Domestic Trade, Co-operatives and Consumerism</i>	03-8882 5500	148	132 (89.2%)	6.43
14.	Tenaga, Teknologi Hijau dan Air <i>Energy, Green Technology and Water</i>	03-8883 6000	148	145 (98.0%)	6.56
15.	Kerja Raya <i>Works</i>	03-2711 1100	148	134 (90.5%)	6.60
16.	Perumahan dan Kerajaan Tempatan <i>Housing and Local Government</i>	03-8891 5000	148	127 (85.8%)	6.78
17.	Kewangan <i>Finance</i>	03-8882 3000	148	115 (77.7%)	7.12
18.	Sumber Manusia <i>Human Resource</i>	03-8886 5000	148	136 (91.9%)	7.14
19.	Luar Negeri <i>Foreign Affairs</i>	03-8887 4000	148	113 (76.4%)	7.64
20.	Pengangkutan <i>Transport</i>	03-8886 6000	148	137 (92.6%)	7.65
21.	Pertahanan <i>Defence</i>	03-2692 1333	148	106 (71.6%)	7.78
22.	Wilayah Persekutuan dan Kesejahteraan Bandar <i>Federal Territories and Urban Wellbeing</i>	03-8889 7888	148	119 (80.4%)	8.14
23.	Kesihatan <i>Health</i>	03-8883 3888	148	74 (50.0%)	8.67
24.	Pengajian Tinggi <i>Higher Education</i>	03-8870 6000	148	67 (45.3%)	9.05
25.	Perdagangan Antarabangsa dan Industri <i>International Trade and Industry</i>	03-6200 0000	148	122 (82.4%)	9.29

KATEGORI ADUAN

COMPLAINTS CATEGORY

**Purata Masa Menjawab Panggilan Oleh Kementerian/Agensi
(Talian Am/*Hotline*/Bebas Tol) Dalam Tahun 2011**

The Average Response Time to Trial Calls by the Ministry/Agency (General Line/*Hotline*/Toll Free Number) in 2011

Bil. No.	Kementerian/Agensi <i>Ministry/Agency</i>	No. Talian Am/ <i>Hotline</i> / Bebas Tol Kementerian/ Agensi <i>General Line/</i> <i>Hotline/Toll</i> <i>Free Number</i>	Jumlah Panggilan Percubaan Dijalankan <i>Total Trial</i> <i>Calls Made</i>	Jumlah Panggilan Percubaan Dijawab <i>Total</i> <i>Number</i> <i>of Calls</i> <i>Answered</i>	Purata Masa Menjawab Panggilan <i>Average</i> <i>Response</i> <i>Time</i>
1.	Pelajaran <i>Education</i>	03-7723 7070	148	148 (100%)	4.43
2.	Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan <i>Domestic Trade, Co-operatives and</i> <i>Consumerism</i>	1 800 88 6800	148	130 (87.8%)	4.48
3.	Kumpulan Wang Simpanan Pekerja (KWSP) <i>Employees Provident Fund (EPF)</i>	03-89226000	148	137 (92.6%)	4.68
4.	Pembangunan Wanita, Keluarga dan Masyarakat (Talian NUR) <i>Women, Family and Community</i> <i>Development</i>	15 999	148	134 (90.5%)	5.02
5.	Talian Semakan Status MyKad, Jabatan Pendaftaran Negara (JPN) <i>MyKad Application Status Line,</i> <i>National Registration Department</i>	03-88808066	148	115 (77.7%)	6.43
6.	Suruhanjaya Pengangkutan Awam Darat (SPAD) <i>Land Public Transport Commission</i>	1 800 88 9600	148	123 (83.1%)	6.70
7.	Unit Pemodenan Tadbiran dan Perancangan Pengurusan Malaysia (MAMPU) <i>Malaysian Administrative</i> <i>Modernisation and Management</i> <i>Planning Unit (MAMPU)</i>	03-8872 3000	148	115 (77.7%)	6.80
8.	Lembaga Peperiksaan Malaysia <i>Malaysia Examination Syndicate</i>	03-8884 3785	148	116 (78.4%)	7.17
9.	Kementerian Pertahanan <i>Defence</i>	1 800 22 2700	148	105 (70.9%)	7.30

KATEGORI ADUAN

COMPLAINTS CATEGORY

**Purata Masa Menjawab Panggilan Oleh Kementerian/Agensi
(Talian Am/*Hotline*/Bebas Tol) Dalam Tahun 2011**

The Average Response Time to Trial Calls by the Ministry/Agency (General Line/*Hotline*/Toll Free Number) in 2011

Bil. No.	Kementerian/Agensi Ministry/Agency	No. Talian Am/ Hotline/Bebas Tol Kementerian/ Agensi General Line/ Hotline/Toll Free Number	Jumlah Panggilan Percubaan Dijalankan Total Trial Calls Made	Jumlah Panggilan Percubaan Dijawab Total Number of Calls Answered	Purata Masa Menjawab Panggilan Average Response Time
10.	Unit Aduan Insolvensi, Jabatan Insolvensi, <i>Insolvency Complaints Unit, Malaysia Department of Insolvency</i>	03-88851288	148	121 (81.8%)	7.36
11.	Jabatan Imigresen Malaysia <i>Immigration Department of Malaysia</i>	03-88801070	148	96 (64.9%)	7.61
12.	Lembaga Hasil Dalam Negeri Malaysia (LHDN) <i>Inland Revenue Board of Malaysia (IRB)</i>	1 300 883010	148	99 (66.9%)	7.68
13.	Jabatan Pengangkutan Jalan (JPJ) <i>Road Transport Department</i>	03-88884244	148	110 (74.3%)	7.82
14.	Program Latihan Khidmat Negara (PLKN)- Urusan Pelatih <i>National Service Training Department-Trainee Matters</i>	03-40274747	148	77 (52.0%)	8.04
15.	Jabatan Kastam DiRaja Malaysia <i>Royal Malaysian Customs Department</i>	1 800 8888 55	148	133 (89.9%)	8.18
16.	Pertubuhan Keselamatan Sosial (PERKESO) <i>Social Security Organisation (SOCSO)</i>	03-42645000	148	85 (57.4%)	8.29
17.	Jabatan Alam Sekitar <i>Department of Environment</i>	1 800 88 2727	148	145 (98.0%)	8.74

KATEGORI ADUAN

COMPLAINTS CATEGORY

**Purata Masa Menjawab Panggilan Oleh Kementerian/Agensi
(Talian Am/Hotline/Bebas Tol) Dalam Tahun 2011**
The Average Response Time to Trial Calls by the Ministry/Agency (General Line/Hotline/Toll Free Number) in 2011

Bil. No.	Kementerian/Agensi <i>Ministry/Agency</i>	No. Talian Am/ Hotline/Bebas Tol Kementerian/ Agensi <i>General Line/ Hotline/Toll Free Number</i>	Jumlah Panggilan Percubaan Dijalankan <i>Total Trial Calls Made</i>	Jumlah Panggilan Percubaan Dijawab <i>Total Number of Calls Answered</i>	Purata Masa Menjawab Panggilan <i>Average Response Time</i>
18.	Bahagian Pinjaman Perumahan <i>Housing Loan Division</i>	03-88802061	148	63 (42.6%)	8.75
19.	Program Latihan Khidmat Negara (PLKN)- Pentadbiran Pejabat <i>National Service Training Department-Office Administration</i>	03-40274000	148	38 (25.7%)	9.14
20.	Perbadanan Tabung Pendidikan Tinggi Nasional (PTPTN) <i>National Higher Education Fund Corporation</i>	03-20804455	148	76 (51.4%)	9.58



KATEGORI ADUAN

COMPLAINTS CATEGORY

Tindakan Tidak Adil

Kebanyakan isu berkaitan tindakan tidak adil pula adalah berkaitan dengan tindakan agensi yang membelaangi kepentingan dan hak pengadu. Selain itu, ia juga berpunca daripada pengadu yang tidak mendapat maklumat yang tepat mengenai sesuatu prosedur menyebabkan mereka berpandangan agensi telah berlaku tidak adil terhadap mereka. Antara isu-isu yang sering dibangkitkan adalah seperti:

- Saman kesalahan lalu lintas;
- Pekerja sakit tidak layak mendapat Pencen Ilat;
- Pengadu tidak berpuas hati dengan kenaikan harga langganan perkhidmatan ASTRO; dan
- Tindakan penyelewengan majikan terhadap pekerja melibatkan pemberhentian kerja, pembayaran gaji dan elaun kerja lebih masa.

Unfair Action

Many issues of this nature are linked to the fact that agencies have acted in such a manner as to neglect the importance and rights of the complainant. Besides this, there are instances when the complainant does not have the accurate information regarding a particular procedure resulting in them perceiving that the agency has been unfair. Among the issues that have risen are:

- Traffic offence summonses;
- Staff who are ill but are not qualified for Invalidity Pension;
- Complainants who are not satisfied with the increase in ASTRO's subscription fee; and
- Abuses by employers with regard to termination of work, payment of salaries and overtime allowances.



KATEGORI ADUAN

COMPLAINTS CATEGORY

Kegagalan Penguatkuasaan

Isu-isu berkaitan kegagalan penguatkuasaan pula sering dibangkitkan kerana kurangnya penekanan oleh agensi kepada tindakan mengikut peraturan dan undang-undang yang sedang berkuat kuasa. Di samping itu, terdapat kes penguatkuasaan hanya dilaksanakan setelah aduan dibangkitkan dan langkah pencegahan juga tidak diambil bagi memastikan ruang kelemahan tersebut ditambahbaik. Contoh isu aduan dalam kategori kegagalan penguatkuasaan adalah seperti berikut:

- Kekerapan rondaan di kawasan-kawasan tertentu;
- Kawalan terhadap kebanjiran warga asing yang masuk ke Malaysia tanpa dokumen yang sah;
- Kawalan terhadap penyalahgunaan kediaman yang diubahsuai menjadi premis perniagaan;
- Pencemaran alam sekitar melibatkan kilang-kilang;
- Tindakan terhadap pemandu yang meletak kenderaan di kawasan larangan; dan
- Pemantauan terhadap perniagaan tanpa lesen yang sah.

Agensi telah mengambil pelbagai langkah serta pendekatan bagi mengatasi masalah yang berkaitan penguatkuasaan, antara contohnya ialah:

- Kementerian Kesihatan Malaysia (KKM) mengenakan tindakan tegas terhadap kesalahan merokok di kawasan larangan merokok; dan
- Kementerian Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan membuka bilik gerakan dalam menangani masalah bekalan minyak yang tidak mencukupi di pasaran.

Failure of Enforcement

Issues regarding failure of enforcement frequently arises due to lack of emphasis by agencies to take action according to existing laws and regulations. In addition, there are cases where enforcement is only done after a complaint has been lodged and preventive measures are not taken to address this inadequacy or weakness. Example of issues under this category are as follows:

- Frequency of patrols in certain areas;
- Controlling the influx of foreign citizens into Malaysia without valid documents;
- Misuse of residential premise for running businesses;
- Environmental pollution by factories;
- Action against drivers who park their vehicles in unauthorised places; and
- Monitoring of businesses without valid licences.

Agencies have taken various measures and approaches to overcome issues related to enforcement such as:

- The Ministry of Health has imposed stern action against smoking in non-smoking areas; and
- The Ministry of Domestic Trade, Co-operatives and Consumerism has an operation room to handle problems such as availability of cooking oil in the market.

KATEGORI ADUAN

COMPLAINTS CATEGORY

Kekurangan Kemudahan Awam

Memandangkan kemudahan awam merupakan keperluan asas bagi rakyat walau di mana pun mereka berada, aduan-aduan berkaitan kategori ini seringkali diungkit oleh rakyat. Di bawah kategori ini, BPA kerap menerima aduan terutamanya mengenai kemudahan infrastruktur seperti pembinaan jalan, lampu jalan, parit dan juga papan tanda.

Antara contoh tindakan pencegahan yang telah atau akan agensi laksanakan adalah seperti memohon peruntukan tambahan dan merencanakan permohonan dalam tahun berikutnya serta pelaksanaan permohonan kemudahan awam setelah dibuat penelitian lanjut.

Lack of Public Amenities

In view of the fact that public amenities is part of the basic needs of citizens regardless where they are located, complaints under this category are frequently raised by the citizens. PCB often receives complaints particularly related to infrastructure such as roads, street lightings, drainage and road signages.

Some examples of preventive actions taken or will be implemented by the agencies include seeking additional budget allocation, planning for allocation proposals in the following year and the application for public amenities after detailed study.



SEKTOR ADUAN

COMPLAINTS SECTOR

Jumlah Aduan Mengikut Sektor Bagi Tahun 2011
Number of Complaints by Sector in 2011

Bil. No.	Sektor Sector	Jumlah Aduan Number of Complaints				Jumlah Aduan Total Complaints (%)
		Kementerian Ministry	(%)	Negeri State	(%)	
1.	Perkhidmatan <i>Services</i>	2,858	34.3	479	9.5	3,337 (25.0%)
2.	Kemudahan Awam <i>Public Amenities</i>	1,208	14.5	1,251	24.8	2,459 (18.4%)
3.	Pihak Berkuasa Tempatan <i>Local Authority</i>	406	4.9	1,776	35.3	2,182 (16.3%)
4.	Keselamatan <i>Security</i>	586	7.0	121	2.4	707 (5.3%)
5.	Kebajikan <i>Welfare</i>	487	5.9	212	4.2	699 (5.2%)
6.	Kewangan <i>Finance</i>	612	7.4	49	1.0	661 (4.9%)
7.	Alam Sekitar <i>Environment</i>	325	3.9	301	6.0	626 (4.7%)
8.	Lain-Lain <i>Others</i>	369	4.4	181	3.6	550 (4.1%)
9.	Pendidikan <i>Education</i>	474	5.7	14	0.3	488 (3.7%)
10.	Perumahan <i>Housing</i>	187	2.2	218	4.3	405 (3.0%)
11.	Kesihatan <i>Health</i>	376	4.5	26	0.5	402 (3.0%)
12.	Tanah <i>Land</i>	54	0.6	320	6.4	374 (2.8%)
13.	Perundangan <i>Law</i>	165	2.0	33	0.7	198 (1.5%)
14.	Kerakyatan <i>Citizenship</i>	130	1.6	35	0.7	165 (1.2%)
15.	Pertanian <i>Agriculture</i>	76	0.9	19	0.4	95 (0.7%)
16.	Luar Negara <i>Foreign Affairs</i>	8	0.1	0	0.0	8 (0.1%)
Jumlah Total		8,321	100	5,035	100	13,356

CONTOH KES

Kes 89173: Lalu Lintas Trafik Yang Sesak Dan Kelam Kabut Di Bandar Bentong

Pada 14 Disember 2011, BPA Pahang telah menerima satu aduan berkenaan kesesakan jalan raya yang agak serius di kawasan Bandar Bentong terutama pada setiap hari Ahad atau cuti umum. Setelah banyak kali mengalami keadaan ini, beliau mendapati bahawa perkara ini berlaku adalah disebabkan oleh tempat meletak kereta yang tidak cukup dan pemandu yang tidak bertanggungjawab telah *double parking* atau memakir kereta di tempat yang tidak sesuai.

Sehubungan dengan itu, BPA telah memanjangkan aduan pengadu ini kepada Majlis Perbandaran Bentong (MPB) dan Ibu Pejabat Polis Daerah (IPPD) Bentong untuk perhatian dan tindakan selanjutnya. Susulan daripada aduan yang diterima daripada BPA, pihak IPPD Bentong memaklumkan bahawa pihaknya telah mengambil tindakan saman berdasarkan Akta Pengangkutan Jalan. Pihak IPPD Bentong juga telah membuat tindakan pembetulan dengan menjadikan jalan dari satu lorong kepada dua lorong ketika kesesakan berlaku di Bandar Bentong. Selain itu, pihak Majlis Perbandaran Bentong (MPB) pula memaklumkan bahawa pihaknya telah melaksanakan program/projek ubahsuai Tempat Letak Kereta di sekitar pusat bandar Bentong yang melibatkan Jalan Loke Yew dan Jalan Ah Peng serta kawasan berhampiran dan menghasilkan penambahan lot tempat letak kereta sebanyak 40 unit (keseluruhan terkini 1350 lot). Pihak MPB juga mendapati bahawa pengguna tidak meletakkan kenderaan mereka di kawasan lot tempat letak kereta berhampiran Pejabat TNB yang berdekatan Pusat Bandar Bentong. Namun begitu, tindakan pemeriksaan telah dilakukan oleh Unit Pengawalaan bagi memastikan pemilik kenderaan tidak menghalang lalulintas dengan melakukan *double parking* di laluan utama bandar Bentong. Berdasarkan maklum balas tersebut, didapati pihak IPD Bentong dan MPB telah menjalankan tanggungjawab mereka mengikut undang-undang yang berkuatkuasa namun begitu sikap pengguna jalanraya yang menyebabkan lalu lintas menjadi sesak dan kelam-kabut di Bandar Bentong.

EXAMPLE OF CASES

Case 89173: Heavy and Congested Traffic in Bentong Township

On 14 December 2011, PCB received a complaint about the congested traffic situation in Bentong town, particularly on Sundays and public holidays. After repeatedly facing this situation, the complainant claims it is the result of insufficient parking lots and irresponsible drivers double park or park indiscriminately.

PCB forwarded this complaint to the Bentong Municipal Council (BMC) and Bentong District Police Headquarters (BDPH) for their attention and action. In response, the BDPH issued summonses in line with the Road Transport Act. BDPH have also taken some corrective measures by converting the one lane road to a two-lane road during traffic congestion. The BMC has started a project to renovate the parking lots around Bentong Town, involving Jalan Loke Yew and Jalan Ah Peng and surrounding areas. In addition, BMC has also increased the number of parking lots by 40 making a total of 1350. BMC also noted that the parking area near the TNB office which is adjacent to the township is not used. Nonetheless, the Enforcement Unit of BMC inspected to ensure that car owners were not double parking and obstructing the flow of traffic along the main thoroughfare of Bentong town. This feedback indicates that the BDPH and BMC authorities have adhered to the prevailing laws and regulations and acted accordingly. It cannot be denied, therefore that it is the attitude of the road users that is causing the traffic congestion in Bentong town.

CONTOH KES

EXAMPLE OF CASES

Kes 89635: Kes Kecurian Berleluasa Di Jengka 13

Pada 23 Disember 2011, BPA Pahang telah menerima aduan mengenai kes kecurian yang banyak berlaku di Jengka 13, Pahang dan yang terbaru merupakan kes kecurian kabel telefon. Kecurian disyaki perbuatan penagih dadah adalah semakin meningkat di Jengka 13. Pihak IPD Maran telah mengemukakan laporan siasatan mengenai kecurian kabel telefon di mana hasil semakan yang dibuat bagi tempoh 21 Disember 2011 sehingga 25 Disember 2011 mendapati tidak terdapat sebarang laporan polis dibuat oleh mana-mana individu mahupun Syarikat Telekomunikasi berkaitan perkara ini. Walau bagaimanapun, sebagai langkah pencegahan bagi mengekang kes ini terus berlaku, beberapa tindakan telah dirangka oleh pihak IPD seperti berikut:

1. Rondaan oleh kereta peronda Balai Polis Bandar Tun Abdul Razak Jengka dibuat 4 kali seminggu mulai jam 1 hingga 5 pagi. Manakala rondaan oleh kereta peronda IPD Maran dibuat setiap hari siang dan malam;
2. Pasukan Kawalan Kampung yang terdiri daripada anggota RELA telah menjalankan kawalan di jalan masuk utama dan rondaan mulai 2 Disember 2011 dari jam 10 malam hingga 5 pagi setiap hari;
3. Cawangan Narkotik akan membuat operasi berkala; dan
4. Bekerjasama dengan Polis Bantuan FELDA dalam pencegahan jenayah.

Sebelum/Before



Case 89635 : Widespread Theft in Jengka 13

On 23 December 2011, PCB Pahang received a complaint about the rampant theft incidents in Jengka 13, Pahang, the latest being the theft of telephone cables. It is suspected that this is the result of the increased number of drug addicts in Jengka 13. The Maran District Police Headquarters (MDPH) initiated an investigation report regarding cable thefts where a check revealed that during the period of 21 December 2011 to 25 December 2011, there was no police report made by either individuals or any telecommunication company.

However, as a precautionary and preventive measure to curb such occurrences, the MDPH initiated the following actions:

1. The Bandar Tun Abdul Razak Police will patrol four times a week from 1am to 5am, while the MDPH will patrol daily in the morning and at night times;
2. The Village Security Team that consists of RELA members conducted control checks along the main entry and started patrols from 2 December 2011 from 10 pm to 5 am daily;
3. The Narcotics Division will conduct regular raids; and
4. Cooperation with the FELDA Auxiliary Police to curb crime.

Selepas/After



CONTOH KES

EXAMPLE OF CASES

Kes 86916: Bayaran Bonus Kakitangan Awam Tidak Diterima

BPA Sabah pada 27 Oktober 2011 telah menerima aduan berhubung bayaran bonus kakitangan awam yang tidak diterima oleh pengadu. Pengadu memaklumkan telah bersara sebagai guru DGA29 di SK Narinang, Kota Belud pada 18 Ogos 2011. Pengadu ingin menuntut bonus setengah bulan gaji yang dibayar kepada kakitangan awam pada bulan Ogos 2011. Pengadu memaklumkan telah bertanyakan perkara tersebut kepada pihak sekolah berkenaan tetapi beliau diminta untuk merujuk ke Jabatan Pelajaran Negeri Sabah.

BPA Sabah telah mengemukakan aduan pengadu kepada Jabatan Pelajaran Negeri Sabah (JPNS) pada 28 Oktober 2011 dan menurut hasil siasatan yang diterima pada 14 Disember 2011, pihak JPNS memaklumkan bahawa urusan pembayaran bonus bagi anggota yang sudah bersara bukan di bawah kendalian JPNS tetapi diuruskan oleh pihak Jabatan Perkhidmatan Awam, Bahagian Pasca Perkhidmatan. Walau bagaimanapun, pihak JPNS telah membuat siasatan dan dimaklumkan bahawa bonus yang dituntut pengadu telah diterima pada bulan Disember 2011. Dalam pada itu, pengadu juga telah dinasihatkan untuk berhubung terus dengan pihak Jabatan Perkhidmatan Awam (Bahagian Pencen) sekiranya terdapat sebarang masalah mengenai pembayaran pencen bulanan atau bayaran bonus.

Case 86916: Bonus Payments Not Received by Civil Servant

PCB Sabah on 27 October 2011 received a complaint regarding bonus payment declared for public servants that was not received by the complainant. The complainant retired as a teacher under Grade DGA29 at SK Naring, Kota Belud on 18 August 2011. The complainant wants to claim for half month bonus that was paid to all civil servants in August 2011. The complainant has brought this matter up to the school but was told to refer to the Sabah Education Department.

PCB Sabah forwarded this complaint to the Sabah Education Department (SED) on 28 October 2011 and according to the results of the investigation received on 14 December 2011, SED has stated that all bonus payment matters for retirees is not under its administration but under the Public Services Department (PSD). Nevertheless, SED carried out checks and it is understood that the bonus being claimed had been received in December 2011. The complainant has been advised to deal directly with the PSD (Pensions Division) in the event of any issues related to payment of pensions or bonuses.

CONTOH KES

Kes 87598: Pemandu Jabatan Kesihatan Memandu Secara Berbahaya

Aduan diterima daripada pengadu pada 10 November 2011 mengenai pemandu kenderaan jabatan yang memandu secara berbahaya. Menurut pengadu sewaktu beliau memandu menuju Pekan Jasin, tiba-tiba sebuah van milik Pejabat Kesihatan Daerah Jasin dari arah bertentangan membuat pusingan U di perhentian lampu isyarat. Sepatutnya van itu berhenti kerana lampu merah. Pihak Pejabat Kesihatan Daerah Jasin telah memberi maklum balas bahawa mereka telah menjalankan siasatan dan mendapati aduan yang dikemukakan adalah berasas. Pemandu van berkenaan telah mengakui bahawa beliau telah melakukan perkara berkenaan dan berjanji tidak akan melakukan perkara tersebut lagi. Pemandu berkenaan telah diberi teguran, nasihat dan amaran supaya tidak mengulangi perbuatan yang sama pada masa hadapan dan mengamalkan pemanduan berhemah. Penyelia akan memantau semua pemandu bagi memastikan mereka mengamalkan pemanduan secara berhemah.

Kes 88135: Warga Thailand Berniaga Tanpa Permit

Pengadu mendakwa terdapat peniaga warga Thailand mengusahakan restoran berhampiran Kolej Islam Sains Teknologi, Bachok. Pengusaha restoran dan tukang masak merupakan warga Thailand dan didapati peniaga tersebut bermiaga tanpa permit. BPA Terengganu/Kelantan telah menghantar surat kepada Jabatan Imigresen Malaysia Negeri Kelantan (JIM) pada 21 November 2011 berhubung aduan ini. Pihak JIM telah memberi maklumbalas bahawa Bahagian Pengukuasa JIM telah menjalankan operasi pada 22 November 2011 dan berjaya menahan dua warga Thailand kerana melakukan kesalahan di bawah Akta Imigresen.

EXAMPLE OF CASES

Case 87598: Ministry of Health Driver Being Reckless

A complaint was received on 10 November 2011 stating that the driver of a vehicle belonging to the Health Department was driving recklessly. According to the complainant, while he was on his way to Pekan Jasin, a van belonging to the Jasin District Health Department (JDHD), which was on the opposite direction made a U-turn at the traffic lights where he should have stopped as the lights were red.

JDHD responded saying they had investigated and admitted that the complaint was valid. The van driver admitted to the claim and has assured that such an incident will not recur. The driver was reprimanded and given a stern warning to not repeat this in future and to practise safe driving.

Case 88135: A Thai National Having a Business Without a Permit

The complainant claimed that a Thai businessman was running a restaurant near Science and Technology Islamic College in Bachok. The businessman and cook were Thailand citizens and were operating the business without a permit. PCB Terengganu/Kelantan sent a letter to the Kelantan Immigration Department (KID) on 21 November 2011 regarding this and the response was that the Enforcement Division of KID had conducted a raid on 22 November 2011 and had successfully apprehended two Thai nationals for offence under the Immigration Act.

CONTOH KES

Kes 86766: Notis Tuntutan Baki Bayaran Rumah

Pengadu telah menerima tawaran pembelian sebuah rumah di Langkawi daripada pihak Lembaga Pembangunan Langkawi (LADA) pada 19 Ogos 2008. Urusan jual beli rumah telah dibuat melalui peguam yang dilantik oleh pihak LADA. Perjanjian jual beli ditandatangani pada 28 Januari 2009 dan diikuti dengan pembayaran wang pendahuluan sebanyak 10% secara tunai dari harga rumah tersebut. Pengadu telah membuat pinjaman perumahan melalui RHB Bank Berhad, Langkawi bagi penyelesaian penuh sebanyak RM70,200 dan dibayar penuh kepada pihak LADA pada 3 April 2009. Pengadu telah menduduki rumah tersebut pada Julai 2009. Walau bagaimanapun, pada 22 Oktober 2011 pengadu telah menerima notis atau surat tuntutan daripada pihak LADA meminta beliau menjelaskan baki bayaran rumah tersebut sebanyak RM70,200 sebelum 30 Oktober 2011. Mengikut notis tersebut, pihak LADA akan mengambil tindakan undang-undang untuk mendapatkan milikan kosong beserta baki hutang yang masih belum dibayar dan segala kos yang timbul akan ditanggung oleh pengadu. Pengadu amat terkejut dan tertekan apabila menerima notis tersebut sedangkan urusan telah selesai sejak 2 tahun lepas.

BPA telah memanjangkan aduan ini kepada pihak LADA pada 27 Oktober 2011. Pengurusan LADA telah membuat semakan semula dengan pihak peguam LADA serta dengan pihak RHB Bank dan mendapati aduan pengadu adalah berasas. Terdapat kesilapan di pihak LADA. Walau bagaimanapun LADA telah mengemaskini rekod dan pembeli ini telah dikelaskan kepada kategori bayaran yang telah dijelaskan. Pengadu mengucapkan terima kasih kepada BPA atas tindakan penyelesaian tersebut.

EXAMPLE OF CASES

Case 86766: Notice of Claim for Remaining Balance of House Payment

The complainant was offered to buy a house in Langkawi from the Langkawi Development Board (LDB) on 19 August 2008. The sales and purchase dealings were done through the lawyer appointed by LDB. The sales and purchase agreement was signed on 28 January 2009 and an advance of 10% of the purchase price was paid. The complainant arranged for the housing loan through RHB Bank Berhad Langkawi and a full and complete settlement of RM70,200 was made to LDB on 3 April 2009. The complainant occupied the house in July 2009. On 22 October 2011, the complainant received a notice of claim from LDB requesting him to pay the remainder of RM70,200 before 30 October 2011. According to the notice, LDB would take legal action to get vacant possession and the complainant would be liable to make the balance payment and all costs incurred would have to be borne by him. The complainant was shocked and stressed up to receive the said notice since all matters had been settled two years ago.

PCB forwarded this complaint to LDB on 27 October 2011. Upon checking with the lawyer and RHB Bank, LDB admitted that the complaint was valid and that an error had occurred. LDB updated its records and the buyer was categorised under payment fully settled. The complainant thanked PCB for its prompt action to resolve the issue.

MAKLUM BALAS PELANGGAN

CUSTOMERS' FEEDBACK

Maklum Balas Pelanggan

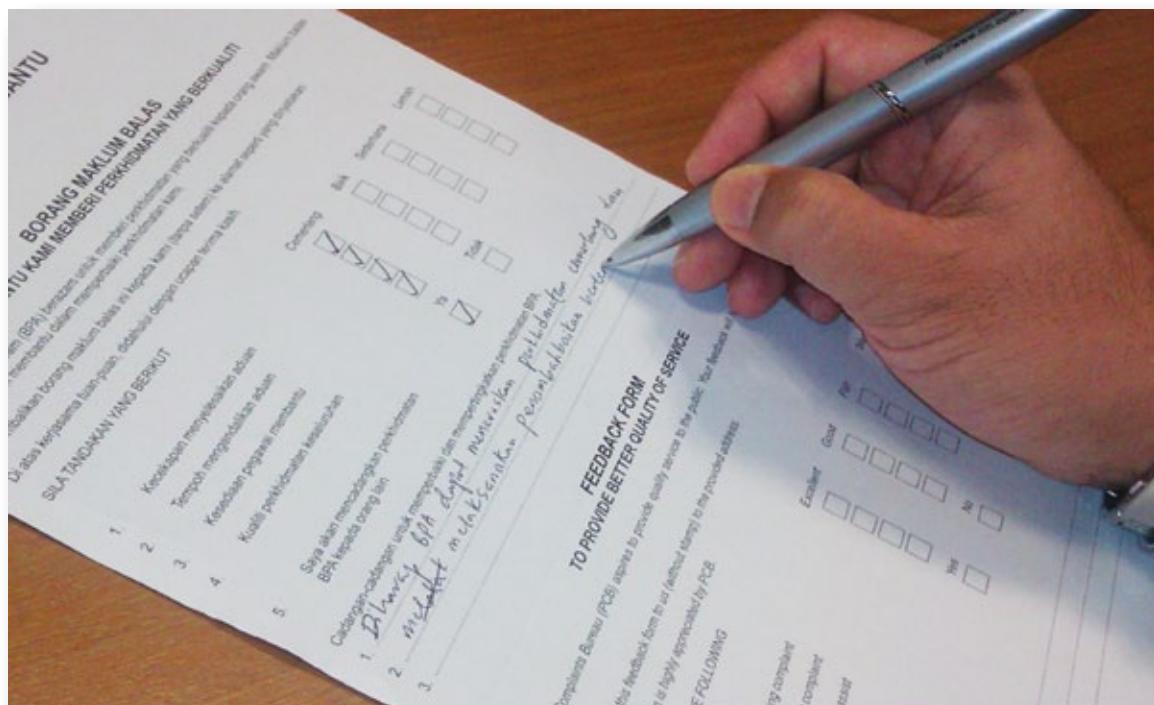
Maklum Balas pelanggan merupakan matlamat utama setiap perkhidmatan yang diberikan kepada rakyat dan diterjemahkan dalam bentuk aduan, cadangan, kritikan, keluhan dan penghargaan. Ia adalah cerminan kepada mutu perkhidmatan yang diterima oleh rakyat dan wajar dipandang serius oleh semua agensi awam demi menambahbaik perkhidmatan.

Dalam konteks pengurusan aduan, tindakan susulan terhadap komen dan cadangan yang dikemukakan oleh pelanggan perlu diambilberat dan mengambil tindakan sewajarnya bagi memastikan pengurusan aduan awam ditambah baik secara berterusan. Kualiti perkhidmatan yang diberikan oleh unit yang bertanggungjawab menguruskan aduan adalah sangat mustahak dan perlu diperkemasukan terlebih dahulu bagi menjamin keberkesanan pengurusan aduan diagensi secara keseluruhan. Bagi BPA, antara angkubah yang ditetapkan di dalam Borang Maklum Balas Pelanggan adalah dari segi kecekapan menyelesaikan aduan, tempoh masa pengendalian aduan, kesediaan pegawai membantu serta kualiti perkhidmatan keseluruhan.

Customer Feedback

Customer feedback is significant for any organisation providing services to the people. Feedback can be in the form of complaints, suggestions, criticisms and appreciation. It mirrors the quality of service that the people receives and must be viewed seriously by all public agencies to improve the public service.

With regard to complaints management, the follow-up to comments and suggestions forwarded by customers must be given serious consideration and appropriate action be taken to ensure continuous improvement in complaints management. The quality of service given by the unit responsible for managing the complaint is very important and must be put in order well in advance to assure the overall effectiveness of the complaints management. Among the factors stated in the Customer Feedback Form, are the efficiency in resolving complaints, complaints turnaround time, the willingness and preparedness of the officer as well as the overall quality of the service.



MAKLUM BALAS PELANGGAN

CUSTOMERS' FEEDBACK

Sebanyak 13,356 borang maklum pelanggan diedarkan kepada pengadu yang aduan mereka telah berjaya diselesaikan. Sebanyak 1,271 (9.5%) Borang Maklum Balas telah dikembalikan. Secara keseluruhannya tahap kepuasan pelanggan terhadap perkhidmatan BPA pada tahun 2011 adalah Cemerlang (53.4%), Baik (30.8%), Sederhana (8.0%) dan Lemah (7.8%).

A total of 13,356 customer feedback forms were distributed to complainants following resolution of their complaints. Out of this, 1,271 (9.5%) feedback forms were returned to PCB. The overall Customer Satisfaction Index (CSI) was Excellent (53.4%); Good (30.8%); Fair (8.0%) and Weak (7.8%).

**Tahap Kepuasan Pelanggan BPA Bagi Tahun 2011
PCB Customer Satisfaction in Year 2011**



Mulai April 2010, BPA telah mempermudahkan borang maklum balas pelanggan untuk diedarkan kepada pengadu yang aduan mereka telah diselesaikan. Secara keseluruhannya, tahap kepuasan Borang Maklum Balas Pelanggan dengan merangkumkan 10 soalan yang terdapat dalam borang asal kepada 4 soalan sahaja. Ianya bagi memudahkan dan menggalakkan pelanggan untuk memberi maklum balas dengan lebih terbuka dan ikhlas demi menambahbaik pengurusan aduan di BPA.

From April 2010, PCB has simplified the customer feedback form by summarising the 10 questions in the previous form into 4 questions. This is to facilitate and encourage customers to respond in a more open and sincere way to improve the management of complaints at PCB.

**Tahap Kepuasan Pelanggan BPA Bagi Tahun 2011
PCB Customer Satisfaction in Year 2011**

Soalan Question	Tahap Kepuasan Satisfaction Level			
	Cemerlang Excellent	Baik Good	Sederhana Fair	Lemah Weak
Kecekapan menyelesaikan aduan <i>Efficiency of solving complaints</i>	54.6%	27.1%	7.3%	11.0%
Tempoh mengendalikan aduan <i>Duration in handling complaints</i>	51.8%	33.0%	9.1%	6.1%
Kesediaan pegawai membantu <i>Availability of officer to assist</i>	55.4%	31.0%	7.0%	6.6%
Kualiti perkhidmatan keseluruhan <i>Overall quality of service</i>	52.2%	31.0%	9.0%	7.8%
Purata Average	53.5%	30.5%	8.1%	7.9%

MAKLUM BALAS PELANGGAN

CUSTOMERS' FEEDBACK

Namun, format Borang Kepuasan Pelanggan yang lama masih lagi diterima dari pelanggan dan maklumat berkenaan turut diambil kira untuk tujuan analisis dan pelaporan. Terdapat sepuluh angkubah di dalam borang tersebut meliputi aspek ketepatan waktu, kualiti layanan, maklum balas status kes serta kualiti perkhidmatan keseluruhan. Maklumat lengkap adalah seperti di bawah:

Nevertheless, the previous Customer Satisfaction Form is still accepted and the relevant information is taken into account for the purposes of analysis and reporting. There are ten factors in the said form that cover aspects such as promptness, quality of customer service, feedback on case status as well as overall service quality. Complete information is as follows:

Tahap Kepuasan Pelanggan BPA Bagi Tahun 2011 (Format Borang Lama)
PCB Customer Satisfaction in Year 2011 (Previous Form Format)

Soalan <i>Question</i>	Tahap Kepuasan <i>Satisfaction Level (%)</i>			
	Cemerlang <i>Excellent</i>	Baik <i>Good</i>	Sederhana <i>Fair</i>	Lemah <i>Weak</i>
Ketepatan masa dilayani <i>Attended to promptly</i>	41.7%	58.3%	0	0
Kesopanan <i>Politeness</i>	58.3%	41.7%	0	0
Kesediaan membantu serta memberi perhatian penuh <i>Willingness to assist and give full attention</i>	61.5%	30.8%	7.7%	0
Ketepatan masa menghantar surat akuan terima <i>Promptness in sending acknowledgement letter</i>	38.5%	53.8%	0	7.7%
Pemberitahuan kemajuan siasatan kes dari semasa ke semasa <i>Periodic notification regarding progress of investigation</i>	50.0%	42.9%	7.1%	0
Pemberitahuan tentang hasil siasatan kes aduan <i>Notification on the outcome of the investigation</i>	50.0%	35.7%	7.1%	7.1%
Keberkesanan berurusan melalui telefon <i>Effectiveness in dealing over the telephone</i>	18.2%	72.7%	9.1%	0
Cara jawapan melalui telefon <i>Way of responding through telephone</i>	41.7%	50.0%	8.3%	0
Kepercayaan kepada BPA dalam menyelesaikan masalah <i>Confidence in PCB's ability to resolve the problem</i>	64.3%	28.6%	0	7.1%
Kualiti perkhidmatan keseluruhan <i>Overall service quality</i>	57.1%	35.7%	0	7.1%
Purata <i>Average</i>	48.8%	44.2%	3.9%	3.1%

Thank You

Surat Penghargaan

Letters of Appreciation



KES 80247 : UCAPAN PENGHARGAAN

Saya dengan hormatnya merujuk perkara diatas.

1. Saya seperti nama diatas dengan sukacitanya ingin mengucapkan ribuan terima kasih dan penghargaan kepada pihak tuan terhadap tindakan segara dan memberi jawapan balas surat aduan saya bertarikh 27hb Mei 2011.
2. Sebenarnya masalah ini berlaku apabila pihak sekolah tidak memohon awal ciri-ciri keselamatan untuk murid melintas dengan selamat, sebaliknya pihak sekolah telah mengarah murid melintas sebelum mendapat ciri-ciri keselamatan jalanraya. Ia telah membawa masalah kesesakan lalu lintas di tempat tersebut. Apabila pihak sekolah gagal mengambil langkah utamakan keselamatan.
3. Kes ini sebenarnya boleh diselesaikan olik [REDACTED] dan Jabatan Pelajaran Perak Bhg Swasta dimana saya telah membuat aduan melalui surat dan berjumpa sendiri dengan pihak tertentu terhadap keselamatan murid dan orang awam di jalan kelab golf, namun tidak ada jawapan daripada surat aduan saya dari pihak mereka.
4. Walupun kini telah disediakan beberapa ciri-ciri keselamatan untuk murid sekolah melintas di Jalan Kelab Golf, namun perlu juga pihak yang bertanggung meningkatkan langkah-langkah keselamatan. JKJR kini telah mengambil beberapa langkah keselamatan bagi membantu pihak sekolah. Dengan ini saya juga mengucapkan terima kasih kepada pihak-pihak yang terlibat secara lansung dan secara tidak lansung dalam ciri-ciri keselamatan.
5. Di sini saya sebagai orang awam telah menjalankan tanggungjawab dengan membuat aduan tentang masalah tersebut. Sepatutnya pihak yang telah menerima aduan mengambil tindakan segera atau bantu salurkan kepada pihak tertentu untuk tindakan selanjutnya di atas keselamatan awam. Setelah mendapatkan tiada ada jawapan dari pihak mereka, saya terpaksa menghubungi banyak pihak termasuk pihak tuan, dimana pihak tuan saja yang dapat membantu saya dalam menangani kes ini. Ribuan terima kasih sekali lagi dari saya untuk pihak tuan. Biro aduan adalah rakan masyarakat.

TIDAK BERPUAS HATI DENGAN PERUKARAN MAJIKAN

Merujuk kepada perkara di atas, dengan sukacitanya saya ingin memaklumkan bahawa pihak majikan telah melakukan perubahan yang dituntut oleh pihak kami.

Perkara-perkara yang telah kami bangkitkan dalam [REDACTED] telah dipenuhi oleh pihak majikan, dengan itu kami amat berpuas hati.

Kami ingin mengucapkan setinggi-tinggi terima kasih kepada pihak tuan/puan, [REDACTED] dan Biro Pengaduan Awam di atas usaha dan kerjasama yang diberikan dalam menangani perkara ini.

Salam shafai,

Syabas dan tahniah bagi pihak BPA, maklumbalas yang saya terima daripada pihak BPA amatlah saya berpuas hati . sebelum ini saya kurang yakin dengan penyelesaian aduan-aduan yang telah dihantar ke BPA.

Aduan saya yang dihantar kepada BPA adalah aduan pertama dan bersama itu juga saya sebagai rakyat ingin menguji keberkesanannya aduan yang dihantar ,dan hari ini ia terbukti dimana pihak tuan dan BPA telah menjalankan tugasannya tuan/puan dengan cemerlang sekali .. tahniah dan terima kasih.

Aduan-aduan yang dihantar oleh rakyat biasa seperti kami ini bukanlah untuk meminta keistimewaan yang berlebih-lebih dipihak kerajaan, kami sekadar ingin membantu menutup "lubang-lubang kecil" di dalam sebuah kapal yang besar di laut.. jika "lubang-lubang kecil" ini dibiarkan , lama-kelamaan karamlah kapal itu..

Sekian. Terima kasih dan syabas BPA

Muhamad [REDACTED]
rujukan tuan : BPA/004/2011.01/AGN/73876

1. Saya merujuk kepada surat Tuan bertarikh [REDACTED] dan ingin mengucapkan terima kasih atas siasatan dan tindakan segera yang diambil oleh pihak Tuan.
2. Pihak [REDACTED] telahpun mengambil tindakan untuk memperbaiki masalah melayari internet di rumah saya dengan menukar cable di luar rumah dan juga [REDACTED]. Dalam pada itu, setelah beberapa bulan menghadapi masalah tersebut, masalah ini kini tidak timbul lagi.
3. [REDACTED] juga telah membuat beberapa panggilan kepada kami sebagai tindakan susulan terhadap masalah dan aduan kami.
4. Sekali lagi, saya mengucapkan terima kasih kepada pihak [REDACTED] atas perkhidmatan yang diberi terhadap masalah/aduan saya tersebut.
5. Saya juga lampirkan bersama ini Borang Maklum Balas untuk perhatian Tuan.

Maklum balas.

Saya dengan sukacitanya mengucapkan jutaan terima kasih dengan tidak terhingga keatas perkhidmatan tindakan tuan yang begitu tangkas, cekap, pantas dan cepat 3 hari dari tarikh yang saya buat aduan, dan khidmat bantuan tuan yang sangat berkesan dan cukup mulung kepada masyarakat khususnya yang kurang kemahiran dan keupayaan untuk berurus di jabatan kerajaan sehingga kadangkala tidak dihirau langsung mengakibatkan urusan itu gagal.

Justru itu sekali lagi saya mengucapkan terima kasih ke atas jasa budi baik tuan untuk tindakan tuan selanjutnya agar dapat membantu dalam perkara ini sehingga berjaya urusan tukar milik selesai.

10 Ogos 2011

Biro Pengaduan Awam
 Jabatan Perdana Menteri
 Aras 6 Blok B1, Kompleks JPM
 Pusat Pentadbiran Kerajaan Persekutuan
 62502 Putrajaya
 (U/P: En Saari Omar)

Salam Tuan,

EKSPLOITASI MAKLUMAT PERIBADI MELALUI INTERNET

Dengan hormatnya saya merujuk kepada perkara diatas ingin mengucapkan ribuan terima kasih atas kerjasama pihak tuan, Biro Pengaduan Awam , Jabatan Perdana Menteri (BPA) yang telah mengambil tindakan segera keatas kes saya tempoh hari. Ke saya telah diselesaikan dalam tempoh yang cepat dan pantas dengan kerjasama dari pihak tuan. Pihak yang berkenaan juga telah menelefon saya dan memohon maaf dan telah menghantar email serta dikepilkhan bukti yang mengesahkan telah membuang (delete) dokumen yang berkaitan di dalam laman web [REDACTED]

Segala kerjasama dan jasa baik Tuan amatlah dihargai dengan ucapan ribuan terimakasih sekali lagi.

Inovasi Dalam BPA

Inovasi tidak terhad kepada langkah kreatif penyelesaian masalah, namun ia turut merungkai kebuntuan akibat peraturan-peraturan lama yang membelenggu perkhidmatan awam. Penyampaian perkhidmatan awam yang statik dan biasa tidak akan dapat memenuhi ekspektasi dan kehendak pelanggan yang semakin kritikal. Justeru, selaras dengan usaha Kerajaan menggalakkan inovasi dalam perkhidmatan awam, BPA turut mengambil pendekatan bagi pembentukan budaya inovasi secara berterusan berkaitan peranan utamanya serta meliputi tugas-tugas harian warganya. Inovasi yang dilaksanakan mencakupi pelbagai sudut seperti kepimpinan organisasi, pengurusan pelanggan, budaya kerja, sumber manusia, pengurusan kewangan dan aset serta teknologi maklumat dan komunikasi (ICT). Rangka *Business Excellence Model* (BEM) dijadikan panduan bagi menguruskan inovasi-inovasi di BPA. Tiga aspek dalam pelaksanaan inovasi dan pembaharuan merangkumi polisi dan strategi, kerjasama dan sumber serta proses kerja.

Polisi Dan Strategi

BPA telah melaksanakan beberapa pembaharuan dalam aspek polisi dan strategi demi melicinkan perjalanan pentadbirannya. Antaranya adalah seperti berikut:

- Pengenalan Dasar Keselamatan ICT;
- Pelaksanaan Audit Pengurusan Aduan di agensi awam;
- Pengenalan Garis Panduan Pengendalian Kes Berprofil Tinggi;
- Pengenalan Garis Panduan Pengurusan Hak Milik Pelanggan;
- Pelaksanaan e-Bidding;
- Pewujudan *Facebook* BPA dan dipautkan dengan Laman Web BPA;
- Perjumpaan Khas Ketua Pengarah BPA Bersama Pegawai Muda BPA;
- Pemakluman pekeliling baru semasa Mesyuarat Pagi Mingguan BPA;

Innovation in PCB

Innovation is not limited to creatively resolving problems but encompasses breaking free from the shackles of outdated regulations that restrict public service. The static and usual mode of public service delivery no longer meets the expectations and demands of an ever critical and discerning clientele. On the contrary, in line with the Government's effort in encouraging innovation in public service, PCB is inculcating a culture of continually evolving and innovating not only in its primary role but in its day-to-day tasks. Innovation, when implemented, encompasses many areas such as organisational leadership, client management, work culture, human resource, finance and asset management as well as information technology and communications (ICT). The Business Excellence Model (BEM) framework functions as a guide to manage innovation in PCB. Implementation of innovation covers three aspects, i.e. policy and strategy; partnerships and resources as well as the work process.

Policy and Strategy

PCB has implemented various innovations in aspects of policy and strategy for better administration. Among them are the following:

- *Introduction of ICT Security Policy;*
- *Implementation of Complaints Management Audits in public agencies;*
- *Introduction of guidelines for handling high profile cases;*
- *Introduction of guidelines for management of customer's property;*
- *Implementation of e-Bidding;*
- *Creating Facebook for PCB with links to its website;*
- *Special dialogue sessions between the Director-General of PCB and junior officers;*
- *The announcement of new circulars during PCB Weekly Morning Meetings;*

INOVASI DALAM BPA

- Penetapan tempoh lima hari orientasi di Ibu Pejabat BPA bagi pegawai baru;
- Penyelarasan semua surat perlantikan dan surat penurunan kuasa oleh Unit Sumber Manusia;
- Pemberian surat penghargaan bagi mengiktiraf agensi/jabatan yang mendapat pujian atau penghargaan di media;
- Muat naik ucapan atau artikel terpilih daripada Ketua Setiausaha Negara dalam laman web BPA;
- Pemantauan suhu pejabat; dan
- Penggunaan logo *Smiley* sebagai *background* komputer.

Kerjasama dan Sumber

Pengurusan aduan kendalian BPA dapat dilaksanakan dengan berkesan dan lancar dengan kerjasama dan sokongan padu agensi-agensi awam. Kerjasama ini dilaksanakan dalam bentuk berterusan atau *ad hoc* bergantung kepada kesesuaian keadaan. Antara bentuk kerjasama yang diwujudkan adalah seperti berikut:

- Perjumpaan Ketua Pengarah BPA dengan Timbalan Ketua Setiausaha Kementerian;
- Perjumpaan Ketua Pengarah BPA dengan Ketua Komunikasi Korporat dan Pegawai Perhubungan Awam Agensi;
- Kerjasama dengan Jabatan Penerangan dalam aspek pemantauan aduan di akhbar;
- Kerjasama dengan BERNAMA dalam menyebarkan maklum balas agensi terhadap isu-isu yang dibangkitkan dalam media;
- Kerjasama strategik dengan Suruhanjaya Pengangkutan Awam Darat (SPAD); dan
- Kerjasama ICT BPA dengan Seksyen Portal dan Multimedia, Bahagian Pembangunan Maklumat JPA bagi pembelajaran suntingan video klip.

INNOVATION IN BPA

- *Five-day orientation at PCB Headquarters for new officers;*
- *To coordinate all letters of appointment and delegation of authority by Human Resource Unit;*
- *Sending letters of appreciation to the agencies/departments that received complaints in the media;*
- *Uploading of selected speech or article by the Chief Secretary to the Government onto the PCB website;*
- *Monitoring office temperature; and*
- *The use of the Smiley logo as the computer background.*

Partnerships and Resources

The management of complaints is carried out more efficiently and effectively with the close cooperation and support of all public agencies. This cooperation is conducted on a continuous or ad hoc basis depending on the situation. Among the various cooperations are the following:

- *The Director-General of PCB meets with the Deputy Secretaries General of the Ministries;*
- *The Director-General of PCB meets with the Heads of Corporate Communications and Public Relations Officers of the agencies;*
- *Cooperation with the Information Department in monitoring complaints that appear in the newspapers;*
- *Cooperation with BERNAMA in publicising agencies' responses to issues raised in the media;*
- *Strategic cooperation with Land Public Transport Commission; and*
- *Cooperation with the Portal and Multimedia Section of the Information Development Division, PSD to learn about the editing of video clips.*

Proses Kerja

Kecemerlangan sesebuah agensi bergantung kepada kecekapan proses kerja yang diamalkan oleh agensi tersebut dalam memberikan perkhidmatan kepada pelanggan. Proses kerja sedia ada hendaklah disemak semula secara berkala dan dibuat pembaharuan atau penambahbaikan secara berterusan bagi memastikan pelanggan menerima perkhidmatan terbaik. BPA turut melaksanakan pembaharuan-pembaharuan dalam proses kerja bagi mencapai tujuan tersebut. Langkah pembaharuan proses kerja mencakupi aspek khidmat pengurusan dan juga pengurusan aduan.

Work Process

The excellence of an agency depends on its efficient work process in providing service to the clientele. The existing work process must be regularly reviewed and continuously improved to ensure that customers are given the best service. To achieve this aim, PCB has also introduced new elements in the work process encompassing aspects such as customer service and complaints management.



Antaranya adalah seperti dinyatakan di bawah:

Bahagian Khidmat Pengurusan

- Perkhidmatan *WiFi* di sediakan di BPA;
- Pergenalan sub kategori penyelesaian aduan dan kategori kes tutup;
- Penyelarasian jam *server* dengan Waktu Piawai Malaysia;
- Pemantauan semua emel yang dihantar kepada *aduan@pcb.gov.my* oleh Unit Komunikasi Korporat;
- Penguatkuasaan Modul Cuti melalui HRMIS;
- Peraturan tuntutan kerja lebih masa untuk pemandu;
- Penambahbaikan ke atas sistem pengurusan surat dan pos laju di Ibu Pejabat BPA;
- Pewujudan *folder* pembelajaran bersama yang mengandungi peringatan, teguran dan nasihat Ketua Pengarah BPA;
- Paparan maklumat had saiz dokumen yang boleh dilampirkan di dalam borang aduan laman web;
- Pembayaran bil Tenaga Nasional Berhad (TNB) dan TELEKOM secara terus oleh pejabat negeri;
- Pemantauan pelaksanaan Mesyuarat Mingguan di pejabat;
- Pemantauan Tanggungan Belum Selesai (TBS) secara mingguan;
- Pemantauan kad perakam waktu secara mingguan;
- Pelaksanaan Mesyuarat Pengurusan berkonsepkan *paperless*;
- Pewujudan Borang Penilaian Pembekal bagi menilai prestasi pembekal;
- Pelbagai borang dimuat naik ke "Shared Folder" untuk penggunaan warga BPA (contohnya borang aduan kerosakan, borang permohonan pindaan sistem, borang keluar pejabat); dan
- Edaran Direktori BPA sekurang-kurangnya tiga kali setahun.

Among the improvements are:

Management Services Division

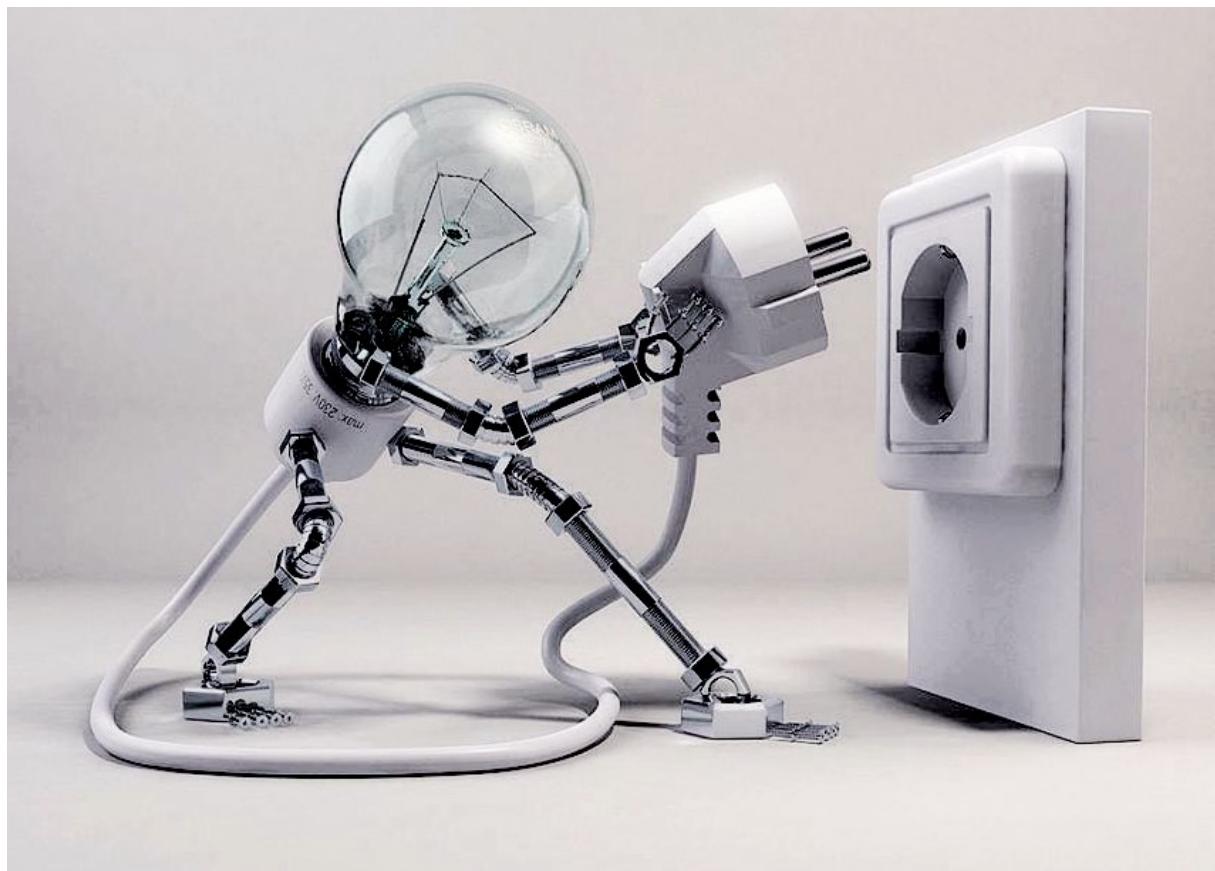
- *WiFi service provided at PCB;*
- *Introducing sub-categories for complaints resolution and for closed cases;*
- *Streamlining the server time with Malaysian Standard Time;*
- *The Corporate Communication Unit to monitor emails sent to *aduan@pcb.gov.my*;*
- *Enforcement of Leave Module through HRMIS;*
- *Regulations for overtime claims for the drivers;*
- *Improvement in the mails and Pos Laju management system at PCB Headquarters;*
- *Creating a shared learning folder that contains reminders, reprimands and advice from the Director-General;*
- *Specifying the maximum size of a document that can be attached in the website complaints form;*
- *Payments of TNB and TELEKOM bills directly by respective state offices;*
- *Monitoring of Weekly Meetings of state offices;*
- *Weekly Monitoring of Outstanding Payments;*
- *Weekly Monitoring of punch cards;*
- *Implementing paperless Management Meetings;*
- *Creating a Supplier Evaluation Form to evaluate the performance of suppliers;*
- *Uploading various forms in Shared Folder for the use of PCB staff (e.g. Forms to report faults, forms to request for system amendments, forms to leave the office); and*
- *Circulating the PCB Directory at least three times a year.*

Pengurusan Aduan

- Penggunaan Borang Kepuasan Pelanggan secara *online*;
- Penambahan ciri *Remember Me* pada skrin borang aduan *online*;
- Penggunaan surat pelepasan yang ditandatangani oleh pengadu untuk mengatasi isu kerahsiaan bagi aduan bank;
- Pelaksanaan rintis i-SPAAA di BPA;
- Makluman mesej peringatan melalui Sistem PIKA;
- Pemantauan pencapaian KPI bagi urusan pertanyaan awam yang perlu dijawab dalam tempoh empat hari;
- Penyediaan laporan pertanyaan secara bulanan dan mingguan; dan
- Pelaksanaan *e-rating* individu di BPA.

Complaints Management

- Usage of online Customer Satisfaction Forms;
- Add on the 'Remember Me' feature on the screen of the online complaints form;
- Use of Letter of Release signed by the complainant to overcome the issue of confidentiality for complaints about banks;
- Implementing the pilot project for i-SPAAA at PCB;
- Sending the reminder message through the PIKA system;
- Monitoring the KPI target for public enquiries that need to be responded to within four days;
- Preparation of report on enquiries on a monthly and weekly basis; and
- Implementing individual e-rating at PCB.



Hari Inovasi

Hari Inovasi BPA bagi Tahun 2011 telah diadakan pada 29 Julai 2011, yang merupakan acara bagi tahun kedua. Tema sambutan pada kali ini ialah 'Gaya Hidup Inovasi' yang antara lain bermatlamat supaya semua warga BPA dapat merancakkan pembudayaan inovasi dan kreativiti dalam amalan sehari-hari khususnya bagi menyampaikan perkhidmatan kepada para pelanggan. Pelbagai aktiviti dan program pengisian sambutan Hari Inovasi BPA Tahun 2011 telah diadakan melibatkan semua warga BPA di Ibu Pejabat dan Pejabat-pejabat BPA Negeri iaitu Pertandingan Cross Words Puzzle berkaitan pengetahuan inovasi dan program Bual Bicara Interaktif Bersama Zul Design Autotronik yang mencetuskan minat terhadap penciptaan. Sambutan Hari Inovasi BPA Tahun 2011 turut dimeriahkan lagi dengan Pameran Produk dan Perkhidmatan Inovasi oleh Institut Tadbiran Awam Negara Malaysia (INTAN), Angkatan Tentera Malaysia (ATM), Persatuan Bagi Orang Buta Malaysia (MAB), Agensi Antidadah Kebangsaan (AADK), Pusat Pemulihan Narkotik (PUSPEN) dan pelbagai syarikat yang berteraskan inovasi dan kreativiti.

Innovation Day

PCB Innovation Day for 2011, now in its second year, was held on 29 July 2011 with the theme 'Innovative Life Style'. The objective was to have all PCB citizens to actively imbibe the culture of innovation and creativity in their everyday practice, particularly when serving the public. Various activities and programmes, such as the Crossword Puzzle Competition related to knowledge about innovation, and the Interactive Talk session with Zul Design Autotronik that created interest in inventions, were carried out during PCB Innovation Day 2011 involving all personnel from PCB Headquarters and the state offices. The exhibition on innovative products and services by the National Institute of Public Administration, Malaysia Armed Forces, Malaysian Association for the Blind, National Antidrug Agency, Narcotic Rehabilitation Centre and various organisations further enhanced the celebrations.





Pemantauan Media

Rakyat menggunakan pelbagai kaedah dan saluran untuk menyampaikan rasa tidak puas hati mereka. Antara kaedah yang kerap digunakan ialah melalui saluran media cetak seperti ruangan Surat Kepada Pengarang (SKP). Ada kalanya maklumat yang disalurkan itu tidak semestinya tepat, namun penyebaran dan pengaruhnya cukup luas dan menarik perhatian banyak pihak.

Oleh itu, maklum balas SKP adalah penting dilakukan dalam tempoh yang paling singkat dan memastikan ia dapat memberi maklumat yang tepat kepada masyarakat tentang persoalan atau isu yang dibangkitkan. Justeru, BPA membuat ketetapan agar ulasan atau jawapan kepada SKP dilakukan dalam tempoh 24 jam selaras dengan saranan YBhg. Tan Sri Ketua Setiausaha Negara (KSN).

Secara keseluruhannya, bilangan berita dan SKP sepanjang tahun 2011 yang telah dipantau berjumlah 39,460 di mana 36,301 (92%) adalah berita dan 3,159 (8%) adalah SKP. Daripada 3,159 SKP yang diterima, 2,165 (68.5%) telah dikenalpasti memerlukan maklum balas kepada pihak media.

Media Monitoring

The public uses various methods and channels to express their dissatisfaction. One of the most frequently used channels is the print media, such as Letters to Editor (LTE). Although there are times when what is written is not accurate, the fact that it reaches a wide audience has an impact, influence and attracts the attention of many parties.

Therefore, it is important that the response to LTE be done in the shortest period to provide accurate information to the public about matters or issues raised. Subsequently, PCB has made it mandatory that all responses to LTE be made within 24 hours as in accordance with the directive from the Chief Secretary to the Government.

Overall, the number of news and LTEs monitored in 2011 totalled 39,460 where 36,301(92%) were news and 3,159 (8%) were LTEs. Of the 3,159 LTEs that were received, 2,165 (68.5%) were identified as being required a response to the media.

PEMANTAUAN MEDIA

MEDIA MONITORING

Kerjasama dengan BERNAMA

Pemerhatian BPA mendapati ada maklum balas yang agensi panjangkan kepada pihak media tidak diberi perhatian sewajarnya. Bagi mengatasi masalah ini, alternatif yang telah dikenal pasti ialah setiap agensi kerajaan hendaklah menyatakan maklum balas SKP dengan memuat naik di laman web kementerian masing-masing. Di samping itu, BPA juga turut memuatnaikkan maklum balas ini di laman webnya. Bermula pada 1 September 2010, BPA telah menyediakan satu saluran tambahan bagi semua kementerian memuat naik maklum balas SKP iaitu melalui ruangan BERNAMA Online. Dalam tahun 2011 terdapat 1,612 SKP telah dimuat naik ke dalam ruangan maklum balas SKP di BERNAMA Online. Jumlah keseluruhan SKP yang telah dimuatnaik sejak pelaksanaannya pada 1 September 2010 adalah sebanyak 2,424. Sepanjang tahun 2011, pihak BERNAMA telah merekodkan sebanyak 909,848 hits dari orang ramai ke ruangan ini. Ini menunjukkan ruangan tersebut menjadi rujukan orang ramai bagi tujuan mendapatkan maklum balas agensi kerajaan.

Collaboration with BERNAMA

PCB found that there are instances when feedback forwarded to the media is not given due attention. To overcome this problem, an alternative has been identified where every government agency must upload the response to LTEs onto their respective ministry's websites. Likewise, PCB will also upload on its website. From 1 September 2010, PCB provided an additional channel, the BERNAMA Online, for all ministries to upload their responses. In 2011 there were 1,612 LTEs uploaded onto the feedback column in the BERNAMA website. The total number of LTEs uploaded since its implementation is 2,424. For the year 2011, BERNAMA has recorded 909,840 hits by the public on this column, showing that the public uses this as a reference to obtain the responses of the government agencies.

The screenshot shows the BERNAMA.com website interface. At the top, there's a navigation bar with links to various news sections like Utama, Politik, Ekonomi, and Sport. A prominent banner on the right side of the header is for 'e-KHLAS', advertising motor and non-motor vehicle insurance coverage. The main news article is about LHDN's performance, with a sub-headline in English. On the left, there's a 'Terkini' (Latest) section with several news items, and on the right, a 'Menarik' (Interesting) section with more news items.

Kerjasama dengan MIMOS

BPA mendapati kecenderungan orang ramai semakin meningkat menggunakan media-media elektronik untuk menyatakan pandangan, kritikan dan harapan mereka terhadap agensi awam. Oleh yang demikian, BPA telah mengadakan kerjasama dengan MIMOS untuk melicinkan pemantauan berita yang disiarkan di media-media elektronik melalui Sistem Saringan Berita *Online*. Sistem ini membolehkan semua pegawai yang menguruskan aduan di kementerian mendapatkan maklumat melalui media *online* (akbar *online*, blog, laman web dan sebagainya) bagi membantu agensi-agensi kerajaan dalam memantau dan memberi maklum balas kepada berita-berita atau aduan-aduan yang berkaitan dengan segera. Sistem berkenaan telah diguna pakai oleh semua kementerian mulai 15 November 2010. Mulai 1 Januari sehingga 31 Disember 2011, sebanyak 14,336 berita dan SKP *online* telah didaftarkan oleh pihak kementerian ke dalam Sistem i-Aduan menggunakan sistem ini. Kerjasama ini adalah selaras dengan saranan YAB Perdana Menteri supaya tumpuan perlu diberikan kepada media alternatif.

Collaboration with MIMOS

There has been an increase in the use of electronic media by the public to express their views, criticisms and expectations. In view of this, PCB has collaborated with MIMOS to enable the monitoring of news published in the electronic media through the Online News Scanning System. This system allows all officers who are managing complaints to obtain information via the online media (online newspapers, blogs, web pages and etc.) to assist their respective government agencies in monitoring and promptly responding to the related news or complaints. The system has been adopted by all ministries from 15 November 2010. From 1 January to 31 December 2011, a total of 14,336 news and LTEs have been registered by the Ministries into the i-Aduan System. This collaboration is in line with the call by the Prime Minister that alternative media be given due attention.

Biro Pengaduan Awam Jabatan Perdana Menteri			
Perihal Aduan		Aktiviti	Aktiviti Peribadi
Akhbar Online		Pemantauan Akbar	Pengurusan
Tarikh : 01/01/2011	Sehingga 31/12/2011	Senarai	Jenis:
		Senarai (Pemantauan)	
		Saringan Berita Online	Kriteria Tajuk Berita/SKP
		Laporan	Saluran Online
1	29/12/2011	RCI an opportunity to expr	THESTAR English Kem
2	29/12/2011	RCI an opportunity to express opinions, says Dompok	THESTAR English Kem
3	29/12/2011	Analyst calls for Dec 29	MALAYSIANINSIDER English Kem
4	29/12/2011	Retired headmistress comes from lineage of teachers	THESTAR English Kem
5	29/12/2011	More night patrols to keep crime in check	THESTAR English Kem
6	29/12/2011	NS trainees affected by flood could report late	THESTAR English Kem
7	29/12/2011	Matrade to foster 200 new exporters	MYSINCHEW English Kem
8	29/12/2011	No TNB representative at meeting to object high voltage line	MALAY_MAIL English Kem
9	29/12/2011	Landslide, flood and traffic take spotlight in Hulu Langat, Kajang and Seri Kembangan	THESTAR English Kem
10	29/12/2011	Roads to ease traffic congestion in Seri Kembangan	THESTAR English Kem
11	29/12/2011	Matrade to boost bumiputra contributions to country's exports	THESTAR English Kem
12	29/12/2011	RM275mil for rubber replanting and planting of new trees	THESTAR English Kem
13	29/12/2011	PAS: Malaysian film-makers not ready for self-censorship	THESTAR English Kem
14	29/12/2011	EC seeks players with lowest cost for 4,500MW capacity	THESTAR English Kem
15	29/12/2011	Langkawi welcomes Kazakhstan tourists	THESTAR English Kem
16	29/12/2011		



Perjumpaan dengan Timbalan-Timbalan Ketua Setiausaha Kementerian

Perjumpaan Ketua Pengarah BPA dengan Timbalan-Timbalan Ketua Setiausaha Kementerian (TKSU) diadakan sekali setahun bagi membentangkan prestasi pengurusan aduan tahun sebelumnya. Selain itu, perjumpaan yang dilangsungkan pada 8 Februari 2011 adalah sebagai wadah perkongsian maklumat memandangkan TKSU merupakan pegawai pemantau aduan di kementerian. Ia juga bermatlamat untuk mengukuhkan jalinan kerjasama di antara BPA dengan kementerian demi memantapkan pengurusan aduan.

Meeting with Deputy Secretaries-General of Ministries

This meeting between PCB's Director-General and Deputy Secretaries-General of Ministries is held once a year to look into the performance of complaints management in the previous year. The meeting held on 8 February 2011 was also a platform for information-sharing as the Deputy Secretaries-General are the complaints monitoring officers in each ministry. Apart from this, the meeting also aims to strengthen co-operation between PCB and the ministries in order to enhance complaints management.

RANGKAIAN KERJASAMA STRATEGIK

Perjumpaan Dengan Ketua Komunikasi Korporat dan Pegawai Perhubungan Awam

Perjumpaan Ketua Pengarah BPA dengan Ketua Komunikasi Korporat (KKK) dan Pegawai Perhubungan Awam (PPA) ialah salah satu program yang dianjurkan oleh Unit Komunikasi Korporat. Perjumpaan ini bertujuan untuk membentangkan laporan berkala pengurusan aduan BPA dan berkongsi pengetahuan dan pengalaman dalam bidang pengurusan aduan dari BPA dan kementerian, jabatan atau agensi. Melalui perjumpaan ini dapat mengeratkan hubungan kerjasama antara BPA dengan semua kementerian, jabatan dan agensi. Perjumpaan KP BPA dengan KKK/PPA telah diadakan sebanyak tiga kali sepanjang tahun 2011. Perjumpaan KP BPA dengan KKK/PPA bilangan 1 tahun 2011 telah diadakan pada 5 April 2011 di Dewan ICU. Jumlah kehadiran kurang memuaskan iaitu seramai 45 orang KKK/PPA yang hadir. Pada 2 Ogos 2011 perjumpaan KP BPA dengan KKK/PPA bilangan 2 Tahun 2011 telah diadakan di Dewan ICU juga dan kehadiran pada kali ini telah meningkat kepada 125 orang. Perjumpaan KP BPA bersama KKK/PPA bilangan 3 Tahun 2011 telah diadakan pada 15 Disember 2011 di Menara Usahawan, Presint 2 dengan kehadiran seramai 116 orang. Unit Komunikasi Korporat Dewan Bandaraya Kuala Lumpur (DBKL) dan Kementerian Dalam Negeri (KDN) turut dijemput untuk membentangkan kertas berkaitan dengan isu-isu pengurusan aduan dalam perjumpaan ini untuk perkongsian pengalaman.

STRATEGIC NETWORKING

Meeting with Heads of Corporate Communications (HCCs) and Public Relations Officers (PROs)

This is one of the programmes that has been undertaken by the Corporate Communications Unit (CCU). It aims at providing a platform to discuss and analyse PCB's periodical Complaints Management Reports, providing opportunities for sharing information and experiences in managing complaints from PCB and other ministries, departments or agencies. This will inevitably strengthen ties between all parties. This meeting between the DG and the HCCs/PROs was held three times throughout 2011, with the first one held on 5 April 2011 at the ICU Hall. The response was less than satisfactory with only 45 HCCs and PROs in attendance. On 2 August 2011, the second meeting was held at the same venue and this time the attendance rose to 125. The third such meeting was held on 15 December 2011 at Menara Usahawan, Precinct 2 with an attendance of 116. The Corporate Communications Units of the Kuala Lumpur City Hall and the Ministry of Home Affairs were invited to present a paper on issues related to complaints management in this information-sharing session.



Program Kerjasama Pengurusan Aduan Antara Biro Pengaduan Awam Dan Dewan Bandaraya Kuala Lumpur

Program kerjasama pengurusan aduan ini merupakan cetusan idea Ketua Setiausaha Negara berikutan peningkatan bilangan aduan yang diterima oleh agensi awam khususnya Pihak Berkuasa Tempatan (PBT). Dewan Bandaraya Kuala Lumpur (DBKL) telah dipilih sebagai agensi perintis bagi program kerjasama ini pada Disember 2009 dan kemuncak pelaksanaan program ini adalah penubuhan Pusat Panggilan Setempat DBKL (*Call Centre*) menggunakan Talian Bebas Tol 1-800-88-3255 dan dilancar secara rasminya oleh YBhg. Tan Sri Mohd Sidek Hassan, Ketua Setiausaha Negara pada 4 Januari 2010.

BPA turut menjalankan pemantauan dan menyediakan laporan secara bulanan sejak tahun 2010 berdasarkan data dalam Sistem Pemantauan Aduan Agensi Awam Bersepadu (i-SPAAA). Skop laporan pemantauan meliputi prestasi penyelesaian aduan, statistik aduan diterima berdasarkan tahap keutamaan, statistik aduan diterima berdasarkan kategori sumber, prestasi penyelesaian 6 kategori utama perkhidmatan di DBKL (*priority areas*) dan laporan *mystery shopping* oleh BPA terhadap *Call Centre* DBKL. Hasilnya, ia telah memperlihatkan beberapa kesan yang positif, terutama daripada aspek fleksibiliti pengurusan aduan. Aduan yang disalurkan tidak lagi terhad pada waktu pejabat sahaja, malahan boleh dibuat, diterima, dikendalikan dan dipantau pada bila-bila masa dan di mana juar, baik oleh pelanggan, jabatan-jabatan berkaitan di DBKL, pengurusan DBKL mahupun pihak BPA. Sepanjang tahun 2011, sejumlah 13,225 (78%) aduan telah berjaya diselesaikan daripada 16,950 aduan yang diterima. Daripada jumlah keseluruhan aduan tersebut, 50% aduan diterima melalui saluran *Call Centre* DBKL serta borang laman webnya.

Collaborative Complaints Management Programme Between PCB and Kuala Lumpur City Hall

This collaborative programme was the innovative idea of the Chief Secretary to the Government following an increase in the number of complaints received by public agencies, especially the Local Authorities (LA). Kuala Lumpur City Hall (DBKL) was chosen as the pilot agency for this collaborative programme in December 2009 and the result of this is the establishment of the Kuala Lumpur City Hall Call Centre (1-800-88-3255 Toll-free number), which was launched by YBhg. Tan Sri Mohd Sidek Hassan, the Chief Secretary to the Government on 4 January 2010.

PCB has, since 2010, been monitoring and preparing monthly reports based on data obtained from the Integrated Public Agency Complaints Monitoring System (i-SPAAA). The scope of the report covers performance of complaints resolution, statistics of complaints received according to priority, statistics of complaints received based on the category of resource; the complaints resolution performance of the six priority service areas at DBKL and the mystery shopping report by PCB with regard to the DBKL Call Centre. This initiative has shown positive effects, particularly in terms of flexibility in resolving complaints. Complaints channeled are no longer limited to office hours but can be lodged, received, managed and monitored any time and at any place, by the clients, department of DBKL or even PCB. Throughout 2011, a total of 13,225 (78%) complaints from 16,950 received were successfully resolved. Of this total, 50% of the complaints were received through the DBKL Call Centre, as well as forms obtained from its website.

RANGKAIAN KERJASAMA STRATEGIK

BPA akan meneruskan pemantauan ini dan membuat analisis ke atas data-data yang diperolehi daripada Sistem i-SPAAA DBKL untuk pihak DBKL melaksanakan penambahbaikan berterusan. Keseluruhannya bagi tahun 2011, DBKL telah menunjukkan prestasi pengurusan aduan yang baik dengan kadar penyelesaian aduan yang memuaskan dengan sebahagian besar aduan dapat diselesaikan dalam tempoh masa tujuh hari.

Program Asian Ombudsman Association

Asian Ombudsman Association (AOA) adalah sebuah badan bebas bukan kerajaan yang merupakan forum profesional untuk *Ombudsman* negara-negara di Asia. AOA

STRATEGIC NETWORKING

PCB will continue the monitoring and will do the analysis with the data obtained from DBKL's i-SPAAA System so as to enable DBKL to improve continuously. Overall in 2011, DBKL has shown a commendable level of performance in resolving complaints with a satisfactory resolution rate where a large portion of complaints were resolved within seven days.

The Asian Ombudsman Association Programme

The Asian Ombudsman Association (AOA) is an independent non-governmental body that represents a professional forum for the Ombudsman in Asian countries. AOA is responsible for promoting Ombudsman principles and practices among member



berperanan untuk mempromosikan prinsip-prinsip dan amalan-amalan *Ombudsman* di kalangan negara-negara ahli melalui pelbagai pendekatan dan program yang diaturkan. BPA adalah merupakan ahli kepada AOA dalam kapasitinya sebagai agensi yang mengendalikan aduan terhadap agensi kerajaan dan juga merupakan salah satu ahli paling aktif dalam AOA. BPA juga merupakan salah satu ahli pengasas (*founder member*) semasa penubuhan AOA pada tahun 1996.

countries through various programmes. PCB is a member of the AOA, in its capacity as an agency that handles complaints about government agencies and is among the most active members in AOA. PCB is also one of the founding members of AOA during its formation in 1996.



Bagi tahun 2011, Ketua Pengarah BPA telah menghadiri aktiviti anjuran AOA seperti berikut:

For the year 2011, the Director-General attended the following AOA activities:

Tarikh <i>Date</i>	Aktiviti <i>Activity</i>	Tempat <i>Location</i>
5 Disember <i>5 December</i>	Mesyuarat Tahunan Ahli Lembaga Pengarah AOA <i>Annual Meeting of the Board of Directors</i>	Bangunan Ministry of Internal Affairs and Communications (MIC), Tokyo, Jepun <i>Ministry of Internal Affairs and Communications (MIC) Building, Tokyo, Japan</i>
6 - 7 Disember <i>6 - 7 December</i>	Persidangan Serantau <i>Regional Conference</i>	Numazu, Shizuoka, Jepun <i>Numazu, Shizuoka, Japan</i>

Ketua Pengarah BPA yang merupakan salah seorang ahli panel dalam sesi *Identifying People's Concerns from Daily Flow of Complaints and Contribute to Systemic Improvements*, telah membentangkan kertas bertajuk *Systemic Improvement in Public Service Delivery: Complaints As a Source of Innovation* semasa persidangan serantau tersebut.

The Director-General, who was one of the panel members for the session 'Identifying People's Concerns from Daily Flow of Complaints and Contribute to Systemic Improvements', presented a paper entitled 'Systemic Improvements in Public Service Delivery: Complaints As a Source of Innovation' at the regional Conference.

PEMANTAUAN ADUAN YANG DITERIMA KEMENTERIAN

Pemantauan Aduan Yang Diterima Kementerian

Mesyuarat Panel Pemantauan Penyampaian Perkhidmatan (3P) pada 5 Mei 2009 bersetuju supaya kementerian melaporkan prestasi pengurusan aduan masing-masing secara bulanan. Pihak BPA dipertanggungjawab melaporkannya ke Mesyuarat Panel 3P pada setiap bulan.

Setakat 25 Disember 2011, sebanyak 80,549 aduan telah diterima oleh kementerian dan sebanyak 73,097 (90.7%) telah berjaya diselesaikan. Kementerian yang menerima aduan tertinggi adalah Kementerian Wilayah Persekutuan dan Kesejahteraan Bandar sebanyak 18,119 aduan dengan 16,703 (92.2%) telah berjaya diselesaikan dan diikuti dengan Kementerian Sumber Manusia sebanyak 9,340 aduan dengan 8,627 (92.4%) aduan diselesaikan. Bagi penyelesaian aduan, sebanyak 20 (80%) dari 25 kementerian telah mencapai penyelesaian melebihi 90%. Ia mencerminkan komitmen yang tinggi dari kementerian terhadap aduan yang diterima.

Perbandingan penerimaan dan penyelesaian aduan kementerian dalam tahun 2010 dan 2011 adalah seperti jadual berikut:

Perbandingan Penerimaan Dan Penyelesaian Aduan Bagi Tahun 2010 dan 2011 Secara Terus oleh Kementerian

A Comparison of Complaints Received and Resolved Directly by Ministries for 2010 and 2011

Tahun Year	Terima Received	Dalam Tindakan <i>Under Investigation</i> (%)	Selesai Resolved (%)
2010	109,440	12,943 (11.8%)	96,497 (88.2%)
2011	80,549	7,452 (9.3%)	73,097 (90.7%)

MONITORING OF COMPLAINTS RECEIVED BY MINISTRIES

Monitoring of Complaints Received by Ministries

The Service Delivery Monitoring Panel (3P) Meeting on 5 May 2009 agreed to report on the performance of complaints management at the ministerial level on a monthly basis. PCB is entrusted with the responsibility of reporting this at the 3P Panel Meetings held monthly.

As at 25 December 2011, a total of 80,549 complaints were received by the ministries with 73,097 (90.7%) being successfully resolved. The Ministry that received the highest number of complaints was the Ministry of Federal Territories and Urban Wellbeing, which had 18,119 complaints with 16,703 (92.2%) complaints being successfully resolved. This was followed by the Ministry of Human Resources with 9,340 complaints with 8,627 (92.4%) complaints being successfully resolved. In terms of complaints resolution, 20 (80%) of the 25 ministries have attained a resolution rate of more than 90% which reflect a strong commitment by the ministries to resolve public complaints.

A comparison of complaints received and resolved by ministries for 2010 and 2011 is tabled below:

PEMANTAUAN ADUAN YANG DITERIMA KEMENTERIAN

Statistik yang diperolehi mendapati terdapatnya peningkatan dari segi jumlah penyelesaian aduan sebanyak 2.5%. Peningkatan penyelesaian ini menunjukkan kesungguhan agensi dalam menangani aduan serta tanda peningkatan dalam penyampaian perkhidmatan Kerajaan.

Penurunan bilangan penerimaan aduan pula menunjukkan agensi-agensi awam ini berusaha melaksanakan tanggungjawabnya dengan berkesan. Ini berdasarkan inisiatif dan dasar semasa Kerajaan yang lebih terbuka serta bersedia untuk mendengar suara rakyat dan menyelami denyut nadi kehidupan sebenar mereka.

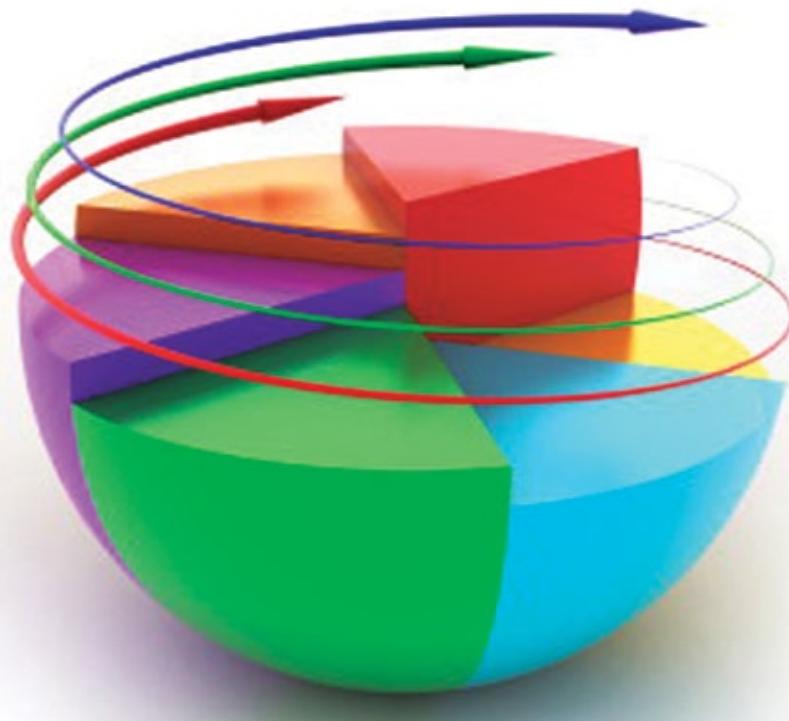
Walaupun bilangan penerimaan aduan berkurangan, agensi-agensi awam masih kekal mempelbagaikan saluran aduan demi memudahkan rakyat berkomunikasi dan menyampaikan masalah mereka secara langsung dan terbuka tanpa mengecualikan masa dan tempat dengan menggembung sepenuhnya kemudahan teknologi maklumat. Ia terbukti daripada tindak-tanduk dan kesungguhan agensi-agensi awam menyelesaikan aduan yang diterima.

MONITORING OF COMPLAINTS RECEIVED BY MINISTRIES

Statistics indicate an increase of 2.5% in the number of complaints resolved. This shows the determination of the agencies dealing with complaints as well as indicates the improvement in public service delivery.

The decrease in the number of complaints received indicates the effort of the public agencies to carry out their responsibilities effectively. This is the result of the Government's initiative and policy to be more open and willing to listen to the voice of the people.

Although the number of complaints received have decreased, the public agencies still maintained the various complaint channels to enable the citizens to openly and directly communicate their problems without limit on time or place by taking full advantage of the capability of information technology. This is evident in the actions and determination shown by the agencies in resolving complaints.



**PEMANTAUAN ADUAN YANG
DITERIMA KEMENTERIAN**

**MONITORING OF COMPLAINTS
RECEIVED BY MINISTRIES**

**Aduan Yang Diterima Oleh Kementerian Secara Terus Dalam Tahun 2011
*Complaints Received Directly by Ministries in 2011***

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>		
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i> (%)	Selesai <i>Resolved</i> (%)
1.	Wilayah Persekutuan dan Kesejahteraan Bandar <i>Federal Territories and Urban Wellbeing</i>	18,119	1,416 (7.82%)	16,703 (92.18%)
2.	Sumber Manusia <i>Human Resources</i>	9,340	713 (7.63%)	8,627 (92.37%)
3.	Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan <i>Domestic Trade, Co-operatives and Consumerism</i>	9,087	3,141 (34.57%)	5,946 (65.43%)
4.	Sumber Asli dan Alam Sekitar <i>Natural Resources and Environment</i>	8,589	48 (0.56%)	8,541 (99.44%)
5.	Jabatan Perdana Menteri <i>Prime Minister's Department</i>	8,310	10 (0.12%)	8,300 (99.88%)
6.	Dalam Negeri <i>Home Affairs</i>	7,228	174 (2.41%)	7,054 (97.59%)
7.	Kerja Raya <i>Works</i>	6,117	2 (0.03%)	6,115 (99.97%)
8.	Perumahan dan Kerajaan Tempatan <i>Housing and Local Government</i>	3,407	249 (7.31%)	3,158 (92.69%)
9.	Pelajaran <i>Education</i>	1,980	797 (40.25%)	1,183 (59.75%)
10.	Penerangan, Komunikasi dan Kebudayaan <i>Information, Communications and Culture</i>	1,571	145 (9.23%)	1,426 (90.77%)
11.	Kesihatan <i>Health</i>	1,044	448 (42.91%)	596 (57.09%)
12.	Kewangan <i>Finance</i>	760	80 (10.53%)	680 (89.47%)
13.	Pelancongan <i>Tourism</i>	732	56 (7.65%)	676 (92.35%)
14.	Belia dan Sukan <i>Youth and Sports</i>	705	0	705 (100%)
15.	Pembangunan Wanita, Keluarga dan Masyarakat <i>Women, Family and Community Development</i>	653	115 (17.61%)	538 (82.39%)
16.	Tenaga, Teknologi Hijau dan Air <i>Energy, Green Technology and Water</i>	561	4 (0.71%)	557 (99.29%)

**PEMANTAUAN ADUAN YANG
DITERIMA KEMENTERIAN**

**MONITORING OF COMPLAINTS
RECEIVED BY MINISTRIES**

Bil. No.	Kementerian Ministry	Jumlah Aduan Total Complaints		
		Terima Received	Dalam Tindakan Under Investigation (%)	Selesai Resolved (%)
17.	Pertahanan <i>Defence</i>	550	11 (2.00%)	539 (98.00%)
18.	Kemajuan Luar Bandar dan Wilayah <i>Rural and Regional Development</i>	442	23 (5.20%)	419 (94.80%)
19.	Pengajian Tinggi <i>Higher Education</i>	440	2 (0.45%)	438 (99.55%)
20.	Pertanian dan Industri Asas Tani <i>Agriculture and Agro-Based Industry</i>	342	7 (2.05%)	335 (97.95%)
21.	Pengangkutan <i>Transport</i>	251	4 (1.59%)	247 (98.41%)
22.	Luar Negeri <i>Foreign Affairs</i>	200	7 (3.50%)	193 (96.50%)
23.	Perdagangan Antarabangsa dan Industri <i>International Trade and Industry</i>	59	0	59 (100%)
24.	Sains, Teknologi dan Inovasi <i>Science, Technology and Innovation</i>	38	0	38 (100%)
25.	Perusahaan Perladangan dan Komoditi <i>Plantation Industries and Commodities</i>	24	0	24 (100%)
Jumlah Total		80,549	7,452 (9.25%)	73,097 (90.75%)



SISTEM E-RATING

Sistem E-Rating

BPA ialah antara salah satu jabatan/agensi yang mengguna pakai sistem *e-Rating* untuk mendapatkan maklum balas segera pelanggan secara *real time*. Pelanggan-pelanggan BPA boleh menilai kualiti perkhidmatan BPA di kaunter-kaunter perkhidmatan.

Selain daripada ibu pejabat BPA, pejabat-pejabat BPA negeri juga turut mengguna pakai sistem *e-Rating*. Pada setiap hujung bulan Unit Komunikasi Korporat akan menyelaraskan maklum balas yang diterima dan dikumpul untuk penyediaan laporan. Laporan yang disediakan akan dimuat naik ke laman web BPA.

E-RATING SYSTEM

E-Rating System

PCB is one of the agencies using the e-rating system to obtain real time customer feedback. PCB customers are able to assess the quality of service PCB provides at service counters.

Apart from PCB Headquarters, all state PCBs are using this system as well. At the end of each month, the Corporate Communications Unit will coordinate and compile the feedback, prepare a report and upload this report onto the PCB website.



SISTEM E-RATING**E-RATING SYSTEM**

Berikut adalah laporan ringkas mengenai analisis perkhidmatan BPA berdasarkan maklum balas pelanggan secara bulanan bagi tahun 2011.

The following is a report summary for 2011 with regard to the analysis of PCB service, based on the monthly customer feedback.

Laporan Maklum Balas Segera Pelanggan Tahun 2011
Report on Instant Customer Feedback 2011

Bil. No.	Bulan Month	Tahap Kepuasan <i>Satisfaction Level</i>		Jumlah <i>Total</i>
		Berpuas hati <i>Satisfied</i>	Tidak berpuas hati <i>Dissatisfied</i>	
1.	Januari <i>January</i>	122 (95.3%)	6 (4.7%)	128
2.	Februari <i>February</i>	122 (100%)	0	122
3.	Mac <i>March</i>	124 (100%)	0	124
4.	April	134 (97.8%)	3 (2.2%)	137
5.	Mei <i>May</i>	113 (100%)	0	113
6.	Jun <i>June</i>	123 (99.2%)	1 (0.8%)	124
7.	Julai <i>July</i>	120 (100%)	0	120
8.	Ogos <i>August</i>	99 (97.1%)	3 (2.9%)	102
9.	September	88 (97.8%)	2 (2.2%)	90
10.	Oktober <i>October</i>	106 (99.1%)	1 (0.9%)	107
11.	November	104 (100%)	0	104
12.	Disember <i>December</i>	95 (100%)	0	95
Jumlah <i>Total</i>		1,350 (98.8 %)	16 (1.2 %)	1,366

Muhammad Arif Bin Abdullah
Jawatan : Ketua Pembantu Tadbir
Bagaimanakah prestasi perkhidmatan saya?
 1. Tidak Memuaskan 2. Kurang Memuaskan 3. Sederhana Memuaskan 4. Memuaskan 5. Cemerlang
 Biro Pengaduan Awam

wisdom

“Terdapat tiga kaedah untuk memperolehi kebijaksanaan: yang pertama melalui muhasabah diri, yang paling mulia; kedua mencontohi, yang paling mudah; dan ketiga melalui pengalaman, yang paling menyukarkan.”

“By three methods we may learn wisdom: first, by reflection, which is noblest; second, by imitation, which is easiest; and third, by experience, which is the most bitter.”

Confucius



BPA Bersama Media

PCB with the Media

thinking

“Masalah tidak dapat diatasi menggunakan tahap pemikiran yang menyebabkan masalah tersebut”

“Problems cannot be solved by the same level of thinking that created them.”

Albert Einstein

BPA BERSAMA MEDIA

PCB WITH THE MEDIA

BPA Bersama Media

Peranan media sangat penting dalam mempromosikan dan menghebahkan peranan dan fungsi BPA kepada orang ramai. Sepanjang tahun 2011, Ketua Pengarah dan Pengarah Negeri telah mengadakan beberapa wawancara seperti berikut:

PCB With The Media

The media plays an important role in promoting PCB's roles and functions to the public. In 2011, the Director-General and State Directors provided several interviews indicated below:

Bil. No.	Tarikh Date	Wawancara oleh <i>Interviewed by</i>
1.	15 Mac <i>15 March</i>	Rancangan Hello Malaysia siaran 502 Bernama TV <i>Hello Malaysia Programme on Channel 502 Bernama TV</i>
2.	1 Julai <i>1 July</i>	Akhbar Nanyang Siang Pau <i>Nanyang Siang Pau Newspaper</i>
3.	7 Julai <i>7 July</i>	Rancangan Selamat Pagi 1Malaysia siaran TV1 <i>"Selamat Pagi 1Malaysia" Programme on TV1</i>
4.	7 Julai <i>7 July</i>	Akhbar Tamil Nesan <i>Tamil Nesan Newspaper</i>
5.	5 Ogos <i>5 August</i>	Rancangan Berita TV1 <i>TV1 News Programme</i>
6.	16 Ogos <i>16 August</i>	Akhbar Oriental Daily <i>Oriental Daily Newspaper</i>
7.	24 Ogos <i>24 August</i>	Akhbar Malaysia Nanban dan Makkal Osai <i>Newspaper Malaysia Nanban and Makkal Osai</i>
8.	9 September	Radio Sabah FM <i>Sabah FM Radio</i>
9.	20 September	Majalah Impiana Group <i>Impiana Group Magazine</i>



BPA BERSAMA MEDIA

PCB WITH THE MEDIA



Rancangan Hello Malaysia siaran 502 Bernama TV
Hello Malaysia Programme on Channel 502 Bernama TV

Akhbar Nanyang Siang Pau
Nanyang Siang Pau Newspaper



Rancangan Selamat Pagi 1Malaysia Siaran RTM1
"Selamat Pagi 1Malaysia" Programme on RTM1

Akhbar Tamil Nesan
Tamil Nesan Newspaper



BPA BERSAMA MEDIA

PCB WITH THE MEDIA



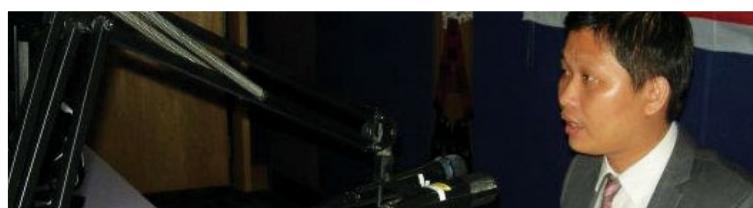
Rancangan Berita TV1
TV1 News Programme

Akhbar Oriental Daily
Oriental Daily Newspaper



Malaysia Nanban dan
Makkal Osai
*Malaysia Nanban and
Makkal Osai*

Radio Sabah FM
Sabah FM Radio



Majalah Impiana Group
Impiana Group Magazine

SUCCESS

“Orang yang berjaya hari ini lebih baik dari semalam dan esok lebih baik daripada hari ini.

Jika sama sahaja hari ini, semalam dan kelmarin, maka dia dianggap gagal.”

“He who succeeds today is better than yesterday and tomorrow is better than today, if he is the same today, yesterday and tomorrow then he is considered to have failed.”

Imam Ghazali

Training on complaints

EPPA
Dato' Sri Putra Afnbar

Coverage of PCB in Newspapers

plaints published in the media.

Last year, 2,052 complaints (14%) were received under the MASJA initiative.

All government agencies are also required to monitor and address complaints raised in the media, including the media on a daily basis. Several mechanisms are in place to ensure that complaints are always on the "agenda" of top management.

These include annual meetings between the Industries' Deputy Secretaries and a forum to highlight enhance complaints handling. The thrice yearly meetings of Corporate Communications and Public Relations

also be uploaded on PCB's website and the Bernama Online portal www.bernama.com to enable more people to access the feedback over longer duration.

In line with Government's efforts to promote innovation in public service, PCB has adopted the approach of creating a culture of continuous innovation related to the primary role of complaints management in the daily duties of its personnel. PCB encourages innovation in various aspects such as customer management, work culture, human resources, finance and assets management as well as information communication technology.

பொதுப் புகார் பிரிவுக்கு தமிழில் புகார் செய்யலாம்

(செய்தி/படம்: எம். அன்பா)

புதுா ஜூயா, செப். 21

பிரதமர் துறையின் கீழ் செயல்படும் பொதுப் புகார் மையத்திற்கு, இளி புகார்களை தமிழில் எழுதி அனுப்பலாம் என பொதுப் புகார் நடவடிக்கை மையத்தினை இயக்குஞர் தானோ டாக்டர் பாம் வீங் வா தெரிவித்தார்.

பொதுமக்களின் பலதரப்பு புகார்கள் கண்டியப்பட்டு அதற்கு உடனடித் தீவு விழெந்து காணப்படுவதாக பாக்டர் டாம் கூறினார்.

மேலும் மாவட்ட ரீதியிலும் மாநில நிலையிலும் அதிர்ஷியாகத் தீவு காலை வகையில் கட்டம் கட்டமாகச் செய்து வழங்கப்படுத்தப்படும்.

சொக்கோ, இபிஸப், சமூகங்கள்



பிரச்சினைகள் போன்றவற்றுக்கு முன் மற்றும் பிறகு கோவாலம்பர்

மாநகர் மன்ற அலுவலகத்தில் ஒவ்வொரு செவ்வாய்க்கிழமையன்றும் பொதுப் புகார் மையத்தில் பொதுமக்கள் தங்களின் புகார்களைக் கொடுக்க வார்கள். இந்தியர்களின் சமூகங்கள், பொதுப் புகார்களைத் தமிழ் நாளிதழ் மூலமாகவே தான் புகார் நடவடிக்கை மையம் அறிய முடிகிறது என டாக்டர் டாம் குறிப்பிடுகிறார்.

பொதுமக்கள் தங்களின் புகார்களை 03-88757777, 03-88887778 (தொலைநூல்கல்).

முகவரி: Ketua Pengarah, Biro Pengaduan Awam, Jabatan Perdana Menteri, Peti Surat 9000, Kuala Lumpur, W.P.

www.pcb.gov.my
SMS: 15888

Jadikan aduan rakyat untuk penambahbaikan

JABATAN dan agensi-agensi kerajaan perlu bersedia untuk menerima sesuatu aduan dari kalangan rakyat sebagai sumber untuk berinovasi ke arah penambahbaikan dalam sistem penyampaian perkhidmatanannya.

Keadaan ini berikutan perubahan yang berlaku pada Biro Pengaduan Awam (BPA) yang dahulunya hanya menghadkan peranananya sebagai pengurusan aduan tetapi kini telah bertukar menjadi "watchdog" untuk memantau keberkesanan pengurusan aduan awam di dalam kementerian, jabatan dan agensi-agensi kerajaan.

Menyatakan di Jabatan Perdana Menteri, Tan Sri Koh Tsu Koon berkata, BPA telah memainkan peranan penting untuk mengetahui pendapat rakyat di peringkat akar umbi, me-

ngenal pasti masalah mereka dan seterusnya mendapatkan maklum balas terhadap inisiatif-inisiatif yang dilaksanakan kerajaan.

Beliau menambah, BPA akan bertindak sebagai saluran antara kerajaan dan rakyat untuk mengurangkan aduan-aduan yang diterima ke arah pemberian berterusan dalam sistem penyampaian perkhidmatan awam tanpa had.

Katanya, jumlah aduan yang diterima BPA telah meningkat dari 8,066 pada 2008 kepada 14,700 pada 2010. Penambahan jumlah aduan itu tidak bermakna prestasi agensi-agensi kerajaan semakin merosot.

"Ita sebenarnya menjadi petunjuk kepada keyakinan rakyat terhadap kerajaan dalam menangani dan

menyelesaikan masalah mereka. Aduan juga merupakan maklum balas yang menjadikan jabatan-jabatan kerajaan sentiasa memperbaiki sistem penyampaian perkhidmatan pelanggan serta mengetahui punca masalah dan seterusnya mengambil tindakan," utaranya.

Sehubungan itu, Menteri di Jabatan Perdana Menteri telah menghasilkan Indeks Prestasi Utama yang menumpukan kepada menyelesaikan aduan rakyat terhadap agensi-agensi kerajaan. Ukuran prestasi untuk Indeks Prestasi Utama terbahagi kepada tiga bahagian iaitu



KOH TSU KOON

A 5th century unfolds, we are called on to brave new economic fundamentals. From fighting complexities of public interest and services, the essentials which endured the test of time are now being challenged and needing redefinition urgently.

Over the last 50 years, the Malaysian public service has experienced several watershed moments. Today, the challenge for the Government is to be able to respond promptly and intuitively to emerging demands of the people.

Since the establishment of Public Complaints Bureau (PCB) in 1971, it has evolved and become a "regulator" monitor and enhance the effectiveness of public complaints management. Government agencies, PCB had been misconceived as the "postmen" in complaints management. Today, we have redefined our role in championing the public complaints by reaching out to the people through different innovative channels.

For instance, PCB has initiated pro-active programmes such as the MyAduan, e-Aduan, e-Masra, Integrated Mobile Complaints Counter (IMCC) and Mesra Rakyat Programme (Mesra). These outreach activities have enabled the public to directly put forth their complaints, enquiries and suggestions to government agencies.

Last year, a total of 134 pro-active programmes were held, with 2,310 complaints received from 16,277 visitors.

Besides, with the enhancement of ICT, PCB's web portal www.pcb.gov.my provides the main gateway for the public to lodge 41.3% of the complaints against government

Entertaining public complaints

In the past, PCB focused mainly on 'fire fighting', rather than adopting a holistic approach on complaints management. It now looks at complaints as a source of innovation to achieve quantum transformation of the public service.



At Your Service
DATUK DR TAN WENG WAH
Director-General of
Public Complaints Bureau
www.pcb.gov.my

agencies last year.

The PCB manages the complaints through its e-Aduan system, an integrated public complaint management system that has been upgraded to increase PCB staff productivity.

Public Relations Officers (PROs)

of government agencies are able to

access the e-Aduan directly to ensure

speedy resolution of complaints.

PCB has also embarked upon a

proactive programme known as

Anggaran Seberang Mewajah Aduan (MASIA).

Under this programme, PCB staff are not only

expected to receive and resolve pub-

lic complaints, but also play a role in

highlighting issues to respective

agencies before they become com-

plaints published in the media.

Last year, 2,052 complaints (14%) were received under the MASIA ini-

tiation. All government agencies are also required to monitor and address issues raised in the media, including online media on a daily basis. Several mechanisms are in place to ensure that complaints are always on the "radar screen" of top management.

This includes annual meetings with the Minister's Deputy Secre-

taries-General as a forum to high-

light matters to enhance complaints

management, and thrice yearly

meetings with Heads of Corporate

Communications or Public Rela-

tions Officers as a medium for feed-

back and monitoring complaints man-

agement performance.

Government departments and

agencies are required to provide

feedback on the issues or complaints

promptly to the media concerned

and upload them on the agencies'

official websites.

These feedback and responses will

also be uploaded on PCB's website and the Bernama Online portal at www.bernama.com to enable more people to access the feedback over a longer duration.

In line with Government's efforts to promote innovation in public service, PCB has adopted the approach of creating a culture of continuous innovation related to its primary role of complaints manage-

ment in the delivery of public ser-

vices. PCB encourages innova-

tion in various aspects such as cus-

tomers management, work culture,

human resources, finance and assets

management as well as information

and communications technology (ICT).

One of the avenues for PCB for

innovation is through the Permanent

Committee on Public Complaints

(PCPC). The PCPC is chaired by the

Chief Secretary to the Government.

It normally looks into nationwide or

high impact issues that will contrib-

ute towards improving the public

service delivery system.

Since its first meeting on Oct 6,

1984 until June this year, The PCPC had discussed and approved 420 projects to improve the public service.

Among PCPC resolutions on issues of public complaints as a source of innovation include:

> Improvement in payment arrangements to retire on purchases of medicines through smart partnership between the Government and the private sector;

> Introduction of Guidelines on Care and Control Community to assist local authorities in monitoring its implementation; and

> Improvement in loans management by the National Higher Education Fund Corporation (PTPTN).

The Government has always given emphasis on the need to take complaints seriously. The Development Administration Circular 3, 1/2009: Improvement in the Public Complaints Management Process, is a clear testimony to this. The circular has specified the need for every agency to be required to appoint a senior officer at the level of Deputy Secretary General/Deputy Director General/Deputy State Secretary to monitor public complaints.

The circular has shortened the public complaints management cycle from 45 days to 15 working days. This contributed significantly towards improving the public complaints resolution rate from 90.6% in 2008 to 97.6% in 2009, and 98.7% last year.

It also requires that "Public Complaints" be made a permanent agenda in the management meeting of all government agencies. In addition, the agencies are required to monitor and respond immediately to Letters to Editor on issues raised in the media.

> SEE NEXT PAGE

innovation

“Inovasi membezakan antara pemimpin dan pengikut.”

“Innovation distinguishes between a leader and a follower.”

Steve Jobs



Rhizomat Penyelesaian
Management Services

creativity

“Kita seharusnya berfikiran kritis dan konstruktif dalam menunaikan tanggungjawab dan amanah dengan mencari penyelesaian-penyelesaian kreatif dan inovatif di luar kelaziman.”

“We should be thinking critically and constructively in carrying out the responsibility and trust given to us by looking for creative and innovative solutions.”

YAB Dato' Sri Mohd Najib bin Tun Haji Abdul Razak
Majlis Perdana Perkhidmatan Awam Ke-11
11th Premier Civil Service Dialogue

Pengenalan

Bahagian Khidmat Pengurusan (BKP) bertanggungjawab untuk memberi perkhidmatan sokongan yang melibatkan pengurusan kewangan, pengurusan sumber manusia, pengurusan aset dan stor, pengurusan kontrak, pengurusan teknologi maklumat dan komunikasi (ICT) serta hal-hal berkaitan pentadbiran. Pelbagai program dan aktiviti telah dirancang dan dilaksanakan oleh BKP sepanjang tahun 2011 dalam usaha untuk memberi perkhidmatan sokongan yang terbaik kepada seluruh warga BPA.

Prestasi Kewangan

BPA telah mendapat peruntukan kewangan belanja mengurus bagi tahun 2011 sebanyak RM15,000,000.00. Sepanjang 2011, BPA telah membelanjakan sebanyak RM14,449,796.16 (96.33%).

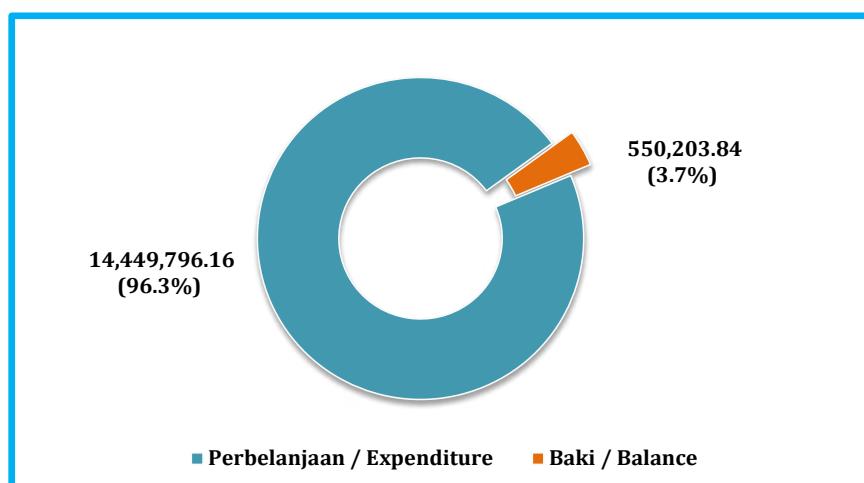
Introduction

The Management Services Division (MSD) is responsible for providing support services which include financial management, human resource management, asset and store management, contract management, information and communication technology management as well as all matters concerning administration. Various programmes and activities were planned and carried out by MSD for the year 2011, in an effort to provide the best support services to all PCB personnel.

Financial Performance

In 2011, PCB received a financial allocation of RM15,000,000.00 for operating expenditure of which a total of RM 14,449,796.16 (96.33%) was spent.

Prestasi Perbelanjaan Peruntukan Belanja Mengurus Tahun 2011
Performance of Operating Expenditure in 2011



KHIDMAT PENGURUSAN

MANAGEMENT SERVICES

Berdasarkan pengauditan yang dibuat oleh Bahagian Audit Dalam serta melalui "Ezsnap", prestasi pengurusan kewangan BPA sama ada di peringkat Ibu Pejabat dan Cawangan Negeri adalah berada di tahap yang memberangsangkan.

Based on audits done by the Internal Audit Division and through "Ezsnap" the rating of PCB's financial performance is 'Commendable', both at Headquarters and at State Offices.

Skor Pematuhan Audit 2011 2011 Compliance Audit Scores

Bil. No.	Pusat Tanggungjawab (Pejabat BPA) <i>Responsible Centre (PCB Office)</i>	Markah Keseluruhan Pematuhan (%) <i>Overall Compliance Marks (%)</i>
1.	Selangor	100% (Ezsnap)
2.	Wilayah Persekutuan Kuala Lumpur <i>Kuala Lumpur Federal Territory</i>	100% (Ezsnap)
3.	Melaka/Negeri Sembilan	100% (Ezsnap)
4.	Perak	98.77% (Ezsnap)
5.	Ibu Pejabat <i>Headquarters</i>	85.87%
6.	Terengganu/Kelantan	97.62% (Ezsnap)
7.	Pulau Pinang/Kedah/Perlis	97.08%
8.	Pahang	97.44% (Ezsnap)
9.	Johor	85.54%
10.	Sarawak	92.08%
11.	Sabah	92.80%

BPA juga telah berjaya menguruskan pembayaran bil dalam tempoh yang ditetapkan di mana 99.77% bil dibayar dalam tempoh kurang dari 7 hari manakala baki 0.23% dibayar tidak melebihi 14 hari.

PCB has also successfully managed the payment of bills within the stipulated period where 99.77% of bills were paid within a period of less than 7 days while the remaining 0.23% was paid within 14 days.

Pengurusan Bayaran Bil Dalam Tahun 2011 Management of Bill Payments for 2011

Hari <i>Day</i>	Bilangan Bil <i>Number of Bills</i>	Nilai (RM) <i>Value (RM)</i>
≤ 7	3,182 (99.91%)	5,020,213.22 (99.77%)
8 - 14	3 (0.09%)	11,625.00 (0.23%)
Jumlah <i>Total</i>	3,185	5,031,838.72

KHIDMAT PENGURUSAN

MANAGEMENT SERVICES

Pengurusan Aset

Pada tahun 2011, Unit Pengurusan Aset yang diketuai oleh Penolong Pegawai Tadbir Gred N27 dan dibantu oleh dua orang Pembantu Tadbir (Perkeranian/Operasi) Gred N17 telah berjaya melaksanakan tugas pengurusan aset dan stor BPA. Ketua Unit Aset telah dilantik menganggotai Pasukan Petugas Pemantauan Pengurusan Aset dan Stor Agensi-agensi di bawah Jabatan Perdana Menteri (JPM).

Pelantikan baru pegawai dan kakitangan BPA yang terlibat dengan pengurusan aset dan stor di peringkat Ibu Pejabat dan Pejabat BPA Negeri telah dibuat dan senarai nama terkini telah diedarkan kepada semua Pejabat BPA Negeri. Pemeriksaan aset dan verifikasi stor di BPA Ibu Pejabat dan Pejabat BPA Negeri juga telah dijalankan mengikut perancangan.

Sepanjang tahun 2011, Mesyuarat Jawatankuasa Pengurusan Aset Alih Kerajaan (JKPAK) BPA telah diadakan sebanyak empat kali. Laporan Tahunan Pengurusan Aset dan Stor tahun 2011 BPA telah berjaya dikemukakan kepada Bahagian Kewangan dan Pembangunan, JPM mengikut tarikh yang ditetapkan. Secara keseluruhan, sehingga 31 Disember 2011, aset BPA berjumlah 3,106 dengan nilai RM5,221,834.00. Ini merangkumi harta modal berjumlah 663 dengan nilai RM4,483,741.00 dan inventori berjumlah 2,443 dengan nilai RM738,093.00.

Asset Management

In 2011, the Asset Management Unit, headed by the Assistant Administration Officer Grade N27, and assisted by two Administrative Assistants (Clerical/Operation) Grade N17, has successfully carried out its duties in managing the store and assets of PCB. The Head of Asset Unit, has been appointed to the Task Force to Monitor Store and Asset Management of Agencies under the Prime Minister's Department.

The new appointment of PCB officers and support staff involved in the store and asset management at the PCB Headquarters and State Offices have been completed and an updated list of their names have been distributed to all PCB State Offices. Asset checks and store verification at PCB Headquarters and State Offices have also been carried out according to schedule.

For 2011, the PCB Movable Asset Committee Meetings were held four times. The PCB Store and Asset Management Annual Report 2011 was successfully presented to the Finance and Development Division of the Prime Minister's Department according to the schedule. Overall, as at 31 December 2011, the total number of assets for PCB is 3,106 valued at RM5,221,834.00. This includes capital assets totalling 663 valued at RM4,483,741.00 and an inventory total of 2,443 valued at RM738,093.00.

KHIDMAT PENGURUSAN

MANAGEMENT SERVICES

Perolehan Harta Modal (ICT dan Bukan ICT)

Pada tahun 2011, BPA telah melaksanakan perolehan peralatan ICT dan bukan ICT berjumlah RM43,689.00 seperti berikut:

Procurement of Capital Assets (ICT and Non ICT)

For 2011, PCB has carried out the procurement of ICT and non-ICT equipment totalling RM43,689.00 as follows:

Bil. No.	Item <i>Item</i>	Kuantiti <i>Quantity</i> (Unit)	Jumlah <i>Total</i> (RM)	Pejabat BPA <i>PCB Office</i>
1.	<i>Kad Perakam Waktu Punch Card</i>	1	1,080.00	Selangor
2.	Motorised Projector Wall Screen <i>Motorised Projector Wall Screen</i>	4	5,980.00	Sabah Sarawak Pahang Selangor
3.	LCD Projector <i>LCD Projector</i>	2	3,200.00	Ibu Pejabat <i>Headquaters</i> Selangor
4.	Sistem Pengurusan Aset: <i>Asset Management System:</i> Pencetak Barkod <i>Barcode Printer</i> Pengimbas Barkod <i>Barcode Scanner</i> Pengimbas Mudah Alih <i>Mobile Scanner</i>	1 1 1	2,463.00 607.00 5,984.00	Ibu Pejabat <i>Headquaters</i>
5.	Hard Disk Server Sistem i-Aduan <i>Hard Disk Server for i-Aduan System</i>	2	2,776.00	Ibu Pejabat <i>Headquaters</i>
6.	Server Latihan dan Pembangunan i-SPAAA <i>Server for Training and Development of i-SPAAA</i>	1	7,899.00	Ibu Pejabat <i>Headquaters</i>
7.	Microsoft Windows Server 2008 Enterprise <i>Microsoft Windows Server 2008 Enterprise</i>	1	8,100.00	Ibu Pejabat <i>Headquaters</i>
8.	Scanner <i>Scanner</i>	2	5,600.00	Ibu Pejabat <i>Headquaters</i> Selangor
Jumlah <i>Total</i>			43,689.00	

KHIDMAT PENGURUSAN

MANAGEMENT SERVICES

Pelupusan Aset Alih Kerajaan

Sepanjang tahun 2011, BPA Ibu Pejabat dan Pejabat BPA Negeri telah melaksanakan pelupusan aset merangkumi aset peralatan ICT dan peralatan bukan ICT. Perincian maklumat pelupusan adalah seperti berikut:

Disposal of Government Movable Assets

In 2011, PCB Headquarters and State Offices conducted several write-off exercises, covering ICT equipment and non-ICT equipment. The details of the write-off are as follows:

Bil. No.	Pejabat BPA PCB Office	Jenis Aset <i>Type of Asset</i>	Unit Unit	Kaedah Pelupusan <i>Method of Disposal</i>
1.	Ibu Pejabat Headquarters	Peralatan Gimnasium <i>Gymnasium equipment</i>	2	Pindahan ke Perbadanan Putrajaya <i>Transferred to Putrajaya Corporation</i>
		Kereta Pajero <i>Pajero Vehicle</i>	1	Hadiah kepada Sekolah Menengah Teknik Kajang, Selangor <i>Presented to Kajang Technical Secondary School, Selangor</i>
		Komputer Riba <i>Laptop</i>	3	Jualan sisa <i>Junk sale</i>
		Pencetak <i>Printer</i>	4	
		Komputer <i>Computer</i>	38	Pindahan ke Pejabat BPA Negeri <i>Transferred to State PCB</i>
		Komputer Riba <i>Laptop</i>	1	
		Pemain DVD <i>DVD Player</i>	1	
2.	Johor	Kereta Pajero <i>Pajero Vehicle</i>	1	Hadiah kepada Sekolah Menengah Vokasional Tanjung Puteri, Johor Bahru <i>Gift to Tanjung Puteri Vocational Secondary School, Johor Bahru</i>
		Mesin laminate <i>Laminate Machine</i>	1	
3.	Terengganu/ Kelantan	Kamera <i>Camera</i>	1	Secara buang <i>Dispose</i>
		Mesin perincih <i>Shredder</i>	1	
		Kerusi <i>Chair</i>	3	
		Kamera <i>Camera</i>	1	
4.	Sarawak	Kerusi <i>Chair</i>	15	Secara buang <i>Dispose</i>
		Mesin Faks <i>Facsimile Machine</i>	1	
5.	Pulau Pinang/ Kedah/Perlis	Komputer <i>Computer</i>	4	Secara buang <i>Dispose</i>
		Pencetak <i>Printer</i>	3	
6.	Kuala Lumpur	Kereta Pajero <i>Pajero Vehicle</i>	1	Hadiah kepada Jabatan Kerja Raya Malaysia <i>Gift to Public Works Department</i>
		Peralatan ICT <i>ICT Equipment</i>	19	
				Jualan sisa <i>Junk sale</i>

KHIDMAT PENGURUSAN

MANAGEMENT SERVICES

Sistem Pengurusan Aset

Pelaksanaan Sistem Pengurusan Aset (SPA) di BPA Ibu Pejabat telah mula dilaksanakan pada akhir tahun 2010 dengan berkongsi *server PAJPM*. Pada tahun 2011, BPA telah berjaya melaksanakan SPA Fasa 1 yang merangkumi Modul *Administrator*, Modul *Pembekal*; Modul *Kawalan Kod*; Modul *Pendaftaran*; dan Modul *Penempatan*. Pelaksanaan Fasa 2 akan dimulakan pada tahun 2012 selepas pengauditan Sistem SPA dijalankan oleh pihak Kementerian Kewangan. Dengan pelaksanaan SPA, perekodan aset BPA menjadi lebih sistematik dan memudahkan urusan penyelenggaraan serta pelupusan.

Pengurusan Kontrak

Pentadbiran dan pengurusan kontrak memainkan peranan yang penting dalam perolehan kerajaan bagi memastikan kontraktor memenuhi semua obligasinya di bawah kontrak yang ditandatangani. Adalah menjadi tanggungjawab setiap pegawai untuk memastikan kerajaan mendapat nilai dan faedah maksimum untuk bayaran yang akan dibuat oleh kerajaan. Ia termasuk memastikan kualiti barang yang dibekalkan menepati spesifikasi dalam kontrak atau jika perkhidmatan yang diberikan, perkhidmatan tersebut mengikut spesifikasi atau kekerapan dan mengikut mutu yang telah dipersetujui.

Bagi memastikan kepentingan kerajaan sentiasa terjamin menerusi kontrak-kontrak yang dimasuki, Laporan Pengurusan Kontrak dibentangkan di dalam Mesyuarat Pengurusan BPA setiap dua bulan sekali bermula pada tahun 2011. Dengan demikian, pihak pengurusan dapat memantau secara dekat dan terperinci kontrak-kontrak yang sedang berkuat kuasa di BPA terutama di peringkat Pejabat BPA Negeri. Laporan Pengurusan Kontrak ini juga merupakan salah satu usaha BPA dalam memastikan supaya prinsip-prinsip perolehan kerajaan iaitu elemen akauntabiliti awam, pengurusan secara telus, mempunyai nilai faedah yang terbaik, persaingan terbuka serta adil dan saksama diamalkan dalam mentadbir kontrak-kontrak BPA yang sedang berkuat kuasa.

Asset Management System

Asset Management System (AMS) was implemented at PCB Headquarters in late 2010, sharing the PAJPM server. In 2011, Phase 1 of AMS was successfully carried out which included an Administrator Module; Supplier Module; Code Control Module; Registration Module; and Placement Module. Phase 2 will be implemented in 2012 after an audit of the AMS is carried out by the Ministry of Finance. With the implementation of AMS, the recording of PCB assets becomes more systematic which facilitates maintenance and write-off.

Contract Management

The administration and management of contracts plays an important role in government procurement in ensuring contractors fulfill all obligations under the signed contract. It becomes the responsibility of each officer to ensure that the government gets the maximum benefit and value for the payments to be made. This includes making sure that the quality of the products being supplied adheres to the specifications in the contract or if it is a service that is being provided, that the service meets the specifications or frequency in accordance with the agreed quality.

In an effort to ensure that the interests of the government is given priority and is guaranteed in the contracts, a Contract Management Report is tabled once every two months at the PCB Management Meetings, beginning 2011. This makes it possible for close and detailed monitoring of on-going contracts. The Contract Management Report is yet another initiative by PCB in its effort to ensure that the principles of government procurement, in particular the elements of accountability to the public, management transparency, fair and open competition as well as the best value for money is practised in administrating the PCB contracts already in force.

Perjawatan

Perjawatan di BPA sehingga 31 Disember 2011 adalah sebanyak 226 jawatan dengan pengisian sebanyak 211 (93.36%). Perjawatan ini adalah meliputi perjawatan di Ibu Pejabat dan sepuluh Pejabat BPA Negeri.

Pada tahun 2011, pengukuhan perjawatan BPA telah diluluskan melalui Waran Perjawatan Bilangan A 14 Tahun 2011 bertarikh 26 Januari 2011 yang berkuatkuasa mulai 1 Januari 2011. Melalui waran ini, perjawatan BPA telah dikurangkan daripada 236 kepada 233 setelah mengambilkira pemansuhan dan naik taraf beberapa perjawatan di Ibu Pejabat, BPA Negeri Kedah dan BPA Negeri Kelantan.

BPA juga telah menyerahkan tujuh perjawatan ke Suruhanjaya Integriti Agensi Pengawalaan (SIAP) melalui Surat Kelulusan Perjawatan Bilangan A 19 Tahun 2011 bertarikh 20 Mei 2011 yang berkuatkuasa mulai 1 April 2011.

Personnel

As at 31 December 2011, PCB has 226 positions with 211 (93.36%) having been filled. This includes establishments at the Headquarters and ten State Offices.

In 2011, the request to strengthen the staffing of PCB was approved through Establishments Warrant No. A 14, 2011 dated 26 January 2011, that came into force effective 1 January 2011. With this warrant, the establishments in PCB were reduced from 236 to 233, after taking into account the abolition and upgrading of several positions at Headquarters and the State Offices of Kedah and Kelantan.

PCB also surrendered seven positions to the Enforcement Agency Integrity Commission (EAIC) through Establishments Approval Letter No. A19, 2011 dated 20 May 2011 that came into force from 1 April 2011.



Pembangunan Modal Insan

Untuk meningkatkan pengetahuan dan kemahiran modal insan, sebanyak 11 kursus, bengkel dan ceramah anjuran Unit Sumber Manusia telah diadakan sepanjang tahun 2011 selain menggalakkan warga BPA menghadiri kursus, bengkel atau ceramah anjuran institusi latihan Kerajaan dan swasta. Secara keseluruhan, prestasi warga BPA yang memenuhi keperluan berkursus tujuh hari setahun bagi tahun 2011 adalah 98 %.

Human Capital Development

The Human Resources Unit (HRU) encourages all PCB personnel to attend courses, workshops or lectures, regardless of whether it is conducted by the Government or private sector training institutions to enhance the knowledge and skills of the human capital. HRU has organised 11 courses, workshops and lectures in 2011. Overall, the percentage of PCB personnel who have fulfilled the requirement to attend seven days of training in a year is 98% for 2011.

Kursus Anjuran BPA Dalam Tahun 2011
Courses Organised by PCB in 2011

Bil. No.	Nama Kursus/Bengkel <i>Name of Course/Workshop</i>	Tarikh Date
1.	Bengkel Pengurusan Aset e-SPA <i>e-SPA Asset Management Workshop</i>	18-19 Januari 2011 <i>18-19 January 2011</i>
2.	Kursus Nilai-Nilai Murni dan Jati Diri <i>Building Self-Esteem and Values Course</i>	4 Mei 2011 <i>4 May 2011</i>
3.	Kursus Pengurusan Rekod dan Fail <i>Records and File Management Course</i>	18-19 Mei 2011 <i>18-19 May 2011</i>
4.	Bengkel Pembangunan Pelan Strategik Teknologi Maklumat Siri 1 <i>Strategic Plan Development for Information Technology Workshop Series 1</i>	6-7 Jun 2011 <i>6-7 June 2011</i>
5.	Kursus Sistem Pengurusan Aduan i-SPAAA <i>i-SPAAA Complaint Management System</i>	13 Julai 2011 <i>13 July 2011</i>
6.	Bengkel Pembangunan Pelan Strategik Teknologi Maklumat Siri 2 <i>Strategic Plan Development for Information Technology Workshop Series 2</i>	18-20 Julai 2011 <i>18-20 July 2011</i>
7.	Kursus Modul Latihan Pengurusan Aduan Awam <i>Public Complaints Management Training Module</i>	12 Julai 2011 <i>12 July 2011</i>
8.	Bengkel Penambahbaikan Modul Latihan Pengurusan Aduan Awam <i>Workshop to Improve the Training Module for Public Complaints Management</i>	22-24 November 2011 <i>22-24 November 2011</i>
9.	Bengkel Pembangunan Pelan Strategik Teknologi Maklumat Siri 3 <i>Strategic Plan Development for Information Technology Workshop Series 3</i>	18-19 Ogos 2011 <i>18-19 August 2011</i>
10.	Kursus Audit Dalam MS ISO 9001:2008 <i>MS ISO 9001:2008 Audit Course</i>	12-13 Disember 2011 <i>12-13 December 2011</i>
11.	Kursus Pengenalan PHP dan mySQL <i>Introductory Course to PHP and mySQL</i>	19-21 Disember 2011 <i>19-21 December 2011</i>

KHIDMAT PENGURUSAN

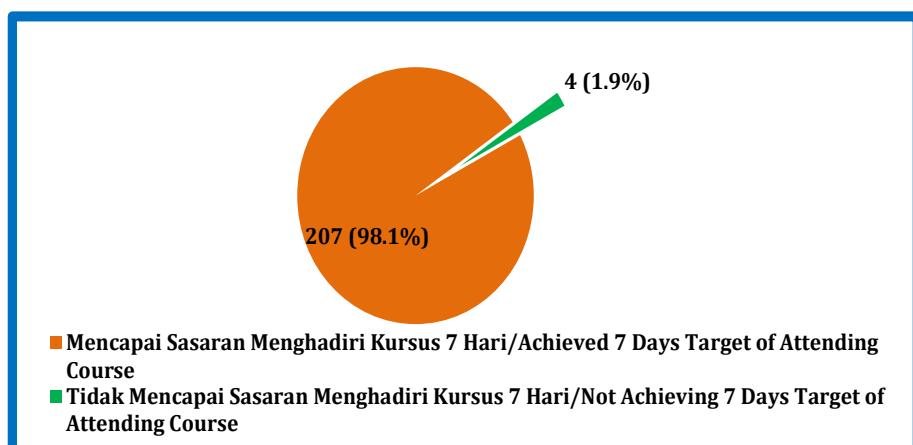
BPA turut menetapkan warganya supaya mengikuti program latihan melalui E-Pembelajaran Sektor Awam (EPSA) sebagai inisiatif pembelajaran berterusan yang diamalkan di BPA. Sehingga 31 Disember 2011, 88% warga BPA telah berjaya mengikuti program EPSA.

Disamping itu, pada tahun 2011 BPA juga telah memantapkan lagi pelaksanaan Program Orientasi kepada pegawai dan kakitangan baru bertujuan untuk memberikan pendedahan awal dan bimbingan berhubung perjalanan operasi di BPA, terutamanya dalam aspek pengurusan aduan. Seramai 46 orang pegawai dan kakitangan baru telah terlibat dengan program ini.

Selaras dengan Surat Pekeling Perkhidmatan Bilangan 8 Tahun 2010, Program Mentor telah diperkenalkan kepada pegawai dan kakitangan baru yang bertukar masuk ke BPA mulai Februari 2011. Ini bertujuan bagi membolehkan mentor dan mentee berkongsi pengetahuan dan pengalaman kerja dalam membantu kemajuan kerjaya mentee.

Bagi memperluaskan dan memperkayakan tugas pegawai dan kakitangan, BPA telah melaksanakan pusingan kerja dalaman mengikut tempoh yang sesuai di samping pertukaran keluar pegawai. Pusingan kerja dalaman ini dapat menyumbang kepada peningkatan produktiviti individu dan organisasi. Seramai 14 orang pegawai dan kakitangan telah terlibat dengan pusingan kerja dalaman dan seramai 48 orang pegawai dan kakitangan telah bertukar keluar dari BPA atau berpencen bagi tahun 2011.

Pencapaian Program Latihan Warga BPA *Achievements of Training Programmes for PCB Personnel*



MANAGEMENT SERVICES

PCB believes that learning is lifelong and has set the requirement for its personnel to attend training programmes through Public Sector E-Learning (EPSA). As of 31 December 2011, 88% of PCB personnel have successfully completed the EPSA programmes.

Besides this, in 2011, PCB has enhanced the Orientation Programme for new officers and supporting staff, to provide early exposure and guidance regarding the operations of PCB, particularly the aspect of complaints management. A total of 46 new officers and staff were involved in this programme.

In accordance with Service Circular No. 8, 2010, a Mentor Programme, was introduced in February 2011, for new officers and supporting staff who have been transferred to PCB. This is to enable the mentor and mentee to share work knowledge and experience in an effort to assist in the career development of the mentee.

In an effort to broaden, enrich and enhance the tasks of the officers and supporting staff, PCB has carried out internal work rotation according to the appropriate duration as well as transfer of officers out of PCB. Internal work rotation contributes to an increase in productivity of individuals and the organisation. In 2011, 14 officers and support staff were involved in the internal work rotation initiative and 48 officers and support staff transferred out of PCB or retired.

KHIDMAT PENGURUSAN

MANAGEMENT SERVICES

Inisiatif Penempatan Pelajar Latihan Industri

Sebagai salah satu inisiatif dalam melaksanakan program *Corporate Social Responsibility (CSR)*, BPA telah mengadakan jaringan dengan Institut Pengajian Tinggi Awam dan Swasta (IPTA/IPTS) untuk menempatkan pelajar yang menjalani latihan industri di Ibu Pejabat serta Pejabat BPA Negeri. Sehingga 31 Disember 2011, seramai 17 orang pelajar IPTA dan IPTS telah menjalani latihan industri di BPA seperti berikut:

Practical Student Placement Initiative

This is one of the initiatives carried out under PCB's Corporate Social Responsibility (CSR) programme. PCB networks with the Public and Private Institutes of Higher Learning to offer placements at Headquarters or State Offices for students doing industrial training. As at 31 December 2011, a total of 17 students from both categories of institutes underwent industrial training at PCB as follows:

Pejabat BPA PCB Office	Bilangan Pelajar Number of Student
Ibu Pejabat <i>Headquarters</i>	1
Pulau Pinang/Kedah/Perlis	1
Selangor	2
Melaka/Negeri Sembilan	3
Pahang	3
Terengganu/Kelantan	6
Sabah	1
Jumlah Total	17



KHIDMAT PENGURUSAN

MANAGEMENT SERVICES

Sistem Maklumat Pengurusan Sumber Manusia (HRMIS)

Pelaksanaan Sistem Maklumat Pengurusan Sumber Manusia (HRMIS) di BPA telah menjadi satu budaya kerja yang disambut baik oleh warganya. Sepanjang tahun 2011, BPA telah melaksanakan beberapa sub modul tambahan iaitu Sub Modul Pengurusan Tuntutan Dan Pendahuluan Diri, Sub Modul Pengurusan Perhubungan Majikan-Pekerja (MBJ) dan Modul Perolehan Sumber Manusia (Fungsi Permohonan Pertukaran). Prestasi pelaksanaan HRMIS tahun 2011 bagi empat sub modul utama adalah seperti berikut:

Human Resource Management Information System (HRMIS)

The implementation of the Human Resource Management Information System in PCB has become a work culture that has received encouraging response from its members. For 2011, PCB has implemented several additional sub modules, i.e. Sub module for Management of Claims and Advances, Sub module for Employer-Employee Relationship Management and Module for Human Resource Acquisition (Requests for Transfer Function). The HRMIS implementation achievement for the four main sub modules are as follows:

Sub Modul <i>Sub Module</i>	Pencapaian <i>Achievement (%)</i>
Rekod Peribadi <i>Personal Record</i>	99.67
Profil Perkhidmatan <i>Service Profile</i>	97.56
Perisyntiharun Harta <i>Asset Declaration</i>	99.05
Sasaran Kerja Tahunan <i>Yearly Work Target</i>	90.52



KHIDMAT PENGURUSAN

MANAGEMENT SERVICES

Majlis Bersama Jabatan (MBJ)

Sepanjang tahun 2011, BPA telah mengadakan tiga kali mesyuarat MBJ yang dipengerusikan oleh Ketua Pengarah BPA iaitu pada 21 April 2011, 22 Jun 2011 dan 23 Disember 2011, bagi membincangkan dan merungkai pelbagai isu dan permasalahan yang berkaitan dengan warga BPA serta perjalanan organisasi.

Usul MBJ Tahun 2011 ialah:

1. Falsafah MBJ Direnung Semula;
2. Cadangan Penambahbaikan Peraturan Melalui Penyediaan Garis Panduan Seragam;
3. Cadangan Penambahbaikan Pengurusan Sumber Manusia;
4. Cadangan Penambahbaikan Pengurusan Aset dan Penyelenggaraan;
5. Cadangan Penambahbaikan Stesen Kerja dan Kelengkapan Bertugas;
6. Cadangan Lawatan Sambil Belajar Ke MBJ agensi awam lain;
7. Penjelasan Berhubung Status Bayaran Letak Kereta;
8. Kebajikan Warga BPA di Negeri Jika Penggabungan MAMPU-BPA Dilaksanakan;
9. Penyeragaman Tindakan Pembetulan Bagi Peningkatan Kelajuan Capaian Internet di Pejabat BPA Negeri;
10. Status Bayaran Insentif Pengurusan Stor;
11. Fleksibiliti Latihan/Kursus Melalui EPSA; dan
12. Penyeragaman Senarai Tugas Baru Pembantu Operasi Bagi SBPA di Semua Entiti BPA.

Departmental Joint Council (DJC)

In 2011, PCB has had three DJC meetings, chaired by the Director-General, i.e. on 21 April 2011, 22 June 2011 and 23 December 2011. These meetings discussed and resolved various issues and problems related to PCB personnel as well as to the management of the organisation.

DJC 2011 Resolutions are:

1. *The Review of the Philosophy of DJC;*
2. *Proposal to Improve Regulations Through the Preparation of Uniform Guidelines;*
3. *Proposal to Improve the Management of Human Resources (Service);*
4. *Proposal to Improve Asset and Maintenance Management;*
5. *Proposal to Improve Work Stations and Facilities;*
6. *Proposal to Visit and Learn from DJCs of Other Public Agencies;*
7. *Clarification on the Status of Payment for Parking;*
8. *Welfare of PCB Personnel if the MAMPU-PCB Merger is Implemented;*
9. *Standardisation of Corrective Actions to Upgrade the Internet Speed at PCB State Offices;*
10. *Status of Incentive Payments for Store Management;*
11. *Flexibility in Training Courses through EPSA; and*
12. *Standardisation of the New Duties List for Operator Assistants under SBPA at All PCB Entities.*



Pelaksanaan Amalan 5S di BPA

Persekutuan kerja yang kondusif adalah merupakan salah satu aspek penting yang membantu dalam meningkatkan produktiviti. Persekitaran kerja yang kondusif ini boleh dibentuk melalui pelaksanaan Amalan 5S. Sehubungan itu, BPA telah memulakan inisiatif untuk melaksanakan elemen 5S dengan mengadakan taklimat pengenalan Amalan 5S kepada warga BPA Putrajaya pada 14 September 2011. Bagi membincangkan perjalanan kemajuan pelaksanaan 5S di BPA, Jawatankuasa Pemandu telah dibentuk pada 11 Oktober 2011.

Sebagai salah satu promosi bagi membudayakan pelaksanaan Amalan 5S di BPA, satu pertandingan mencipta logo dan slogan Amalan 5S telah diadakan pada bulan November 2011. Logo dan slogan pemenang yang terpilih telah dijadikan logo dan slogan rasmi dalam pelaksanaan Amalan 5S di BPA.

Di samping itu juga, BPA telah melaksanakan program gotong-royong pada setiap hari Jumaat dalam memastikan pelaksanaan Amalan 5S secara berterusan. Melalui Amalan 5S juga, penetapan dan pelantikan Pegawai Penyelaras bagi setiap ruangan kerja telah dilaksanakan.

Pelaksanaan Amalan 5S ini akan diteruskan bagi memastikan persekitaran kerja yang kondusif dapat dibentuk di samping ianya menjadi salah satu ruangan untuk Warga BPA menghasilkan inovasi serta idea-idea baru yang membantu dalam pelaksanaan program ini.

Implementation of 5S Practice at PCB

Creating a conducive work environment is an important element in increasing productivity. This can be done through the implementation of the 5S Practice. In this regard, PCB has started an initiative to implement the elements of 5S by having an introductory briefing session about the 5S Practice to PCB personnel in Putrajaya on 14 September 2011.

A Steering Committee was formed on 11 October 2011 to discuss the progress of the implementation in PCB. In an effort to imbibe and inculcate the 5S Practice in PCB, a competition to create a logo and slogan for the 5S Practice was held in November 2011. The winning logo and slogan would become the official logo and slogan in the implementation of the 5S Practice.

Besides this, PCB carried out 'gotong-royong' programmes every Friday to ensure the continuity of the 5S Practice. With this 5S Practice, a Coordinating Officer has been appointed for each working area.

The 5S Practice will continue to ensure that the work environment is conducive as well as to provide a medium for PCB personnel to generate innovative ideas that will aid in the implementation of this programme.



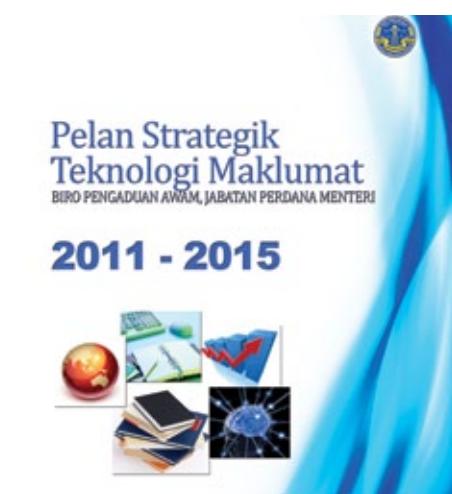
Pembangunan Pelan Strategik Teknologi Maklumat

Pada tahun 2011, BPA telah mengambil langkah membangunkan Pelan Strategik Teknologi Maklumat (PSTM) bagi menyokong Pelan Strategik BPA agar kedua-duanya berjalan seiring untuk mencapai matlamat organisasi. Pembangunan PSTM mengambil masa selama 5 bulan (Mac hingga Ogos 2011) dan mendapat kerjasama sepenuhnya dari Pasukan Perunding ICT MAMPU. Sebanyak enam siri perbincangan dan tiga siri bengkel telah diadakan.

Dokumen PSTM BPA bagi tempoh 2011 hingga 2015 ini akan dijadikan panduan dan rujukan dalam pelaksanaan program-program ICT BPA selaras dengan arahan Surat Pekeliling Am Bilangan 4 Tahun 2004.

Development of Information Technology Strategic Plan

In 2011, PCB took measures to develop an Information Technology Strategic Plan (ITSP) to support the PCB Strategic Plan so as both will run in tandem to achieve the objectives of the organisation. ITSP took 5 months to develop (March to August 2011) and received full cooperation from the ICT Consultant Team from MAMPU. A series of six discussions and three workshops were held.



The ITSP Document will, for the period 2011 to 2015, function as a guide and reference for the implementation of ICT programmes at PCB in line with the directive in the General Circular Letter No. 4, 2004.



KHIDMAT PENGURUSAN

Perkhidmatan Unit Teknologi Maklumat

Pasukan Pengendali Insiden Keselamatan ICT BPA

BPA telah mengambil inisiatif menubuhkan Pasukan Pengendali Insiden Keselamatan ICT BPA (CertBPA), yang bertanggungjawab dalam mengendalikan pengurusan insiden keselamatan ICT di Ibu Pejabat BPA dan Pejabat BPA Negeri pada 17 Jun 2011.

Sebanyak dua insiden keselamatan yang melibatkan kegagalan capaian kepada sistem email agensi telah berjaya diatasi oleh pasukan certBPA. Pasukan ini juga telah menghadiri dua sesi perkongsian ilmu yang dianjurkan oleh pihak MAMPU iaitu Latihan Analisa Fail Log dan Penetration Test.

Laman Web BPA

Laman web BPA telah memperolehi penarafan empat bintang dalam *Malaysia Government Portals and Websites Assessment* (MGPWA) 2011 dan 2010 di mana kedudukan Laman Web BPA telah meningkat dari kedudukan tempat ke 27 pada tahun 2010 ke tempat 15 pada tahun 2011.

Cabutan Laporan MGPWA Bagi Tahun 2011 dan 2010

Excerpts from the MGPWA Report for 2011 and 2010

Biro Pengaduan Awam Malaysian Government Portals & Websites Assessment												
Year	Rank	Portal Name	URL	Pillar								P/W
				Score	Star	C	U	Sec	P	Ser		
2011	15	Public Complaints Bureau	http://wwwpcb.gov.my	79	4	26	27	10	10	6	W	
Note: C = Content, U = Usability, Sec = Security, P = Participation, Ser = Services, B = Bonus, P = Portal, W = Web												
Year	Rank	Portal/Website	Score	Star	Pillar							
					CI	CIG	CSe	CSu	CM			
2010	27	Public Complaints Bureau	65	4	21	14	16	10	4			
Note: Citizen Interaction = CI, Citizen Insight Generation = CIG, Citizen Services = CSe, Citizen Support = CSu, Content Management = CM												

Penyelenggaraan dan Pemantauan

Pada tahun 2011, sebagai langkah penjimatan penyelenggaraan perkakasan dan peralatan ICT telah dilaksanakan sendiri Unit Teknologi Maklumat BPA. Pemantauan yang rapi dan berterusan telah dijalankan terhadap sistem pengurusan aduan bagi memastikan semua pihak khususnya orang ramai dapat menghubungi BPA secara atas talian pada bila-bila masa.

MANAGEMENT SERVICES

Services of the Information Technology Unit

The ICT Security Incident Team (CertPCB)

PCB has initiated the creation of an ICT Security Incident Team that is responsible for handling the management of ICT security at PCB Headquarters and State PCB Offices on 17 June 2011.

There have been two incidents involving the failure to access the email system that has been successfully resolved by the CertPCB team. This team has attended two knowledge-sharing sessions organised by MAMPU, i.e. Training in Analysis of Log Failures and Penetration Test.

PCB Website

The PCB Website has obtained a 4-star rating in the Malaysia Government Portals and Websites Assessment (MGPWA) 2011 and 2010 where PCB's website ranking moved from 27th position in 2010 to 15th position in 2011.

Maintenance and Monitoring

In 2011, as a cost-saving measure in maintenance of hardware and ICT equipment, the Information Technology Unit at PCB carried out the maintenance themselves. The close and consistent monitoring conducted on the complaints management system ensures that all parties, the public in particular, are able to contact PCB online and at any time.

Pelaksanaan Inisiatif ICT Hijau

Bagi menyokong penggunaan ICT Hijau dalam Perkhidmatan Awam, BPA telah mengambil inisiatif melaksanakan dan merancang langkah-langkah yang boleh dipraktikkan bagi menyokong Dasar Teknologi Hijau Negara berlandaskan kepada Garis Panduan Penggunaan ICT Ke Arah ICT Hijau Dalam Perkhidmatan Awam. Antara tindakan yang telah diambil:

- Kesedaran kepada warga BPA mengenai ICT Hijau melalui Sesi Perkongsian Ilmu ICT;
- Perolehan perkhidmatan penyewaan komputer dan pencetak dengan meminta pihak pembekal membekalkan perkakasan yang berkonsepkan ICT Hijau (*eco-friendly*);
- Pelupusan peralatan dan perkakasan ICT dilaksanakan secara *e-waste*; dan
- Penggunaan komputer riba semasa mesyuarat dan edaran minit mesyuarat melalui e-mel.

Implementation of Green ICT Initiative

In support of the use of Green ICT in Public Service, PCB has taken the initiative to plan and carry out measures that can be put in practice to support the National Green Technology Policy based on the ICT Usage Guidelines Towards a Green ICT in Public Service. Among the measures taken are:

- *To create awareness among PCB personnel about Green ICT through ICT Knowledge-Sharing Sessions;*
- *To request the suppliers to provide Eco-friendly Green ICT hardware in procurement of computer and printer rental service;*
- *To dispose of equipment and ICT hardware as e-waste; and*
- *To use laptops during meetings and distribute the minutes of meeting through e-mail.*

**Penggantian Peralatan ICT**

Sebagai langkah alternatif, BPA telah mengambil pendekatan melaksanakan kaedah penggantian peralatan ICT secara sewaan melalui eBidding setelah mendapat kelulusan Jawatankuasa Pemandu Teknologi Maklumat BPA (JPICT) pada 28 April 2011. Sebanyak 75 unit komputer dan sembilan unit pencetak dengan kos berjumlah RM264,372.00 telah disewa bagi tempoh dua tahun. Manakala penggantian komputer di peringkat negeri dibuat secara pindahan komputer dari di Ibu Pejabat.

ICT Equipment Replacement

As an alternative, PCB has taken the approach of replacing ICT equipment by leasing them through e-Bidding, after obtaining approval from the PCB Steering Committee for Information Technology on 28 April 2011. A total of 75 computer units and nine printer units with a total cost of RM264,372.00 were leased for a period of two years. Computers from the Headquarters were sent to replace the ones at the State Offices.

Pengurusan Fail

Salah satu usaha yang dijalankan oleh Unit Pentadbiran pada tahun 2011 bagi meningkatkan lagi mutu perkhidmatan sokongan di BPA adalah dari segi pengurusan fail. BPA dengan kerjasama Arkib Negara telah berjaya menyusun semula klasifikasi fail dan draf terakhir Buku Panduan Klasifikasi Fail BPA telah dapat disiapkan pada akhir tahun 2011. Adalah diharapkan buku panduan ini kelak akan dapat dijadikan rujukan kepada semua Pegawai Rekod di BPA dan Pegawai Kerani Rekod.

Penyusunan semula klasifikasi fail ini merupakan pra-syarat ke arah pelaksanaan Sistem Pengurusan Dokumen dan Rekod Elektronik (EDRMS) yang telah ditetapkan dalam Panduan Strategi Pemeliharaan Rekod Kerajaan Elektronik (eSPARK) dan Malaysian Standard MS2223-1:2009-*Information and Documentation Records Management*.

Keselamatan Pejabat

Susulan dari lawatan oleh pasukan Inspektorat Pejabat Ketua Pegawai Keselamatan Kerajaan pada 29 Mac 2011, BPA telah mengambil tindakan pembetulan dan pencegahan dari pelbagai aspek yang meliputi keselamatan umum, keselamatan fizikal, keselamatan dokumen dan keselamatan peribadi. Pemantauan secara berterusan dan berbukti juga telah dilaksanakan selaras dengan Buku Arahan Keselamatan dan peraturan-peraturan yang sedang berkuatkuasa.

File Management

One of the efforts taken by the Administrative Unit to raise the quality of support services in PCB is in the area of file management. PCB, with the cooperation of the National Archives has successfully restructured the file classification and the final draft of the PCB's Guidebook to File Classification was completed at the end of 2011. It is hoped that the guidebook will be used in future as a reference for all Records Officers and Clerks in PCB.

Restructuring the file classification is a prerequisite toward the implementation of the Electronic Document and Records Management System (EDRMS) that is stipulated in the Government Record Preserving Strategy Guide (eSPARK) and the Malaysian Standard MS2223-1:2009-Information and Documentation Records Management.

Office Security

As a follow-up to the visit by the Inspectorate team from the Office of the Chief Government Security Officer on 29 March 2011, PCB has taken corrective and preventive actions on various aspects that include general safety, physical safety, document safekeeping and personal safety. Consistent and documented monitoring has also been carried out in accordance with the Security Instruction Book and regulations that are already in force.

KHIDMAT PENGURUSAN

MANAGEMENT SERVICES

MS ISO 9001:2008

BPA telah memulakan inisiatif persijilan MS ISO 9001:2008 pada penghujung tahun 2009 dan telah berjaya memperolehi pengiktirafan sijil MS ISO 9001:2008 dalam Pengurusan Aduan Awam pada 30 Julai 2010.

Pada tahun 2011, pihak SIRIM telah menjalankan audit pemantauan (*surveillance audit*) pada 27 hingga 29 Jun 2011 dan BPA telah berjaya mengekalkan pensijilan MS ISO 9001:2008 bagi tahun 2011/2012. Sepanjang tahun 2011, sebanyak dua Mesyuarat Kajian Semula Pengurusan (MKSP) telah diadakan iaitu pada 29 Jun 2011 dan 14 Disember 2011.

Bagi tujuan pengekalan pensijilan, beberapa tindakan telah dilaksanakan sepanjang tahun 2011, antaranya ialah pelantikan baru Urusetia, *Liaison Officer* (LO) dan Pasukan Pelaksana MS ISO 9001:2008, taklimat khas kepada LO, surat pengesahan tindakan susulan oleh pengarah negeri, penambahbaikan sudut ISO dan pengedaran Kit MS ISO 9001:2008 BPA. Satu kursus Audit Dalam juga telah diadakan dengan kerjasama pihak SIRIM pada 12 hingga 13 Disember 2011.

MS ISO 9001:2008

PCB had begun initiatives to obtain MS ISO 9001:2008 certification at the end of 2009 and succeeded in getting MS ISO 9001:2008 certification in Public Complaints Management on 30 July 2010.

In 2011, SIRIM carried out a surveillance audit from 27 to 29 June 2011 and PCB succeeded in maintaining its MS ISO 9001:2008 certification for 2011/2012. For the year 2011, two Management Review Meetings were held, i.e. on 29 June 2011 and 14 December 2011.

For the purpose of maintaining the certification, several measures were carried out throughout 2011; among them are the appointment of a new Secretariat, a Liaison Officer (LO) and a Team to Implement MS ISO 9001:2008; a special briefing for the LO; a letter confirming follow-up action by the State Directors; improvement of the ISO corner and distributing MS ISO 9001:2008 kits. An Internal Audit course was also held with the cooperation of SIRIM from 12 to 13 December 2011.



The background of the image shows a group of approximately ten people of diverse ethnicities standing in a room. They are dressed in various styles of clothing, including traditional headscarves and modern attire. The room has a warm, yellowish-orange glow from overhead lights, and the floor is made of light-colored tiles in a herringbone pattern.

I mbasan *Retrospective*



Dato' Dr. Tam Weng Wah
Amanat Tahun Baru 2011
2011 New Year's Message
3 Januari/January 2011



Rogayah binti A. Bakar
Organisasi Pembelajaran
Learning Organisation
9 Februari/February 2011



Najimudin bin Esa
Hati dan Mati
Heart (Feeling) and Death
9 Mac/March 2011



Tengku Adnin bin Tengku Adnan
Manfaat Kesihatan Daripada Pisang
Health Benefit from Banana
6 Mei/May 2011



Majlis Penyampaian Anugerah Perkhidmatan Cemerlang BPA
PCB's Excellent Services Award Ceremony
6 April 2011



Mohd Asri bin Mohamad
Laman Sosial
Social Sites
2 Jun/June 2011



Azlan Shah bin Abdul Latif
Hak Terhadap Maklumat
Right to Information
6 Julai/July 2011



Azlina binti Ali
Teknologi Hijau dan ICT
Green Technology and ICT
5 Oktober/October 2011



Hishamuddin Fitri bin Abu Hasan
Business Excellence Model
3 Ogos/August 2011



Nuraznida binti Abdul Halyily
Mencari Nilai Kebahagiaan
Finding the Value of Happiness
9 November 2011



Wan Ali bin Wan Husin
Bekerja Dengan Lebih Bijak
Working Smarter
14 September 2011



Nur Ikram bin Aziz
Hijrah-7 Langkah Networking
Yang Usahawan Perlu Tahu
Hijrah-7 Networking Steps that Entrepreneurs Should Know
9 November 2011



Lawatan oleh Institut Penyelidikan Perhutanan Malaysia (FRIM) pada 19 Januari 2011

Visit by Forest Research Institute Malaysia (FRIM) on 19 January 2011



Lawatan oleh Kesatuan Perkhidmatan Perguruan Malaysia (NUTP) pada 24 Januari 2011
Visit by National Union of Teaching Profession (NUTP) on 24 January 2011



Pertemuan Ketua Pengarah BPA dengan Ombudsman New Delhi, India pada 17 Mei 2011

The Meeting of Director-General of PCB with the Ombudsman of New Delhi, India 17 May 2011

Perjumpaan Ketua Pengarah BPA dan Ketua Pengarah Jabatan Penerangan pada 21 Jun 2011
The Director-General of PCB meets with Director-General of Information Department on 21 June 2011



Lawatan oleh Delegasi Vietnam,
Dr. Van Tt Thu, Timbalan Menteri
pada 4 Ogos 2011

*Visit by Vietnamese Delegation,
Dr. Van Tt Thu, Deputy Minister
on 4 August 2011*



Lawatan Rasmi Menteri di
Jabatan Perdana Menteri,
YB Senator
Datuk Seri Palanivel A/L
K. Govindasamy pada
25 Ogos 2011

*Official Visit by YB Senator
Datuk Seri Palanivel A/L
K. Govindasamy on
25 August 2011*

Lawatan daripada
Yayasan Inovasi Malaysia
pada 27 September 2011

*Visit from Innovation
Foundation Malaysia on
27 September 2011*



Lawatan oleh
Delegasi China pada
30 November 2011
*Visit by Delegation
from China on 30
November 2011*

PUSPANITA CAWANGAN KECIL BPA

PUSPANITA PCB SUB-BRANCH

Bil. No.	Tarikh Date	Aktiviti Activity
1	17 Januari <i>17 January</i>	Pengerusi menghadiri "Ulang Tahun Ke-10 Kementerian Pembangunan Wanita, Keluarga dan Masyarakat" <i>The Chairperson attended the Ministry of Women, Family and Community Development's 10th Anniversary</i>
2	11 Februari <i>11 February</i>	Mesyuarat Terhimpun PCK BPA <i>PUSPANITA PCB Sub-Branch Meeting</i>
3	23, 24 dan 25 Februari <i>23, 24 and 25 February</i>	Latihan Futsal <i>Futsal Training</i>
4	25 Februari <i>25 February</i>	Kutipan Hari Jualan PUSPANITA <i>PUSPANITA Sales Day Collection</i>
5	26 dan 27 Februari <i>26 and 27 February</i>	Menyertai Pertandingan Futsal Jabatan Perdana Menteri (JPM) di Taman Pancarona, Presint 18 <i>Participated in the Prime Minister's Department (PMD) Futsal Competition at Taman Pancarona, Precinct 18</i>
6	Mulai Februari <i>Effective February</i>	Jualan barang-barang runcit (3 in 1 & snack) <i>Sale of retail goods (3 in 1 & snacks)</i>
7	3 Mac <i>3 March</i>	Menghantar 7 orang ahli ke Mesyuarat Agung PUSPANITA JPM <i>Sent 7 members to the PUSPANITA PMD Annual General Meeting</i>
8	3 Mac <i>3 March</i>	Menghantar 8 orang ahli ke seminar sempena Maulidur Rasul "Rasulullah: Ikon Keluarga Bahagia" anjuran Jabatan Kemajuan Islam Malaysia (JAKIM) <i>Sent 8 members to a seminar in conjunction with Maulidur Rasul "Rasulullah: Happy Family Icon" organised by JAKIM</i>
9	4 Mac <i>4 March</i>	Kutipan Hari Jualan PUSPANITA <i>PUSPANITA Sales Day Collection</i>
10	4 Mac <i>4 March</i>	Lawatan seramai 12 peserta ke Program Hari Kraf Kebangsaan <i>Visit by 12 participants to National Craft Day Programme</i>
11	16 Mac <i>16 March</i>	Menghantar 3 orang ahli ke Ceramah "Ibu Bapa Cemerlang, Anak-anak Terbilang" bersama PUSPANITA JAKIM <i>Sent 3 members to a talk on "Excellent Parents, Outstanding Children" with PUSPANITA JAKIM</i>
12	24 Mac <i>24 March</i>	Menyertai perlawanan persahabatan di padang bola jaring Sekolah Menengah Teknik Sepang <i>Participated in a friendly match at the Sepang Technical Secondary School's Netball Field</i>
13	25 Mac <i>25 March</i>	Mesyuarat AJK PCK BPA Bil. 1/2011 <i>PUSPANITA PCB Sub-Branch Committee Meeting No. 1/2011</i>
14	26 Mac <i>26 March</i>	Menyertai Pertandingan Bola Jaring JPM <i>Participated in PMD Netball Competition</i>
15	Setiap hari Selasa <i>Every Tuesday</i>	Latihan Badminton <i>Badminton Practise</i>
16	12 April	Menghantar 10 orang ahli ke Seminar Wanita dan Perundangan anjuran Biro Agama PUSPANITA JPM <i>Sent 10 members to a Seminar on Women and Law, organised by the Religious Bureau PUSPANITA PMD</i>
17	15 April	Menyertai pertandingan Bowling anjuran Biro Sukan PUSPANITA JPM <i>Participated in the Bowling Tournament, organised by the Sports Bureau PUSPANITA PMD</i>
18	15 April	Taklimat Wasiat Badal (Upah) Haji dan Tabungan Haji <i>Briefing on "Wasiat Badal (Upah) Haji dan Tabungan Haji"</i>

Bil. No.	Tarikh Date	Aktiviti Activity
19	4 Mei <i>4 May</i>	Pengerusi menghadiri Majlis ‘Ladies Night’ sempena Mesyuarat Agung Perwakilan PUSPANITA Ke-29 <i>The Chairperson attended the ‘Ladies Night’ Celebrations in conjunction with the 29th PUSPANITA Representatives General Meeting</i>
20	5 Mei <i>5 May</i>	Pengerusi menghadiri “Mesyuarat Agung Perwakilan PUSPANITA Ke-29” <i>The Chairperson attended the 29th PUSPANITA Representatives General Meeting</i>
21	7 Mei <i>7 May</i>	Menyertai Pertandingan Bola Tampar JPM <i>Participated in the PMD Volleyball Competition</i>
22	12 Mei <i>12 May</i>	Menganjurkan Kempen Derma Darah bersama Pusat Darah Negara <i>Organised the Blood Donation Campaign in collaboration with the National Blood Centre</i>
23	27 Mei <i>27 May</i>	Lawatan ke Kilang High 5 Bread Town <i>Visit to the High 5 Bread Town Factory</i>
24	1 Julai <i>1 July</i>	Pengerusi dan 3 orang ahli menghadiri “PUSPANITA JPM Ladies Nite” <i>The Chairperson and 3 members attended the “PMD PUSPANITA Ladies’ Night”</i>
25	2 Julai <i>2 July</i>	Menganjurkan pertandingan kanak-kanak sempena Hari Keluarga BPA <i>Organised a children’s competition in conjunction with PCB Family Day</i>
26	16 Julai <i>16 July</i>	Program kebajikan (CSR) di Rumah Titian Kasih, Titiwangsa, Kuala Lumpur bersama dengan PPTD dan PUSPANITA MOSTI <i>CSR programme at Rumah Titian Kasih, Titiwangsa, Kuala Lumpur together with PPTD and PUSPANITA MOSTI</i>
27	25 Julai <i>25 July</i>	Pengerusi dan 2 orang ahli menghadiri “The Women’s Summit” oleh Kementerian Pembangunan Wanita, Keluarga dan Masyarakat <i>The Chairperson and 2 members attended ‘The Women’s Summit’ by Ministry of Women, Family and Community Development</i>
28	27 Julai <i>27 July</i>	Mesyuarat AJK PCK BPA Bil. 2/2011 <i>PUSPANITA PCB Sub-Branch Meeting No. 2/2011</i>
29	14 September	Bekerjasama dengan Kelab Kebajikan BPA untuk penganjuran bersama Jamuan Hari Raya Aidilfitri Biro Pengaduan Awam <i>Jointly organised the PCB Hari Raya Aidilfitri Reception in collaboration with PCB Welfare Club</i>
30	23 September	Sesi Latihan Bowling di Arl Power Bowl, Alamanda, Putrajaya <i>Bowling training sessions at Alamanda, Putrajaya</i>
31	25 September	Menyertai Pertandingan Bowling anjuran Kelab Bukit Perdana, JPM <i>Bowling Tournament organised by Kelab Bukit Perdana, PMD</i>
32	25 September	Pengerusi menghadiri “Anugerah Perdana Menteri Usahawan Wanita dan Penggiat Sosial Wanita ” oleh Kementerian Pembangunan Wanita, Keluarga dan Masyarakat <i>Chairperson attended the Prime Minister’s Award for Women Entrepreneurs and Social Activists by Ministry of Women, Family and Community Development</i>
33	3 November	Menghantar 2 orang ahli menghadiri Program Penyelenggaraan Laman Web PUSPANITA Cawangan JPM <i>Sent 2 members to attend the PMD PUSPANITA Branch’s Website Maintenance Programme</i>
34	14 November	Menghantar 4 orang ahli menghadiri Program Pembangunan Blog anjuran Biro Seranta dan ICT <i>Sent 4 members to attend the Blog Development Programme organised by Publicity and ICT Bureau</i>
35	18 November	Pengerusi menghadiri “High Tea in Conjunction With Islamic Fashion Festival” oleh Kementerian Pelancongan <i>Chairperson attended the High Tea in conjunction with Islamic Fashion Festival by Ministry of Tourism</i>
36	16 Disember <i>16 December</i>	Majlis Keraian PUSPANITA Cawangan Kecil BPA <i>PUSPANITA PCB Branch Celebrations</i>



Program kebajikan di Rumah Titian Kasih, Titiwangsa, Kuala Lumpur bersama dengan PPTD dan PUSPANITA MOSTI (1a, 1b dan 1c)

CSR programme at Rumah Titian Kasih, Titiwangsa, Kuala Lumpur together with PPTD and PUSPANITA MOSTI (1a, 1b and 1c)

Mesyuarat Terhimpun (2)

Sub-Branch Meeting (2)



Pertandingan Bola Jaring (1)

Netball Competition (1)

Lawatan ke Kilang Roti High 5 (2)

Visit to the High 5 Bread Factory (2)

Program Derma Darah (3a dan 3b)

Blood Donation Programme (3a and 3b)

Bil. No.	Tarikh Date	Aktiviti Activity
1.	Setiap Hari Selasa <i>Every Tuesday</i>	Latihan badminton <i>Badminton training</i>
2.	22 Januari <i>22 January</i>	Kejohanan Futsal Piala Putrajaya Kota Belia 2011 BPA telah menyertai kejohanan tersebut yang diadakan di Gelanggang Futsal 1Malaysia, Presint 18, Putrajaya Putrajaya Kota Belia 2011 Futsal Championship Cup <i>PCB participated in the championship that was held at the 1 Malaysia Futsal Courts, Precinct 18, Putrajaya</i>
3.	26 Februari <i>26 February</i>	Kejohanan Futsal JPM 2011 BPA telah menyertai kejohanan tersebut yang dirasmikan oleh Tan Sri KSN juga turut hadir KP BPA di Gelanggang Futsal 1Malaysia Presint 18, Putrajaya PMD 2011 Futsal Championships <i>PCB participated in this championship that was officiated by Tan Sri KSN and also present is the Director-General PCB at the 1 Malaysia Futsal Courts, Precinct 18, Putrajaya</i>
4.	15 Mac <i>15 March</i>	BPA telah mengadakan perlawanan badminton persahabatan dengan JRM keputusan perlawanan BPA menjaya mengalahkan JRM 5-0 <i>PCB had a friendly badminton match with JRM, with PCB defeating JRM 5-0</i>
5.	26 Mac <i>26 March</i>	Kejohanan Bola Jaring JPM 2011 Pasukan wanita BPA telah menyertai kejohanan tersebut yang telah diadakan di Taman Pancarona, Presint 18, Putrajaya PMD 2011 Netball Championships <i>The Women's team took part in this championship that was held at Taman Pancarona, Precinct 18, Putrajaya</i>
6.	16 April	Treasure Hunt JPM 2011 BPA menghantar 1 pasukan untuk menyertai program tersebut PMD Treasure Hunt 2011 <i>PCB sent one team for this event</i>
7.	28 April	BPA telah mengadakan perlawanan bolasepak persahabatan dengan MKN keputusan perlawanan BPA menjaya mengalahkan MKN dengan 3-1 <i>PCB had a friendly football match with MKN, with PCB beating MKN 3-1</i>
8.	7 Mei <i>7 May</i>	Pertandingan Bola Tampar JPM 2011 BPA telah menghantar 2 pasukan lelaki/wanita bagi menyertai kejohanan tersebut di Taman Pancarona, Presint 18, Putrajaya. PMD 2011 Volleyball Tournament <i>PCB sent two men's/women's team to take part at Taman Pancarona, Precinct 18, Putrajaya</i>
9.	21-22 Mei <i>21-22 May</i>	Kejohanan Dragon Boat JPM 2011 BPA telah menyertai Kejohanan tersebut yang telah diadakan di Kompleks Sukan Air, Presint 6, Putrajaya PMD 2011 Dragon Boat Championships <i>PCB participated in this championship that was held at the Water Sports Complex, Precinct 6, Putrajaya</i>

Bil. No.	Tarikh Date	Aktiviti Activity
10.	2 Julai <i>2 July</i>	Hari Keluarga BPA 2011 Program tersebut telah diadakan di FRIM, Kepong PCB 2011 Family Day <i>This programme was held at FRIM, Kepong</i>
11.	Sepanjang Ogos <i>Throughout August</i>	Jualan Kek Lapis BPA telah mengadakan jualan kek lapis sempena sambutan Hari Raya Aidilfitri Sale of Layered Cake <i>PCB had a sale of layered cake in conjunction with Hari Raya Aidilfitri celebrations</i>
12.	25 September	Kejohanan Bowling JPM 2011 BPA telah menghantar 2 pasukan wanita bagi menyertai Kejohanan tersebut di ARL Power Bowl, Alamanda, Putrajaya PMD 2011 Bowling Championships <i>PCB sent 2 women's teams for this Championship held at ARL Power Bowl, Alamanda, Putrajaya</i>
13.	10-11 Disember <i>10-11 December</i>	Kejohanan Badminton JPM 2011 BPA telah menyertai kejohanan tersebut di Dewan Serbaguna Kuarters KLIA, Nilai, Negeri Sembilan JPM 2011 Badminton Championships <i>PCB participated in this Championship held at the Multipurpose Hall, KLIA Quarters, Nilai, Negeri Sembilan</i>

KESUMBA melalui Biro Publisiti juga telah mewujudkan sebuah blog dengan entri pertamanya pada 13 Mei 2011. Blog ini boleh dicapai melalui alamat kesumba-bpa.blogspot.com. Pewujudan blog ini adalah sebagai medium komunikasi yang dekat antara sesama ahli kelab ini. Blog ini mengandungi maklumat seperti sejarah penubuhan KESUMBA dan aktiviti terkini yang boleh diikuti oleh semua ahli kelab.

KESUMBA, through the Publicity Bureau created a blog with the first entry on 13 May 2011. This blog can be accessed through the address: kesumba-bpa.blogspot.com. This blog functions as a communication medium between club members and it contains information such as the history of KESUMBA and recent activities that can be followed by all club members.



Pertandingan Bola Tampar JPM (1a dan 1b)

PMD Volleyball Tournament (1a and 1b)

Hari Keluarga di FRIM (2a, 2b dan 2c)

Family Day at FRIM (2a, 2b and 2c)



Pertandingan Dragon Boat JPM (1a, 1b dan 1c)
PMD Dragon Boat Competition (1a, 1b and 1c)



Perjumpaan Ketua Pengarah (KP) BPA dengan Timbalan Ketua Setiausaha Kementerian (1)
Meeting between Director-General (DG) of PCB and Deputy Secretaries-General of Ministries (1)

Malam Transformasi (2)

Transformation Night (2)

Perjumpaan KP BPA dengan Ketua Komunikasi Korporat/Pegawai Perhubungan Awam Kementerian/Agenzi (3)

Meeting between DG of PCB and Heads of Corporate Communications/Public Relations Officers of Ministry/ Agency (3)

Penyerahan Derma Kilat Mangsa Tanah Runtuh (4)

Handing Over of the Donation Collected for Victims of a Land Slide (4)

Majlis Menandatangani Borang Sign Off PSTM (5)

Signing of PSTM Sign Off Form Ceremony (5)

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Penyelesaian Aduan Dalam Tempoh 15 Hari Mengikut Kementerian Dalam Tahun 2011
Complaints Resolved Within 15 Days by Ministries in 2011

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>		
		Terima <i>Received</i>	Selesai <i>Resolved</i>	Selesai Dalam Tempoh 15 Hari <i>Resolved Within 15 Days (%)</i>
1.	Perdagangan Antarabangsa dan Industri <i>International Trade and Industry</i>	12	12 (100%)	12 (100%)
2.	Sains, Teknologi dan Inovasi <i>Science, Technology and Innovation</i>	8	8 (100%)	8 (100%)
3.	Dalam Negeri <i>Home Affairs</i>	1,356	1,356 (100%)	1,138 (83.9%)
4.	Pertahanan <i>Defence</i>	44	44 (100%)	36 (81.8%)
5.	Luar Negeri <i>Foreign Affairs</i>	16	16 (100%)	12 (75.0%)
6.	Pertanian dan Industri Asas Tani <i>Agriculture and Agro-Based Industry</i>	143	143 (100%)	104 (72.7%)
7.	Jabatan Perdana Menteri <i>Prime Minister's Department</i>	389	384 (98.7%)	274 (71.4%)
8.	Pelancongan <i>Tourism</i>	27	27 (100%)	19 (70.4%)
9.	Pengajian Tinggi <i>Higher Education</i>	268	263 (98.1%)	180 (68.4%)
10.	Pembangunan Wanita, Keluarga dan Masyarakat <i>Women, Family and Community Development</i>	261	254 (97.3%)	157 (61.8%)
11.	Penerangan, Komunikasi dan Kebudayaan <i>Information, Communications and Culture</i>	638	626 (98.1%)	386 (61.7%)
12.	Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan <i>Domestic Trade, Co-operatives and Consumerism</i>	415	415 (100%)	255 (61.4%)
13.	Kewangan <i>Finance</i>	587	576 (98.1%)	344 (59.7%)
14.	Belia dan Sukan <i>Youth and Sports</i>	13	12 (92.3%)	7 (58.3%)
15.	Sumber Manusia <i>Human Resources</i>	315	315 (100%)	181 (57.5%)
16.	Sumber Asli dan Alam Sekitar <i>Natural Resources and Environment</i>	369	369 (100%)	211 (57.2%)

Penyelesaian Aduan Dalam Tempoh 15 Hari Mengikut Kementerian Dalam Tahun 2011
Complaints Resolved Within 15 Days by Ministries in 2011

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>		
		Terima <i>Received</i>	Selesai <i>Resolved</i>	Selesai Dalam Tempoh 15 Hari <i>Resolved Within 15 Days (%)</i>
17.	Kerja Raya <i>Works</i>	818	786 (96.1%)	425 (54.1%)
18.	Pengangkutan <i>Transport</i>	293	282 (96.2%)	152 (53.9%)
19.	Perumahan dan Kerajaan Tempatan <i>Housing and Local Government</i>	190	181 (95.3%)	94 (51.9%)
20.	Tenaga, Teknologi Hijau dan Air <i>Energy, Green Technology and Water</i>	426	417 (97.9%)	212 (50.8%)
21.	Pelajaran <i>Education</i>	368	366 (99.5%)	184 (50.3%)
22.	Kesihatan <i>Health</i>	542	529 (97.6%)	263 (49.7%)
23.	Kemajuan Luar Bandar dan Wilayah <i>Rural and Regional Development</i>	145	145 (100%)	71 (49%)
24.	Wilayah Persekutuan dan Kesejahteraan Bandar <i>Federal Territories and Urban Wellbeing</i>	667	624 (93.6%)	284 (45.5%)
25.	Perusahaan Perladangan dan Komoditi <i>Plantation Industries and Commodities</i>	13	13 (100%)	2 (15.4%)
Jumlah <i>Total</i>		8,321	8,163 (98.1%)	5,011 (60.2%)

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1. Kelewatan atau Tiada Tindakan *Delay or No Action*

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Kelewatan atau Tiada Tindakan <i>Delay or No Action</i> (%)
1.	Wilayah Persekutuan dan Kesejahteraan Bandar <i>Federal Territories and Urban Wellbeing</i>	667	415 (62.2%)
2.	Sumber Asli dan Alam Sekitar <i>Natural Resources and Environment</i>	369	226 (61.2%)
3.	Perumahan dan Kerajaan Tempatan <i>Housing and Local Government</i>	190	105 (55.3%)
4.	Kerja Raya <i>Works</i>	818	448 (54.8%)
5.	Pembangunan Wanita, Keluarga dan Masyarakat <i>Women, Family and Community Development</i>	261	139 (53.3%)
6.	Tenaga, Teknologi Hijau dan Air <i>Energy, Green Technology and Water</i>	426	207 (48.6%)
7.	Pengajian Tinggi <i>Higher Education</i>	268	125 (46.6%)
8.	Kemajuan Luar Bandar dan Wilayah <i>Rural and Regional Development</i>	145	64 (44.1%)
9.	Pertanian dan Industri Asas Tani <i>Agriculture and Agro-Based Industry</i>	143	62 (43.4%)
10.	Dalam Negeri <i>Home Affairs</i>	1,356	525 (38.7%)
11.	Pelajaran <i>Education</i>	368	127 (34.5%)
12.	Sumber Manusia <i>Human Resources</i>	315	108 (34.3%)
13.	Perdagangan Antarabangsa dan Industri <i>International Trade and Industry</i>	12	4 (33.3%)
14.	Belia dan Sukan <i>Youth and Sports</i>	13	4 (30.8%)
15.	Jabatan Perdana Menteri <i>Prime Minister's Department</i>	389	116 (29.8%)
16.	Pertahanan <i>Defence</i>	44	12 (27.3%)
17.	Kewangan <i>Finance</i>	585	159 (27.2%)
18.	Luar Negeri <i>Foreign Affairs</i>	16	4 (25.0%)

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1. Kelewatan atau Tiada Tindakan *Delay or No Action*

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Kelewatan atau Tiada Tindakan <i>Delay or No Action</i> (%)
19.	Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan <i>Domestic Trade, Co-operatives and Consumerism</i>	415	97 (23.4%)
20.	Perusahaan Perladangan dan Komoditi <i>Plantation Industries and Commodities</i>	13	3 (23.1%)
21.	Penerangan, Komunikasi dan Kebudayaan <i>Information, Communications and Culture</i>	638	131 (20.5%)
22.	Pengangkutan <i>Transport</i>	293	58 (19.8%)
23.	Kesihatan <i>Health</i>	542	99 (18.3%)
24.	Pelancongan <i>Tourism</i>	27	3 (11.1%)
25.	Sains, Teknologi dan Inovasi <i>Science, Technology and Innovation</i>	8	-
Jumlah <i>Total</i>		8,321	3,241 (38.9%)

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2. Kualiti Perkhidmatan Yang Tidak Memuaskan Termasuk Kaunter dan Telefon *Unsatisfactory Service Quality Including Counter and Telephone*

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima Received	Kualiti Perkhidmatan Kurang Memuaskan <i>Unsatisfactory Service Quality (%)</i>
1.	Sains, Teknologi dan Inovasi <i>Science, Technology and Innovation</i>	8	6 (75.0%)
2.	Kesihatan <i>Health</i>	542	286 (52.8%)
3.	Penerangan, Komunikasi dan Kebudayaan <i>Information, Communications and Culture</i>	638	323 (50.6%)
4.	Luar Negeri <i>Foreign Affairs</i>	16	7 (43.8%)
5.	Pengangkutan <i>Transport</i>	293	108 (36.9%)
6.	Pelancongan <i>Tourism</i>	27	9 (33.3%)
7.	Belia dan Sukan <i>Youth and Sports</i>	13	4 (30.8%)
8.	Kewangan <i>Finance</i>	585	176 (30.1%)
9.	Jabatan Perdana Menteri <i>Prime Minister's Department</i>	389	113 (29.0%)
10.	Perdagangan Antarabangsa dan Industri <i>International Trade and Industry</i>	12	3 (25.0%)
11.	Pengajian Tinggi <i>Higher Education</i>	268	54 (20.1%)
12.	Tenaga, Teknologi Hijau dan Air <i>Energy, Green Technology and Water</i>	426	84 (19.7%)
13.	Kemajuan Luar Bandar dan Wilayah <i>Rural and Regional Development</i>	145	27 (18.6%)
14.	Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan <i>Domestic Trade, Co-operatives and Consumerism</i>	415	74 (17.8%)
15.	Wilayah Persekutuan dan Kesejahteraan Bandar <i>Federal Territories and Urban Wellbeing</i>	667	99 (14.8%)
16.	Pelajaran <i>Education</i>	368	53 (14.4%)
17.	Sumber Manusia <i>Human Resources</i>	315	45 (14.3%)

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2. Kualiti Perkhidmatan Yang Tidak Memuaskan Termasuk Kaunter dan Telefon *Unsatisfactory Service Quality Including Counter and Telephone*

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Kualiti Perkhidmatan Kurang Memuaskan <i>Unsatisfactory Service Quality (%)</i>
18.	Pertanian dan Industri Asas Tani <i>Agriculture and Agro-Based Industry</i>	143	19 (13.3%)
19.	Dalam Negeri <i>Home Affairs</i>	1,356	179 (13.2%)
20.	Kerja Raya <i>Works</i>	818	100 (12.2%)
21.	Pembangunan Wanita, Keluarga dan Masyarakat <i>Women, Family and Community Development</i>	261	31 (11.9%)
22.	Perumahan dan Kerajaan Tempatan <i>Housing and Local Government</i>	190	21 (11.1%)
23.	Sumber Asli dan Alam Sekitar <i>Natural Resources and Environment</i>	369	35 (9.5%)
24.	Pertahanan <i>Defence</i>	44	3 (6.8%)
25.	Perusahaan Perladangan dan Komoditi <i>Plantation Industries and Commodities</i>	13	-
Jumlah <i>Total</i>		8,321	1,859 (22.3%)

3. Tindakan Tidak Adil
Unfair Action

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Tindakan Tidak Adil <i>Unfair Action</i> (%)
1.	Sumber Manusia <i>Human Resources</i>	315	135 (42.9%)
2.	Pertahanan <i>Defence</i>	44	18 (40.9%)
3.	Pelancongan <i>Tourism</i>	27	7 (25.9%)
4.	Pelajaran <i>Education</i>	368	94 (25.5%)
5.	Sains, Teknologi dan Inovasi <i>Science, Technology and Innovation</i>	8	2 (25.0%)
6.	Kewangan <i>Finance</i>	585	142 (24.3%)
7.	Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan <i>Domestic Trade, Co-operatives and Consumerism</i>	415	98 (23.6%)
8.	Pengajian Tinggi <i>Higher Education</i>	268	47 (17.5%)
9.	Pengangkutan <i>Transport</i>	293	50 (17.1%)
10.	Dalam Negeri <i>Home Affairs</i>	1,356	230 (17.0%)
11.	Jabatan Perdana Menteri <i>Prime Minister's Department</i>	389	64 (16.5%)
12.	Perdagangan Antarabangsa dan Industri <i>International Trade and Industry</i>	12	2 (16.7%)
13.	Tenaga, Teknologi Hijau dan Air <i>Energy, Green Technology and Water</i>	426	69 (16.2%)
14.	Belia dan Sukan <i>Youth and Sports</i>	13	2 (15.4%)
15.	Perusahaan Perladangan dan Komoditi <i>Plantation Industries and Commodities</i>	13	2 (15.4%)
16.	Pembangunan Wanita, Keluarga dan Masyarakat <i>Women, Family and Community Development</i>	261	39 (14.9%)
17.	Kemajuan Luar Bandar dan Wilayah <i>Rural and Regional Development</i>	145	20 (13.8%)

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3. Tindakan Tidak Adil *Unfair Action*

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima Received	Tindakan Tidak Adil <i>Unfair Action</i> (%)
18.	Penerangan, Komunikasi dan Kebudayaan <i>Information, Communications and Culture</i>	638	85 (13.3%)
19.	Pertanian dan Industri Asas Tani <i>Agriculture and Agro-Based Industry</i>	143	19 (13.3%)
20.	Luar Negeri <i>Foreign Affairs</i>	16	2 (12.5%)
21.	Perumahan dan Kerajaan Tempatan <i>Housing and Local Government</i>	190	15 (7.9%)
22.	Kesihatan <i>Health</i>	542	42 (7.7%)
23.	Wilayah Persekutuan dan Kesejahteraan Bandar <i>Federal Territories and Urban Wellbeing</i>	667	33 (4.9%)
24.	Sumber Asli dan Alam Sekitar <i>Natural Resources and Environment</i>	369	16 (4.3%)
25.	Kerja Raya <i>Works</i>	818	19 (2.3%)
Jumlah <i>Total</i>		8,321	1,252 (15.0%)

4. Kegagalan Penguatkuasaan
Failure of Enforcement

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Kegagalan Penguatkuasaan <i>Failure of Enforcement</i> (%)
1.	Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan <i>Domestic Trade, Co-operatives and Consumerism</i>	415	113 (27.2%)
2.	Dalam Negeri <i>Home Affairs</i>	1356	236 (17.4%)
3.	Pelancongan <i>Tourism</i>	27	4 (14.8%)
4.	Pengangkutan <i>Transport</i>	293	39 (13.3%)
5.	Sumber Asli dan Alam Sekitar <i>Natural Resources and Environment</i>	369	38 (10.3%)
6.	Perumahan dan Kerajaan Tempatan <i>Housing and Local Government</i>	190	19 (10.0%)
7.	Jabatan Perdana Menteri <i>Prime Minister's Department</i>	389	27 (6.9%)
8.	Pertanian dan Industri Asas Tani <i>Agriculture and Agro-Based Industry</i>	143	10 (7.0%)
9.	Kerja Raya <i>Works</i>	818	38 (4.6%)
10.	Kesihatan <i>Health</i>	542	20 (3.7%)
11.	Kewangan <i>Finance</i>	585	19 (3.2%)
12.	Wilayah Persekutuan dan Kesejahteraan Bandar <i>Federal Territories and Urban Wellbeing</i>	667	19 (2.8%)
13.	Pembangunan Wanita, Keluarga dan Masyarakat <i>Women, Family and Community Development</i>	261	6 (2.3%)
14.	Pertahanan <i>Defence</i>	44	1 (2.3%)
15.	Tenaga, Teknologi Hijau dan Air <i>Energy, Green Technology and Water</i>	426	7 (1.6%)
16.	Pelajaran <i>Education</i>	368	6 (1.6%)

4. Kegagalan Penguatkuasaan
Failure of Enforcement

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Kegagalan Penguatkuasaan <i>Failure of Enforcement (%)</i>
17.	Penerangan, Komunikasi dan Kebudayaan <i>Information, Communications and Culture</i>	638	14 (2.2%)
18.	Sumber Manusia <i>Human Resources</i>	315	6 (1.9%)
19.	Pengajian Tinggi <i>Higher Education</i>	268	2 (0.7%)
20.	Kemajuan Luar Bandar dan Wilayah <i>Rural and Regional Development</i>	145	-
21.	Luar Negeri <i>Foreign Affairs</i>	16	-
22.	Belia dan Sukan <i>Youth and Sports</i>	13	-
23.	Perusahaan Perladangan dan Komoditi <i>Plantation Industries and Commodities</i>	13	-
24.	Perdagangan Antarabangsa dan Industri <i>International Trade and Industry</i>	12	-
25.	Sains, Teknologi dan Inovasi <i>Science, Technology and Innovation</i>	8	-
Jumlah <i>Total</i>		8,321	624 (7.5%)

5. Kekurangan Kemudahan Awam
Lack of Public Amenities

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Kekurangan Kemudahan Awam <i>Lack of Public Amenities</i> (%)
1.	Kerja Raya <i>Works</i>	818	175 (21.4%)
2.	Kemajuan Luar Bandar dan Wilayah <i>Rural and Regional Development</i>	145	21 (14.5%)
3.	Pelancongan <i>Tourism</i>	27	3 (11.1%)
4.	Tenaga, Teknologi Hijau dan Air <i>Energy, Green Technology and Water</i>	426	36 (8.5%)
5.	Jabatan Perdana Menteri <i>Prime Minister's Department</i>	389	20 (5.1%)
6.	Penerangan, Komunikasi dan Kebudayaan <i>Information, Communications and Culture</i>	638	32 (5.0%)
7.	Wilayah Persekutuan dan Kesejahteraan Bandar <i>Federal Territories and Urban Wellbeing</i>	667	29 (4.3%)
8.	Perumahan dan Kerajaan Tempatan <i>Housing and Local Government</i>	190	7 (3.7%)
9.	Kesihatan <i>Health</i>	542	15 (2.8%)
10.	Pertanian dan Industri Asas Tani <i>Agriculture and Agro-Based Industry</i>	143	4 (2.8%)
11.	Pengangkutan <i>Transport</i>	293	7 (2.4%)
12.	Pembangunan Wanita, Keluarga dan Masyarakat <i>Women, Family and Community Development</i>	261	6 (2.3%)
13.	Pertahanan <i>Defence</i>	44	1 (2.3%)
14.	Sumber Asli dan Alam Sekitar <i>Natural Resources and Environment</i>	369	7 (1.9%)
15.	Pelajaran <i>Education</i>	368	3 (0.8%)
16.	Dalam Negeri <i>Home Affairs</i>	1356	10 (0.7%)

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5. Kekurangan Kemudahan Awam *Lack of Public Amenities*

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Kekurangan Kemudahan Awam <i>Lack of Public Amenities</i> (%)
17.	Kewangan <i>Finance</i>	585	4 (0.7%)
18.	Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan <i>Domestic Trade, Co-operatives and Consumerism</i>	415	3 (0.7%)
19.	Sumber Manusia <i>Human Resources</i>	315	1 (0.3%)
20.	Pengajian Tinggi <i>Higher Education</i>	268	-
21.	Luar Negeri <i>Foreign Affairs</i>	16	-
22.	Belia dan Sukan <i>Youth and Sports</i>	13	-
23.	Perusahaan Perladangan dan Komoditi <i>Plantation Industries and Commodities</i>	13	-
24.	Perdagangan Antarabangsa dan Industri <i>International Trade and Industry</i>	12	-
25.	Sains, Teknologi dan Inovasi <i>Science, Technology and Innovation</i>	8	-
Jumlah <i>Total</i>		8,321	384 (4.6%)

6. Pelbagai Aduan
Miscellaneous Complaints

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Pelbagai Aduan <i>Miscellaneous Complaints (%)</i>
1.	Pertanian dan Industri Asas Tani <i>Agriculture and Agro-Based Industry</i>	143	18 (12.6%)
2.	Sumber Asli dan Alam Sekitar <i>Natural Resources and Environment</i>	369	34 (9.2%)
3.	Wilayah Persekutuan dan Kesejahteraan Bandar <i>Federal Territories and Urban Wellbeing</i>	667	61 (9.1%)
4.	Pembangunan Wanita, Keluarga dan Masyarakat <i>Women, Family and Community Development</i>	261	23 (8.8%)
5.	Perdagangan Antarabangsa dan Industri <i>International Trade and Industry</i>	12	1 (8.3%)
6.	Belia dan Sukan <i>Youth and Sports</i>	13	1 (7.7%)
7.	Pertahanan <i>Defence</i>	44	3 (6.8%)
8.	Luar Negeri <i>Foreign Affairs</i>	16	1 (6.3%)
9.	Perumahan dan Kerajaan Tempatan <i>Housing and Local Government</i>	190	9 (4.7%)
10.	Pengangkutan <i>Transport</i>	293	10 (3.4%)
11.	Kemajuan Luar Bandar dan Wilayah <i>Rural and Regional Development</i>	145	5 (3.4%)
12.	Tenaga, Teknologi Hijau dan Air <i>Energy, Green Technology and Water</i>	426	14 (3.3%)
13.	Jabatan Perdana Menteri <i>Prime Minister's Department</i>	389	12 (3.1%)
14.	Dalam Negeri <i>Home Affairs</i>	1,356	39 (2.9%)
15.	Kesihatan <i>Health</i>	542	15 (2.8%)
16.	Penerangan, Komunikasi dan Kebudayaan <i>Information, Communications and Culture</i>	638	18 (2.8%)
17.	Kerja Raya <i>Works</i>	818	22 (2.7%)
18	Kewangan <i>Finance</i>	585	16 (2.7%)

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6. Pelbagai Aduan *Miscellaneous Complaints*

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Pelbagai Aduan <i>Miscellaneous Complaints</i> (%)
19.	Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan <i>Domestic Trade, Co-operatives and Consumerism</i>	415	9 (2.2%)
20.	Pelajaran <i>Education</i>	368	8 (2.2%)
21.	Pengajian Tinggi <i>Higher Education</i>	268	3 (1.1%)
22.	Sumber Manusia <i>Human Resources</i>	315	-
23.	Pelancongan <i>Tourism</i>	27	-
24.	Perusahaan Perladangan dan Komoditi <i>Plantation Industries and Commodities</i>	13	-
25.	Sains, Teknologi dan Inovasi <i>Science, Technology and Innovation</i>	8	-
Jumlah <i>Total</i>		8,321	322 (3.9%)

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7. Kegagalan Mengikut Prosedur Yang Ditetapkan *Failure to Adhere to Set Procedures*

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Kegagalan Mengikut Prosedur Yang Ditetapkan <i>Failure to Adhere to Set Procedures</i> (%)
1.	Pertahanan <i>Defence</i>	44	4 (9.1%)
2.	Perusahaan Perladangan dan Komoditi <i>Plantation Industries and Commodities</i>	13	1 (7.7%)
3.	Kewangan <i>Finance</i>	585	42 (7.2%)
4.	Kesihatan <i>Health</i>	542	29 (5.4%)
5.	Perumahan dan Kerajaan Tempatan <i>Housing and Local Government</i>	190	9 (4.7%)
6.	Pengajian Tinggi <i>Higher Education</i>	268	11 (4.1%)
7.	Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan <i>Domestic Trade, Co-operatives and Consumerism</i>	415	16 (3.9%)
8.	Sumber Manusia <i>Human Resources</i>	315	11 (3.5%)
9.	Jabatan Perdana Menteri <i>Prime Minister's Department</i>	389	12 (3.1%)
10.	Pembangunan Wanita, Keluarga dan Masyarakat <i>Women, Family and Community Development</i>	261	8 (3.1%)
11.	Penerangan, Komunikasi dan Kebudayaan <i>Information, Communications and Culture</i>	638	17 (2.7%)
12.	Sumber Asli dan Alam Sekitar <i>Natural Resources and Environment</i>	369	9 (2.4%)
13.	Tenaga, Teknologi Hijau dan Air <i>Energy, Green Technology and Water</i>	426	9 (2.1%)
14.	Pertanian dan Industri Asas Tani <i>Agriculture and Agro-Based Industry</i>	143	3 (2.1%)
15.	Pengangkutan <i>Transport</i>	293	6 (2.0%)

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7. Kegagalan Mengikut Prosedur Yang Ditetapkan *Failure to Adhere to Set Procedures*

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Kegagalan Mengikut Prosedur Yang Ditetapkan <i>Failure to Adhere to Set Procedures (%)</i>
16.	Pelajaran <i>Education</i>	368	7 (1.9%)
17.	Dalam Negeri <i>Home Affairs</i>	1,356	17 (1.3%)
18.	Kerja Raya <i>Works</i>	818	10 (1.2%)
19.	Wilayah Persekutuan dan Kesejahteraan Bandar <i>Federal Territories and Urban Wellbeing</i>	667	7 (1.0%)
20.	Kemajuan Luar Bandar dan Wilayah <i>Rural and Regional Development</i>	145	-
21.	Pelancongan <i>Tourism</i>	27	-
22.	Luar Negeri <i>Foreign Affairs</i>	16	-
23.	Belia dan Sukan <i>Youth and Sports</i>	13	-
24.	Perdagangan Antarabangsa dan Industri <i>International Trade and Industry</i>	12	-
25.	Sains, Teknologi dan Inovasi <i>Science, Technology and Innovation</i>	8	-
Jumlah <i>Total</i>		8,321	228 (2.7%)

8. Salah Laku Anggota Awam
Misconduct of Civil Servants

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Salah Laku Anggota Awam <i>Misconduct of Civil Servants</i> (%)
1.	Perusahaan Perladangan dan Komoditi <i>Plantation Industries and Commodities</i>	13	6 (46.2%)
2.	Pelajaran <i>Education</i>	368	43 (11.7%)
3.	Perdagangan Antarabangsa dan Industri <i>International Trade and Industry</i>	12	1 (8.3%)
4.	Belia dan Sukan <i>Youth and Sports</i>	13	1 (7.7%)
5.	Luar Negeri <i>Foreign Affairs</i>	16	1 (6.3%)
6.	Kesihatan <i>Health</i>	542	27 (5.0%)
7.	Dalam Negeri <i>Home Affairs</i>	1,356	61 (4.5%)
8.	Kemajuan Luar Bandar dan Wilayah <i>Rural and Regional Development</i>	145	6 (4.1%)
9.	Pengangkutan <i>Transport</i>	293	11 (3.8%)
10.	Pengajian Tinggi <i>Higher Education</i>	268	9 (3.4%)
11.	Pertanian dan Industri Asas Tani <i>Agriculture and Agro-Based Industry</i>	143	4 (2.8%)
12.	Jabatan Perdana Menteri <i>Prime Minister's Department</i>	389	10 (2.6%)
13.	Pertahanan <i>Defence</i>	44	1 (2.3%)
14.	Perumahan dan Kerajaan Tempatan <i>Housing and Local Government</i>	190	3 (1.6%)
15.	Pembangunan Wanita, Keluarga dan Masyarakat <i>Women, Family and Community Development</i>	261	4 (1.5%)
16.	Sumber Manusia <i>Human Resources</i>	351	4 (1.3%)

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8. Salah Laku Anggota Awam *Misconduct of Civil Servants*

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Salah Laku Anggota Awam <i>Misconduct of Civil Servants</i> (%)
17.	Kewangan <i>Finance</i>	585	7 (1.2%)
18.	Sumber Asli dan Alam Sekitar <i>Natural Resources and Environment</i>	369	3 (0.8%)
19.	Penerangan, Komunikasi dan Kebudayaan <i>Information, Communications and Culture</i>	638	2 (0.3%)
20.	Kerja Raya <i>Works</i>	818	2 (0.2%)
21.	Wilayah Persekutuan dan Kesejahteraan Bandar <i>Federal Territories and Urban Wellbeing</i>	667	1 (0.1%)
22.	Tenaga, Teknologi Hijau dan Air <i>Energy, Green Technology and Water</i>	426	-
23.	Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan <i>Domestic Trade, Co-operatives and Consumerism</i>	415	-
24.	Pelancongan <i>Tourism</i>	27	-
25.	Sains, Teknologi dan Inovasi <i>Science, Technology and Innovation</i>	8	-
Jumlah <i>Total</i>		8,321	207 (2.5%)

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9. Salah Guna Kuasa/Penyelewengan *Abuse of Power/Misappropriation*

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima Received	Salahguna Kuasa/ Penyelewangan <i>Abuse of Power/ Misappropriation</i> (%)
1.	Pertahanan <i>Defence</i>	44	1 (2.3%)
2.	Belia dan Sukan <i>Youth and Sports</i>	13	1 (7.7%)
3.	Perusahaan Perladangan dan Komoditi <i>Plantation Industries and Commodities</i>	13	1 (7.7%)
4.	Pelajaran <i>Education</i>	368	23 (6.3%)
5.	Luar Negeri <i>Foreign Affairs</i>	16	1 (6.3%)
6.	Pengajian Tinggi <i>Higher Education</i>	268	16 (6.0%)
7.	Dalam Negeri <i>Home Affairs</i>	1,356	46 (3.4%)
8.	Kewangan <i>Finance</i>	585	18 (3.1%)
9.	Jabatan Perdana Menteri <i>Prime Minister's Department</i>	389	10 (2.6%)
10.	Penerangan, Komunikasi dan Kebudayaan <i>Information, Communications and Culture</i>	638	14 (2.2%)
11.	Pertanian dan Industri Asas Tani <i>Agriculture and Agro-Based Industry</i>	143	2 (1.4%)
12.	Kesihatan <i>Health</i>	542	7 (1.3%)
13.	Sumber Manusia <i>Human Resources</i>	315	4 (1.3%)
14.	Pembangunan Wanita, Keluarga dan Masyarakat <i>Women, Family and Community Development</i>	261	3 (1.1%)
15.	Perumahan dan Kerajaan Tempatan <i>Housing and Local Government</i>	190	2 (1.1%)
16.	Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan <i>Domestic Trade, Co-operatives and Consumerism</i>	415	4 (1.0%)

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9. Salah Guna Kuasa/Penyelewengan *Abuse of Power/Misappropriation*

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Salahguna Kuasa/ Penyelewangan <i>Abuse of Power/ Misappropriation (%)</i>
17.	Pengangkutan <i>Transport</i>	293	3 (1.0%)
18.	Kemajuan Luar Bandar dan Wilayah <i>Rural and Regional Development</i>	145	1 (0.7%)
19.	Wilayah Persekutuan dan Kesejahteraan Bandar <i>Federal Territories and Urban Wellbeing</i>	667	2 (0.3%)
20.	Sumber Asli dan Alam Sekitar <i>Natural Resources and Environment</i>	369	1 (0.3%)
21.	Kerja Raya <i>Works</i>	818	2 (0.2%)
22.	Tenaga, Teknologi Hijau dan Air <i>Energy, Green Technology and Water</i>	426	0
23.	Pelancongan <i>Tourism</i>	27	0
24.	Perdagangan Antarabangsa dan Industri <i>International Trade and Industry</i>	12	-
25.	Sains, Teknologi dan Inovasi <i>Science, Technology and Innovation</i>	8	-
Jumlah <i>Total</i>		8,321	162 (1.9%)

10. Kepincangan Pelaksanaan Dasar dan Kelemahan Undang-Undang
Inadequacies of Policy Implementation and Law

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Kepincangan Pelaksanaan Dasar dan Kelemahan Undang- Undang <i>Inadequacies of Policy Implementation and Law</i> (%)
1.	Perdagangan Antarabangsa dan Industri <i>International Trade and Industry</i>	12	1 (8.3%)
2.	Pelancongan <i>Tourism</i>	27	1 (3.7%)
3.	Pertanian dan Industri Asas Tani <i>Agriculture and Agro-Based Industry</i>	143	2 (1.4%)
4.	Jabatan Perdana Menteri <i>Prime Minister's Department</i>	389	5 (1.3%)
5.	Pelajaran <i>Education</i>	368	4 (1.1%)
6.	Dalam Negeri <i>Home Affairs</i>	1,356	13 (1.0%)
7.	Pembangunan Wanita, Keluarga dan Masyarakat <i>Women, Family and Community Development</i>	261	2 (0.8%)
8.	Kemajuan Luar Bandar dan Wilayah <i>Rural and Regional Development</i>	145	1 (0.7%)
9.	Kesihatan <i>Health</i>	542	2 (0.4%)
10.	Pengajian Tinggi <i>Higher Education</i>	268	1 (0.4%)
11.	Penerangan, Komunikasi dan Kebudayaan <i>Information, Communications and Culture</i>	638	2 (0.3%)
12.	Kewangan <i>Finance</i>	585	2 (0.3%)
13.	Sumber Manusia <i>Human Resources</i>	315	1 (0.3%)
14.	Pengangkutan <i>Transport</i>	293	1 (0.3%)
15.	Kerja Raya <i>Works</i>	818	2 (0.2%)

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10. Kepincangan Pelaksanaan Dasar dan Kelemahan Undang-Undang *Inadequacies of Policy Implementation and Law*

Bil. No.	Kementerian <i>Ministry</i>	Jumlah Aduan <i>Total Complaints</i>	
		Terima <i>Received</i>	Kepincangan Pelaksanaan Dasar dan Kelemahan Undang-Undang <i>Inadequacies of Policy Implementation and Law</i> (%)
16.	Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan <i>Domestic Trade, Co-operatives and Consumerism</i>	415	1 (0.2%)
17.	Wilayah Persekutuan dan Kesejahteraan Bandar <i>Federal Territories and Urban Wellbeing</i>	667	1 (0.1%)
18.	Tenaga, Teknologi Hijau dan Air <i>Energy, Green Technology and Water</i>	426	-
29.	Sumber Asli dan Alam Sekitar <i>Natural Resources and Environment</i>	369	-
20.	Perumahan dan Kerajaan Tempatan <i>Housing and Local Government</i>	190	-
21.	Pertahanan <i>Defence</i>	44	-
22.	Luar Negeri <i>Foreign Affairs</i>	16	-
23.	Belia dan Sukan <i>Youth and Sports</i>	13	-
24.	Perusahaan Perladangan dan Komoditi <i>Plantation Industries and Commodities</i>	13	-
25.	Sains, Teknologi dan Inovasi <i>Science, Technology and Innovation</i>	8	-
Jumlah <i>Total</i>		8,321	42 (0.5%)

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Statistik Aduan Terhadap Pihak Berkuasa Tempatan (PBT)
Complaints Statistic Against Local Authorities (LA)

Aduan Terhadap Pihak Berkuasa Tempatan di Wilayah Persekutuan (WP) Bagi Tahun 2011
Complaints Against Local Authorities in Federal Territories (FT) for 2011

Bil. No.	Pihak Berkuasa Tempatan <i>Local Authority</i>	Jumlah Aduan <i>Total Complaints</i>			
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i>	Selesai <i>Resolved</i>	Selesai <i>Resolved</i> (%)
1.	Dewan Bandaraya Kuala Lumpur <i>Kuala Lumpur City Hall</i>	571	41	530	92.8
2.	Perbadanan Putrajaya <i>Putrajaya Corporation</i>	69	1	68	98.6
3.	Perbadanan Labuan <i>Labuan Corporation</i>	5	-	5	100
Jumlah Aduan Terhadap PBT WP <i>Total Complaints Against FT LA</i>		645	42	603	93.5

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Aduan Terhadap Pihak Berkuasa Tempatan di Negeri Selangor Bagi Tahun 2011 *Complaints Against Local Authorities in Selangor for 2011*

Bil. No.	Pihak Berkuasa Tempatan <i>Local Authority</i>	Jumlah Aduan <i>Total Complaints</i>			
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i>	Selesai <i>Resolved</i>	Selesai <i>Resolved</i> (%)
1.	Majlis Perbandaran Kajang <i>Kajang Municipal Council</i>	174	38	136	78.2
2.	Majlis Perbandaran Subang Jaya <i>Subang Jaya Municipal Council</i>	108	13	95	88.0
3.	Majlis Bandaraya Shah Alam <i>Shah Alam City Council</i>	97	5	92	94.8
4.	Majlis Bandaraya Petaling Jaya <i>Petaling Jaya City Council</i>	80	7	73	91.3
5.	Majlis Perbandaran Selayang <i>Selayang Municipal Council</i>	75	9	66	88.0
6.	Majlis Perbandaran Sepang <i>Sepang Municipal Council</i>	68	13	55	80.9
7.	Majlis Perbandaran Klang <i>Klang Municipal Council</i>	52	5	47	90.4
8.	Majlis Perbandaran Ampang Jaya <i>Ampang Jaya Municipal Council</i>	44	1	43	97.7
9.	Majlis Daerah Sabak Bernam <i>Sabak Bernam District Council</i>	19	11	8	42.1
10.	Majlis Daerah Hulu Selangor <i>Hulu Selangor District Council</i>	14	1	13	92.9
11.	Majlis Daerah Kuala Langat <i>Kuala Langat District Council</i>	10	-	10	100
12.	Majlis Daerah Kuala Selangor <i>Kuala Selangor District Council</i>	8	2	6	75.0
13.	Majlis Daerah Hulu Langat <i>Hulu Langat District Council</i>	-	-	-	-
Jumlah Aduan Terhadap PBT Selangor <i>Total Complaints Against Selangor LA</i>		749	105	644	86.0

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Aduan Terhadap Pihak Berkuasa Tempatan di Negeri Johor Bagi Tahun 2011 *Complaints Against Local Authorities in Johor for 2011*

Bil. No.	Pihak Berkuasa Tempatan <i>Local Authority</i>	Jumlah Aduan <i>Total Complaints</i>			
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i>	Selesai <i>Resolved</i>	Selesai <i>Resolved</i> (%)
1.	Majlis Bandaraya Johor Bahru <i>Johor Bahru City Council</i>	138	-	138	100
2.	Majlis Perbandaran Johor Bahru Tengah <i>Johor Bahru Tengah Municipal Council</i>	127	-	127	100
3.	Majlis Perbandaran Kulai <i>Kulai Municipal Council</i>	33	-	33	100
4.	Majlis Perbandaran Batu Pahat <i>Batu Pahat Municipal Council</i>	18	-	18	100
5.	Majlis Perbandaran Kluang <i>Kluang Municipal Council</i>	18	-	18	100
6	Majlis Daerah Pontian <i>Pontian District Council</i>	17	-	17	100
7.	Majlis Daerah Kota Tinggi <i>Kota Tinggi District Council</i>	16	-	16	100
8.	Majlis Perbandaran Muar <i>Muar Municipal Council</i>	14	-	14	100
9.	Majlis Daerah Tangkak <i>Tangkak District Council</i>	12	-	12	100
10.	Majlis Daerah Labis <i>Labis District Council</i>	9	-	9	100
11.	Majlis Daerah Mersing <i>Mersing District Council</i>	7	-	7	100
12.	Pihak Berkuasa Tempatan Pasir Gudang <i>Pasir Gudang Local Authority</i>	6	-	6	100
13.	Majlis Daerah Simpang Renggam <i>Simpang Renggam District Council</i>	6	-	6	100
14.	Majlis Daerah Yong Peng <i>Yong Peng District Council</i>	5	-	5	100
15.	Majlis Daerah Segamat <i>Segamat District Council</i>	5	-	5	100
Jumlah Aduan Terhadap PBT Johor <i>Total Complaints Against Johor LA</i>		431	-	431	100

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Aduan Terhadap Pihak Berkuasa Tempatan di Negeri Perak Bagi Tahun 2011 *Complaints Against Local Authorities in Perak for 2011*

Bil. No.	Pihak Berkuasa Tempatan <i>Local Authority</i>	Jumlah Aduan <i>Total Complaints</i>			
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i>	Selesai <i>Resolved</i>	Selesai <i>Resolved</i> (%)
1.	Majlis Bandaraya Ipoh <i>Ipoh City Council</i>	246	-	246	100
2.	Majlis Perbandaran Taiping <i>Taiping Municipal Council</i>	29	-	29	100
3.	Majlis Daerah Tapah <i>Tapah District Council</i>	24	-	24	100
4.	Majlis Perbandaran Kuala Kangsar <i>Kuala Kangsar Municipal Council</i>	22	-	22	100
5.	Majlis Daerah Kinta Barat <i>West Kinta District Council</i>	19	-	19	100
6	Majlis Daerah Perak Tengah <i>Perak Tengah District Council</i>	11	1	10	90.9
7.	Majlis Perbandaran Teluk Intan <i>Teluk Intan Municipal Council</i>	10	-	10	100
8.	Majlis Daerah Pengkalan Hulu <i>Pengkalan Hulu District Council</i>	8	-	8	100
9.	Majlis Daerah Kampar <i>Kampar District Council</i>	7	-	7	100
10.	Majlis Perbandaran Manjung <i>Manjung Municipal Council</i>	7	-	7	100
11.	Majlis Daerah Tanjung Malim <i>Tanjung Malim District Council</i>	5	-	5	100
12.	Majlis Daerah Gerik <i>Gerik District Council</i>	4	1	3	75.0
13.	Majlis Daerah Lenggong <i>Lenggong District Council</i>	2	-	2	100
14.	Majlis Daerah Kerian <i>Kerian District Council</i>	1	-	1	100
15.	Majlis Daerah Kinta Selatan <i>South Kinta District Council</i>	-	-	-	-
Jumlah Aduan Terhadap PBT Perak <i>Total Complaints Against Perak LA</i>		395	2	393	99.5

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Aduan Terhadap Pihak Berkuasa Tempatan di Negeri Pahang Bagi Tahun 2011 *Complaints Against Local Authorities in Pahang for 2011*

Bil. No.	Pihak Berkuasa Tempatan <i>Local Authority</i>	Jumlah Aduan <i>Total Complaints</i>			
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i>	Selesai <i>Resolved</i>	Selesai <i>Resolved</i> (%)
1.	Majlis Perbandaran Kuantan <i>Kuantan Municipal Council</i>	142	-	142	100
2.	Majlis Perbandaran Temerloh <i>Temerloh Municipal Council</i>	28	-	28	100
3.	Majlis Daerah Pekan <i>Pekan District Council</i>	28	-	28	100
4.	Majlis Perbandaran Bentong <i>Bentong Municipal Council</i>	23	-	23	100
5.	Majlis Daerah Lipis <i>Lipis District Council</i>	16	-	16	100
6.	Majlis Daerah Maran <i>Maran District Council</i>	11	-	11	100
7.	Majlis Daerah Rompin <i>Rompin District Council</i>	9	-	9	100
8.	Majlis Daerah Bera <i>Bera District Council</i>	5	-	5	100
9.	Majlis Daerah Jerantut <i>Jerantut District Council</i>	5	-	5	100
10.	Majlis Daerah Raub <i>Raub District Council</i>	3	-	3	100
11.	Majlis Daerah Cameron Highlands <i>Cameron Highlands District Council</i>	3	-	3	100
Jumlah Aduan Terhadap PBT Pahang <i>Total Complaints Against Pahang LA</i>		273	-	273	100

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Aduan Terhadap Pihak Berkuasa Tempatan di Negeri Sembilan Bagi Tahun 2011 *Complaints Against Local Authorities in Negeri Sembilan for 2011*

Bil. No.	Pihak Berkuasa Tempatan <i>Local Authority</i>	Jumlah Aduan <i>Total Complaints</i>			
		Terima Received	Dalam Tindakan <i>Under Investigation</i>	Selesai Resolved	Selesai Resolved (%)
1.	Majlis Daerah Jempol <i>Jempol District Council</i>	91	2	89	97.8
2.	Majlis Perbandaran Seremban <i>Seremban Municipal Council</i>	72	2	70	97.2
3.	Majlis Perbandaran Nilai <i>Nilai Municipal Council</i>	26	-	26	100
4.	Majlis Daerah Rembau <i>Rembau District Council</i>	25	1	24	96.0
5.	Majlis Daerah Kuala Pilah <i>Kuala Pilah District Council</i>	13	0	13	100
6.	Majlis Daerah Tampin <i>Tampin District Council</i>	11	-	11	100
7.	Majlis Daerah Jelebu <i>Jelebu District Council</i>	10	-	10	100
8.	Majlis Perbandaran Port Dickson <i>Port Dickson Municipal Council</i>	8	-	8	100
Jumlah Aduan Terhadap PBT Negeri Sembilan <i>Total Complaints Against Negeri Sembilan LA</i>		256	5	251	98.0

Aduan Terhadap Pihak Berkuasa Tempatan di Negeri Sarawak Bagi Tahun 2011 *Complaints Against Local Authorities in Sarawak for 2011*

Bil. No.	Pihak Berkuasa Tempatan <i>Local Authority</i>	Jumlah Aduan <i>Total Complaints</i>			
		Terima Received	Dalam Tindakan <i>Under Investigation</i>	Selesai Resolved	Selesai Resolved (%)
1.	Majlis Daerah Simunjan <i>Simunjan District Council</i>	64	-	64	100
2.	Dewan Bandaraya Kuching Utara <i>The Commision of The City of Kuching North</i>	32	-	32	100
3.	Majlis Perbandaran Padawan <i>Padawan Municipal Council</i>	20	-	20	100

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Aduan Terhadap Pihak Berkuasa Tempatan di Negeri Sarawak Bagi Tahun 2011 *Complaints Against Local Authorities in Sarawak for 2011*

Bil. No.	Pihak Berkuasa Tempatan <i>Local Authority</i>	Jumlah Aduan <i>Total Complaints</i>			
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i>	Selesai <i>Resolved</i>	Selesai <i>Resolved</i> (%)
4.	Majlis Daerah Sarikei <i>Sarikei District Council</i>	20	-	20	100
5.	Majlis Bandaraya Miri <i>Miri City Council</i>	15	-	15	100
6.	Majlis Perbandaran Sibu <i>Sibu Municipal Council</i>	12	-	12	100
7.	Majlis Bandaraya Kuching Selatan <i>The Council of The City of Kuching South</i>	11	-	11	100
8.	Majlis Daerah Samarahan <i>Samarahan District Council</i>	11	-	11	100
9.	Majlis Daerah Limbang <i>Limbang District Council</i>	7	-	7	100
10.	Majlis Daerah Bau <i>Bau District Council</i>	2	-	2	100
11.	Majlis Daerah Lundu <i>Lundu District Council</i>	1	-	1	100
12.	Majlis Daerah Sri Aman <i>Sri Aman District Council</i>	1	-	1	100
13.	Majlis Daerah Kapit <i>Kapit District Council</i>	1	-	1	100
14.	Majlis Daerah Saratok <i>Saratok District Council</i>	1	-	1	100
15.	Majlis Daerah Luar Bandar Sibu <i>Sibu Rural District Council</i>	-	-	-	-
16.	Majlis Daerah Betong <i>Betong District Council</i>	-	-	-	-
17.	Majlis Daerah Subis <i>Subis District Council</i>	-	-	-	-
18.	Majlis Daerah Lubuk Antu <i>Lubok Antu District Council</i>	-	-	-	-
19.	Majlis Daerah Maradong dan Julau <i>Maradong and Julau District Council</i>	-	-	-	-
Jumlah Aduan Terhadap PBT Sarawak <i>Total Complaints Against Sarawak LA</i>		198	-	198	100

STATISTIK

STATISTICS

Aduan Terhadap Pihak Berkuasa Tempatan di Negeri Terengganu Bagi Tahun 2011 *Complaints Against Local Authorities in Terengganu State for 2011*

Bil. No.	Pihak Berkuasa Tempatan <i>Local Authority</i>	Jumlah Aduan <i>Total Complaints</i>			
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i>	Selesai <i>Resolved</i>	Selesai <i>Resolved</i> (%)
1.	Majlis Bandaraya Kuala Terengganu <i>Kuala Terengganu City Council</i>	112	-	112	100
2.	Majlis Perbandaran Kemaman <i>Kemaman Municipal Council</i>	41	-	41	100
3.	Majlis Daerah Marang <i>Marang District Council</i>	25	-	25	100
4.	Majlis Daerah Dungun <i>Dungun District Council</i>	9	-	9	100
5.	Majlis Daerah Besut <i>Besut District Council</i>	6	-	6	100
6.	Majlis Daerah Hulu Terengganu <i>Hulu Terengganu District Council</i>	3	-	3	100
7.	Majlis Daerah Setiu <i>Setiu District Council</i>	1	-	1	100
Jumlah Aduan Terhadap PBT Terengganu <i>Total Complaints Against Terengganu LA</i>		197	-	197	100

Aduan Terhadap Pihak Berkuasa Tempatan di Negeri Melaka Bagi Tahun 2011 *Complaints Against Local Authorities in Melaka for 2011*

Bil. No.	Pihak Berkuasa Tempatan <i>Local Authority</i>	Jumlah Aduan <i>Total Complaints</i>			
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i>	Selesai <i>Resolved</i>	Selesai <i>Resolved</i> (%)
1.	Majlis Melaka Bandaraya Bersejarah <i>Melaka Historic City Council</i>	66	-	66	100
2.	Majlis Perbandaran Hang Tuah Jaya <i>Hang Tuah Jaya Municipal Council</i>	60	-	60	100
3.	Majlis Perbandaran Alor Gajah <i>Alor Gajah Municipal Council</i>	35	-	35	100
4.	Majlis Daerah Jasin <i>Jasin District Council</i>	9	1	8	88.9
5.	Majlis Daerah Alor Gajah <i>Alor Gajah District Council</i>	-	-	-	-
Jumlah Aduan Terhadap PBT Melaka <i>Total Complaints Against Melaka LA</i>		170	1	169	99.4

STATISTIK

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Aduan Terhadap Pihak Berkuasa Tempatan di Negeri Pulau Pinang Bagi Tahun 2011 *Complaints Against Local Authorities in Penang State for 2011*

Bil. No.	Pihak Berkuasa Tempatan <i>Local Authority</i>	Jumlah Aduan <i>Total Complaints</i>			
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i>	Selesai <i>Resolved</i>	Selesai <i>Resolved</i> (%)
1.	Majlis Perbandaran Pulau Pinang <i>Pulau Pinang Municipal Council</i>	76	-	76	100
2.	Majlis Perbandaran Seberang Perai <i>Seberang Perai Municipal Council</i>	74	-	74	100
Jumlah Aduan Terhadap PBT Pulau Pinang <i>Total Complaints Against Pulau Pinang LA</i>		150	-	150	100

Terhadap Pihak Berkuasa Tempatan di Negeri Kelantan Bagi Tahun 2011 *Against Local Authorities in Kelantan for 2011*

Bil. No.	Pihak Berkuasa Tempatan <i>Local Authority</i>	Jumlah Aduan <i>Total Complaints</i>			
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i>	Selesai <i>Resolved</i>	Selesai <i>Resolved</i> (%)
1.	Majlis Perbandaran Kota Bharu <i>Kota Bharu Municipal Council</i>	36	-	36	100
2.	Majlis Daerah Tumpat <i>Tumpat District Council</i>	24	-	24	100
3.	Majlis Daerah Pasir Mas <i>Pasir Mas District Council</i>	19	-	19	100
4.	Majlis Daerah Machang <i>Machang District Council</i>	18	-	18	100
5.	Majlis Daerah Ketereh <i>Ketereh District Council</i>	5	-	5	100
6.	Majlis Daerah Bachok <i>Bachok District Council</i>	4	-	4	100
7.	Majlis Daerah Gua Musang <i>Gua Musang District Council</i>	3	-	3	100
8.	Majlis Daerah Jeli <i>Jeli District Council</i>	1	-	1	100
9.	Majlis Daerah Kuala Krai Utara <i>Kuala Krai (North) District Council</i>	1	-	1	100
10.	Majlis Daerah Dabong <i>Dabong District Council</i>	1	-	1	100
11.	Majlis Daerah Kuala Krai Selatan <i>Kuala Krai (South) District Council</i>	1	-	1	100
12.	Majlis Daerah Tanah Merah <i>Tanah Merah District Council</i>	-	-	-	-
Jumlah Aduan Terhadap PBT Kelantan <i>Total Complaints Against Kelantan LA</i>		113	-	113	100

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Aduan Terhadap Pihak Berkuasa Tempatan di Negeri Kedah Bagi Tahun 2011 *Complaints Against Local Authorities in Kedah for 2011*

Bil. No.	Pihak Berkuasa Tempatan <i>Local Authority</i>	Jumlah Aduan <i>Total Complaints</i>			
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i>	Selesai <i>Resolved</i>	Selesai <i>Resolved</i> (%)
1.	Majlis Perbandaran Sungai Petani <i>Sungai Petani Municipal Council</i>	38	-	38	100
2.	Majlis Daerah Kubang Pasu <i>Kubang Pasu District Council</i>	19	-	19	100
3.	Majlis Bandaraya Alor Setar <i>Alor Star City Council</i>	18	-	18	100
4.	Majlis Perbandaran Langkawi Bandaraya Pelancongan <i>Langkawi Tourism City Council</i>	12	-	12	100
5.	Majlis Perbandaran Kulim <i>Kulim Municipal Council</i>	7	-	7	100
6.	Majlis Daerah Baling <i>Baling District Council</i>	7	-	7	100
7.	Majlis Daerah Pendang <i>Pendang District Council</i>	3	-	3	100
8.	Majlis Daerah Sik <i>Sik District Council</i>	3	-	3	100
9.	Majlis Daerah Langkawi <i>Langkawi District Council</i>	2	-	2	100
10.	Majlis Daerah Bandar Baharu <i>Bandar Baharu District Council</i>	2	-	2	100
Jumlah Aduan Terhadap PBT Kedah <i>Total Complaints Against Kedah LA</i>		111	-	111	100

Aduan Terhadap Pihak Berkuasa Tempatan Di Negeri Sabah Bagi Tahun 2011 *Complaints Against Local Authorities in Sabah for 2011*

Bil. No.	Pihak Berkuasa Tempatan <i>Local Authority</i>	Jumlah Aduan <i>Total Complaints</i>			
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i>	Selesai <i>Resolved</i>	Selesai <i>Resolved</i> (%)
1.	Dewan Bandaraya Kota Kinabalu <i>Kota Kinabalu City Council</i>	65	-	65	100
2.	Majlis Daerah Kota Marudu <i>Kota Marudu District Council</i>	7	-	7	100
3.	Majlis Perbandaran Tawau <i>Tawau Municipal Council</i>	6	-	6	100

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Aduan Terhadap Pihak Berkuasa Tempatan Di Negeri Sabah Bagi Tahun 2011 *Complaints Against Local Authorities in Sabah for 2011*

Bil. No.	Pihak Berkuasa Tempatan <i>Local Authority</i>	Jumlah Aduan <i>Total Complaints</i>			
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i>	Selesai <i>Resolved</i>	Selesai <i>Resolved</i> (%)
4.	Majlis Perbandaran Sandakan <i>Sandakan Municipal Council</i>	5	-	5	100
5.	Majlis Daerah Papar <i>Papar District Council</i>	5	-	5	100
6.	Majlis Daerah Penampang <i>Penampang District Council</i>	4	-	4	100
7.	Majlis Daerah Keningau <i>Keningau District Council</i>	2	-	2	100
8.	Majlis Daerah Semporna <i>Semporna District Council</i>	1	-	1	100
9.	Majlis Daerah Beaufort <i>Beaufort District Council</i>	1	-	1	100
10.	Majlis Daerah Kota Belud <i>Kota Belud District Council</i>	1	-	1	100
11.	Majlis Daerah Lahad Datu <i>Lahad Datu District Council</i>	-	-	-	-
12.	Majlis Daerah Tuaran <i>Tuaran District Council</i>	-	-	-	-
13.	Majlis Daerah Kunak <i>Kunak District Council</i>	-		-	-
14.	Majlis Daerah Tenom <i>Tenom District Council</i>	-	-	-	-
15.	Majlis Daerah Kuala Penyu <i>Kuala Penyu District Council</i>	-	-	-	-
Jumlah Aduan Terhadap PBT Sabah <i>Total Complaints Against Sabah LA</i>		97	-	97	100

Aduan Terhadap Pihak Berkuasa Tempatan di Negeri Perlis Bagi Tahun 2011 *Complaints Against Local Authorities in Perlis State for Year 2011*

Bil. No.	Pihak Berkuasa Tempatan <i>Local Authority</i>	Jumlah Aduan <i>Total Complaints</i>			
		Terima <i>Received</i>	Dalam Tindakan <i>Under Investigation</i>	Selesai <i>Resolved</i>	Selesai <i>Resolved</i> (%)
1.	Majlis Perbandaran Kangar <i>Kangar Municipal Council</i>	8	-	8	100
Jumlah Aduan Terhadap PBT Perlis <i>Total Complaints Against Perlis LA</i>		8	-	8	100

MAKLUMAT PEJABAT BPA
INFORMATION ON PCB OFFICES

IBU PEJABAT / HEADQUARTERS
 Biro Pengaduan Awam
 Jabatan Perdana Menteri
 Aras 6, Blok B1, Kompleks JPM,
 Pusat Pentadbiran Kerajaan Persekutuan,
 62502 Putrajaya.
 Tel : 03-8872 5777
 Fax : 03-8888 7778 / 03-8888 3748

BPA SELANGOR

Biro Pengaduan Awam
 Jabatan Perdana Menteri
 Tingkat 10, Menara PPNS
 Pusat Dagangan UMNO Shah Alam,
 Lot 8, Persiaran Damai, Seksyen 11,
 40000 Shah Alam, Selangor.
 Tel : 03-55133777
 Fax : 03-55106358

BPA KUALA LUMPUR

Biro Pengaduan Awam
 Jabatan Perdana Menteri
 Tingkat 41, Lot 2
 Menara TH Perdana,
 Jalan Sultan Ismail,
 50250 Kuala Lumpur.
 Tel : 03-2691 1346
 Fax : 03-2692 9107

BPA PULAU PINANG/KEDAH/PERLIS

Biro Pengaduan Awam
 Jabatan Perdana Menteri
 Paras 44,
 Bangunan KOMTAR,
 Jalan Pinang,
 10000 Pulau Pinang.
 Tel : 04-263 689
 Fax : 04-263 6894

BPA PAHANG

Biro Pengaduan Awam
 Jabatan Perdana Menteri
 Tingkat 17,
 Kompleks Teruntum,
 Jalan Mahkota,
 25000 Kuantan, Pahang.
 Tel : 09-514 4455
 Fax : 09-514 4477

BPA PERAK

Biro Pengaduan Awam
 Jabatan Perdana Menteri
 Tingkat 2,
 Bangunan MAYBAN TRUST,
 No. 28 Jalan Tun Sambanthan,
 30000 Ipoh,
 Perak.
 Tel : 05-255 8500
 Fax : 05-255 8501

BPA MELAKA/NEGERI SEMBILAN

Biro Pengaduan Awam
 Jabatan Perdana Menteri
 Aras 2, Wisma Persekutuan,
 Jalan MITC, Hang Tuah Jaya,
 Ayer Keroh,
 75450 Melaka.
 Tel : 06-234 5890
 Fax : 06-234 5891

BPA TERENGGANU/KELANTAN

Biro Pengaduan Awam
 Jabatan Perdana Menteri
 Tingkat 2, Wisma MAIDAM,
 Jalan Banggol,
 20100 Kuala Terengganu,
 Terengganu.
 Tel : 09-623 8135
 Fax : 09-623 8134

BPA JOHOR

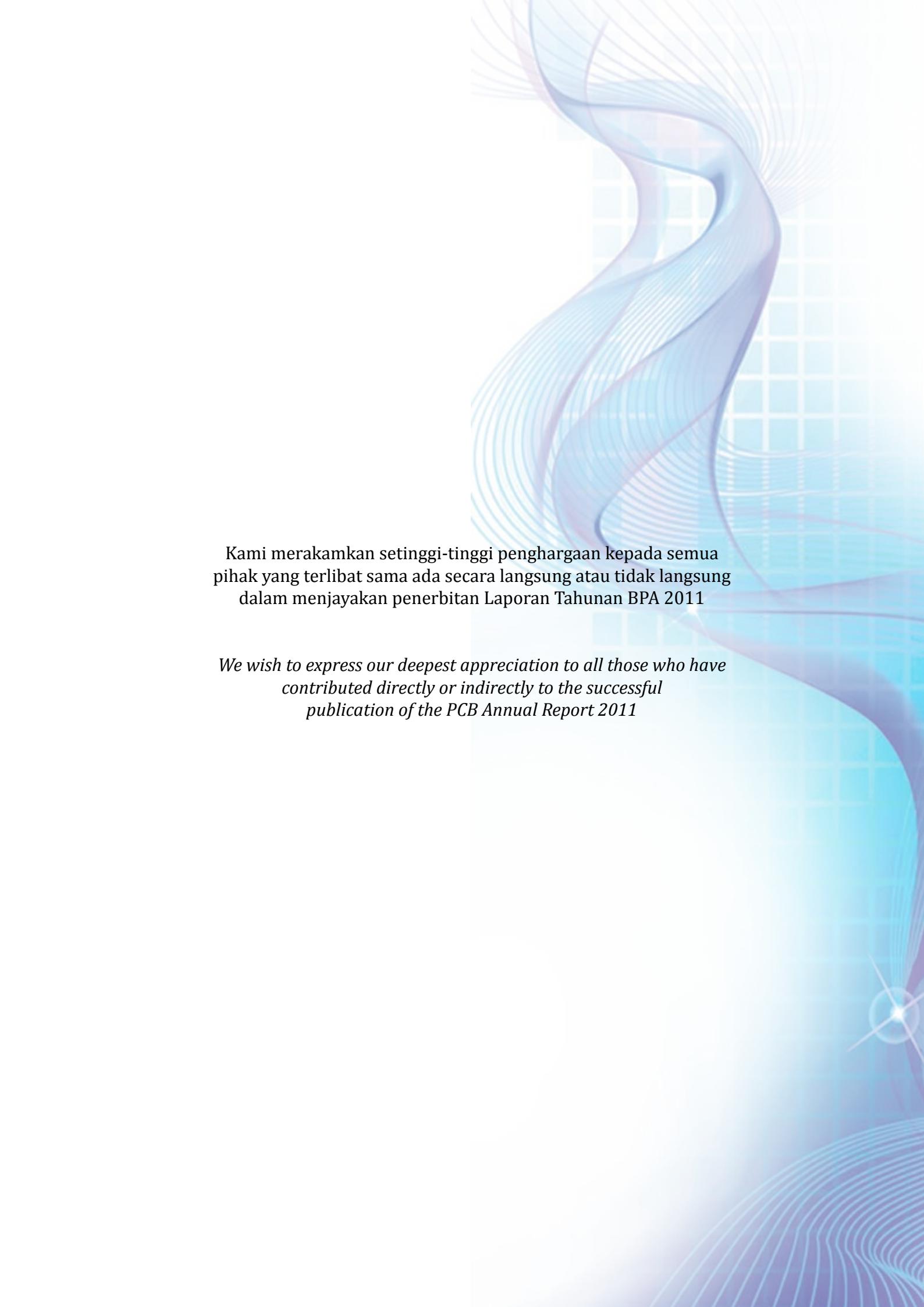
Biro Pengaduan Awam
 Jabatan Perdana Menteri
 Tingkat 21,
 Bangunan KOMTAR,
 Jalan Wong Ah Fook,
 80505 Johor Bahru.
 Tel : 07-223 0900
 Fax : 07-223 0900

BPA SABAH

Biro Pengaduan Awam
 Jabatan Perdana Menteri
 Suite 6-15, Tingkat 6,
 Menara MAA, No. 6,
 Lorong Api-api 1,
 88800 Kota Kinabalu,
 Sabah.
 Tel : 088-280 300
 Fax : 088-280 301

BPA SARAWAK

Biro Pengaduan Awam
 Jabatan Perdana Menteri
 Tingkat 5,
 Bangunan Bank Negara Malaysia Sarawak,
 Jalan Satok, 93400 Kuching,
 Sarawak.
 Tel : 082-415 004
 Fax : 082-415 005



Kami merakamkan setinggi-tinggi penghargaan kepada semua pihak yang terlibat sama ada secara langsung atau tidak langsung dalam menjayakan penerbitan Laporan Tahunan BPA 2011

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Biro Pengaduan Awam
Jabatan Perdana Menteri
Aras 6, Blok B1, Kompleks JPM,
Pusat Pentadbiran Kerajaan Persekutuan,
62502 Putrajaya.
Tel : 03-8872 5777
Fax : 03-8888 7778 / 03-8888 3748