

Send your letters to  
Letters Editor,

The New Straits Times Press (M) Bhd,  
31, Jalan Riong, 59100 Kuala Lumpur or  
email [letters@nst.com.my](mailto:letters@nst.com.my) (Tel: 03-2056 9411).

A letter must have a writer's name, signature, home address, phone  
and MyKad numbers. It should ideally **not be more than 500 words**.  
The editor reserves the right to edit a letter for clarity and length.

# LETTERS

## ART OF MANAGEMENT

# PUBLIC SECTOR MUST PRIORITISE TALENT

**M**ALAYSIA is now at a turning point and the road ahead is bound to be challenging in realising the vision of becoming a developed country by 2030. As the country matures, the aspirations of its citizens have been evolving even as we contend with the rapidly changing global environment.

This new millennium marks a new era, in which the employment landscape is filled with the new generation that has gradually shifted from academic pursuers to employees, and, eventually, main players of the job market. This "new generation employee" is a busting term in management academia that has transformed the employment landscape, where talent is becoming a new differentiator.

The repercussions of globalisation have led the public sectors

globally to re-think their strategies and visions. The Malaysian public sector also faces similar heat and turmoil due to the unstable world labour market, such as the sharp rise in global talent movements due to technology advancement.

Simultaneously, planning and managing 1.6 million public servants who offer services at every level of the government, from local authorities right up to policymakers at the central agencies, are indeed an intricate and complex task. Hence, in taking the public sector's good work forward with bolder change efforts, more deliberate, and a greater sense of urgency, it is time for the Malaysian Civil Service to up the ante on talent management.

Within the context of the Malaysian public sector, talent reflects the key enabler to drive Malaysia's economic transformation and to

support an economy that aspires to be productivity-driven, knowledge-intensive, and innovation-led. In realising these goals, the Malaysian public sector must emphasise on talent management to sustain their competitiveness. Talent management denotes the highest priority of management to keep the policy objectives intact.

It is a new-fangled terminology that has turned out to be an essential axiom within the space of human resources management. Talent management, apart from signifying leadership development or succession planning, is an integrated approach of recruiting, developing, and retaining talents in the firm to reap future benefits.

Talent management contravenes conventional traditions by emphasising the role of top management. This ensures that the human

resources functions are adhered to in placing the right talent at the right time and position based on suitable job functions in achieving organisational goals.

Managing people is a delicate art. The public sector should invest in talent management strategies, particularly in training and development. Training and development is an investment in acquiring skills and upgrading employee work skills to perform duties effectively. Hence, the public sector needs to carry out policymaking and system of government as each employee has different capabilities and capacities.

The Malaysian public sector may confidently assert that it has the National Institute of Public Administration (INTAN) to uphold its commitment to train officers. INTAN is equipped with a wide range of subject matter experts who train

civil servants to attain a high level of competence. Above all, INTAN, which embraces virtual learning tailored to the current needs and development, has an advantage for modernising its talent development programmes.

This approach may ease the burden of retiring baby boomers, whereby the transition and the transmission of knowledge and skills to new generation employees will be smooth. In short, profoundly embracing talent management serves as a booster to escalate productivity and allows engagement of employees to their jobs within the public sector as an ultimate reality.

**DR BATHMAVATHY DALAYGA**

Public Policy and Governance Cluster  
National Institute of Public  
Administration (INTAN)