

## Staff and Organisation

The Board of Directors recognises the hard work, dedication and commitment of all staff in 1998. The Board also expresses its appreciation to them for enduring a challenging year especially during the implementation of the new exchange control measures in September 1998, whereby there was exceptional teamwork and support within the Bank.

After nearly four years at the helm of the Bank, Tan Sri Ahmad bin Mohd Don and Dato' Fong Weng Phak relinquished their positions as the Governor and Deputy Governor on 1 September 1998. The Board acknowledges Tan Sri Ahmad and Dato' Fong's contributions. Tan Sri Dato' Seri Ali Abul Hassan bin Sulaiman succeeded Tan Sri Ahmad as the Governor and Chairman of the Board of Directors and Dr. Zeti Akhtar Aziz was appointed as the Deputy Governor with effect from 7 September 1998. Dato' Nor Mohamed bin Yakcop was appointed as Adviser, also effective from the same date.

## Continuation of Reorganisation Process

The Bank continued with the implementation of its change programme, encompassing the review, rationalisation and redesign of its role, structure and function, its processes and procedures as well as its human resource management. One of the strategic projects embarked by the Bank in 1998 was the review of the currency processing and distribution function, which culminated in the establishment of six regional centres to store currency notes and coins, while the distribution and processing function was outsourced to EFT System (M) Sendirian Berhad (EFT), which established its own Cash Centres. Although EFT, as the Bank's agent, performs the distribution and processing, the Bank retains its control over the currency stock at each cash centre. The majority of the 74 EFT staff are from the Bank's currency processing unit who were offered a mandatory separation scheme with benefits and compensation similar to those that were offered under the Voluntary Separation Scheme in 1997.

The year also saw the privatisation of the Mint effective October 1998. This is in line with the Government's effort to privatise productive activities on a more cost-effective basis. The privatisation of the Mint was offered to Boustead Holdings Berhad, a public company owned by Lembaga Tabung Angkatan Tentera. Boustead Mint Sendirian Berhad was established to take over the operations of the Mint. The non-executive staff of the Mint were offered a mandatory separation scheme with benefits and compensation similar to those under the Voluntary Separation Scheme conducted in 1997.

## Developments in Human Resource

In the area of human resource development, the Bank continued with the implementation of strategic projects aimed at improving staff performance, productivity and competency. To inculcate a new performance management culture across all levels of the Bank, goal-setting programmes were conducted extensively for the non-executives. A new modular format was also implemented for the Induction Programme for new senior executives aimed at helping them integrate into the work culture of the Bank. In addition, a formal "Mentoring Programme" was introduced to provide a support system for the new senior executives. The line departments were empowered to manage the training and development needs of their staff and were encouraged to jointly share the responsibility with the Human Resource Development Centre. The Human Resource Development Centre, in trying to meet the skill needs of line management, arising from the decentralisation of some of the human resource functions, conducted courses on selection interviewing techniques as well as on domestic inquiry procedures for heads of department. Training in other areas of needs such as computer literacy, occupational safety and health, customer focus and technical programmes in banking, finance and economics continued during the year to equip staff with the necessary skills to perform their work efficiently and professionally. The number of training man-days totalled 538,269 for the year.

The Bank also approved a recognition programme, aimed at complementing its existing reward system. Formal awards such as Teamwork, Leadership, Innovative and Excellent Service were introduced to promote a high level of work excellence.

## General

The Board was saddened by the untimely demise of two former Governors, Tun Ismail Ali who passed away on 6 July 1998 and Tan Sri Dato' Jaffar Hussein who passed away on 11 August 1998. Both of them have served the Bank with distinction. The Board wishes to place on record its heartfelt condolences to their families.

## Awards

The Board congratulates the Deputy Governor, Dr. Zeti Akhtar Aziz, on being conferred the Darjah Mahkota Johor Yang Amat Mulia Pangkat Kedua (D.P.M.J) on the occasion of the birthday of His Royal Highness, the Sultan of Johor Darul Takzim on 8 April 1998.

The Board would also like to congratulate all 28 staff who received the long service awards upon the completion of 20 and 30 years of dedicated service in the Bank.

## Retirement

The Board wishes to place on record its appreciation and gratitude to the 20 retirees who have rendered loyal and dedicated service to the Bank. The staff who retired from the services of the Bank in 1998 were Puan Tan Yit Seong (Insurance Regulation Department), Puan Fatimah binti Ibrahim (Money Museum Unit), Encik Tay Bin Chat (SEACEN), Puan Wong Fong Lin (Exchange Control Department), Encik Zainal bin Mohd Yunus (Payment Systems Department), Encik Lee Ah Kiong (Human Resource Management Department), Encik Ganesan a/l Muniandy (Insurance Supervision Department), Cik Theresa Lai Min Fui (Governor's Office), Puan Gloria Arputhasamy (Insurance Regulation Department), Encik Muhammad bin Hussain, Encik Omar bin Abd. Samad, Encik Abdul Ghani bin Abdul Razak, Encik Othman bin Zakaria (Pulau Pinang Branch), Encik Mohd Sham bin Abdul Rahman, Encik Mohd Sairi bin Hj Abu Bakar, Encik Supaat bin Mohd Yatiman, Encik Mohd Yunus bin Jais (Johor Bahru Branch), Encik Abu Talib bin Abass (Mint), Encik Mesran @ Mahmood bin Haji Siraj (Finance Department) and Tuan Haji Yaakub bin Lebai Titeh (Property and Services Department).

## Manpower

As at the end of 1998, the Bank had a total staff complement of 1,560, representing staff in the Head Office, five branches, two representative offices in London and New York, and the Human Resource Development Centre in Petaling Jaya.

---

**BANK NEGARA MALAYSIA  
ORGANISATION STRUCTURE**

**BOARD OF DIRECTORS**

**GOVERNOR**

Tan Sri Dato' Seri Ali Abul Hassan bin Sulaiman

Corporate Services

Mohd Nor bin Mashor

Special Investigation

S. Indralingam

**DEPUTY GOVERNOR**

Dr. Zeti Akhtar Aziz

Internal Audit

Zainul Abidin bin Nazir Ahmad

Risk Management

Teo Kee Tian

**ADVISER**

Dato' Nor Mohamed bin Yakcop

**ASSISTANT GOVERNOR**

**ECONOMICS**

Latifah Merican Cheong

Economics I

Ismail bin Alowi

Economics II

Dr. Phang Hooi Eng

Statistical Services

Chan Yan Kit

**ASSISTANT GOVERNOR**

**INVESTMENT & OPERATIONS**

Huang Sin Cheng

Investment & Treasury

Lillian Leong Bee Lian

New York Rep. Office

London Rep. Office

Information Services

Ramli bin Saad

Finance

Azizan bin Haji Abd Rahman

Legal

Gopala Krishnan Sundaram

Currency Management & Operation

Low Koon Seng

Branches (5)

**ASSISTANT GOVERNOR**

**SERVICES**

Mohamed Yusof bin Ahmad Muhaiyuddin

Human Resource Management

Mohamed Yusof bin Ahmad Muhaiyuddin

Human Resource Development Centre

Essah binti Yusoff

Property & Services

Maksom bin Kasan Widi

Security

Che Norudin bin Che Alli

**ASSISTANT GOVERNOR**

**SUPERVISION**

Datuk Zamani bin Abdul Ghani

Bank Supervision I

Zakaria Ismail

Bank Supervision II

Wong Yew Sen

Insurance Supervision

Yahaya bin Haji Besah

IS Supervision

Norainy binti Mohd Sahid

Payment Systems

Che Sab bin Ahmad

**ASSISTANT GOVERNOR**

**REGULATION**

Dr. Awang Adek Hussin

Bank Regulation

Nor Shamsiah Mohd Yunus

Insurance Regulation

Muhammad bin Ibrahim

Exchange Control

Md. Radzi bin Haji Kechik