

Ucapan Tahun Baru Ketua Pengarah Januari 1992

Yang Berusaha, Tuan Pengerusi Majlis,
Pengarah-Pengarah PORIM,
Ketua-Ketua Unit dan seterusnya,
Tuan-tuan dan puan-puan yang saya hormati sekalian.

Assalamualaikum, salam sejahtera dan selamat pagi. Saya terlebih dahulu ingin mengambil kesempatan ini untuk mengucapkan berbilang terima kasih atas kesudian tuan-tuan untuk datang berkumpul pada pagi ini. Tujuan utama saya berdiri di hadapan tuan-tuan dan berucap pada pagi ini ialah untuk kita bersama-sama mengambil kesempatan ini bagi merenungi kedudukan kemajuan kita di PORIM dan bagaimana kita harus mengorak langkah supaya meneruskan usaha cemerlang serta kejayaan yang telah tercapai oleh PORIM hingga ke hari ini.

Disamping itu, harus juga saya mengambil peluang ini menerangkan sebanyak sedikit perubahan dan perkembangan semasa untuk kita sama-sama mengetahuinya. Memanglah menjadi amalan yang baik jika kita dapat penjelasan serta panduan atas kedudukan yang berubah seperti pertukaran Ketua Pengarah.

Perkara yang utama yang saya usulkan pada hari yang berbahagia ini ialah mandat yang dipertanggung-jawabkan kepada kita. Kita dikehendaki memperbetulkan sasaran dan arah tugas supaya memberi tumpuan untuk menggerak dan melaksanakan penyelidikan kerana kita perlu menekan penyelidikan sebagai tumpuan aktiviti kita. Polisi ini dikemukakan kepada kita mungkin kerana dirasakan usaha penyelidikan telah terpesong oleh

kegiatan-kegiatan lain yang terpaksa kita pikul sejak beberapa tahun kebelakangan ini.

Misalnya, tumpuan PORIM terpaksa diarah kepada penyelesaian kempen anti minyak sawit sejak kempen itu meletus pada tahun 1987. Fikirkanlah berapa banyaknya tenaga, kewangan dan masa yang telah ditumpukan dalam usaha menentang kempen tersebut, dan sudah tentu ia menjejaskan usaha serta tumpuan kepada tugas terpenting PORIM iaitu melaksanakan penyelidikan kepada segala aspek industri minyak sawit.

PORIM telah banyak mencapai kemajuan. Projek-projek yang di rancang begitu rapi sejak 11 tahun lalu telah banyak mendatangkan hasil. PORIM telah berjaya mendapat pengiktirafan atas kejayaannya dalam projek-projek seperti vitamin E, palm diesel, tisu kultur, pembajaan dan banyak lagi. PORIM dihormati kerana sumbangannya atas usaha perkembangan pasaran melalui usaha TAS, usaha analitikal dan teknologi makanan. PORIM tetap menjadi pusat terkemuka untuk membekalkan maklumat berkenaan industri minyak sawit. PORIM mendapat nama yang harum atas usaha serta kejayaan mengatasi kempen anti minyak sawit. Semua kejayaan ini bermula dengan adanya tumpuan serta perancangan yang teliti supaya usaha yang gigih

dapat ditumpukan kepada aktiviti tersebut untuk mencapai kejayaan.

Kejayaan PORIM ini adalah kejayaan tuan-tuan dan puan-puan semua. Kejayaan ini adalah juga usaha, daya pemikiran dan titik peluh Ketua Pengarah PORIM yang telah terdahulu dari ini dan saya amat kagum atas kejayaan mereka itu. Malah saya merasakan amat berat untuk menandingi kejayaan mereka apabila saya diberi peluang untuk menyambung usaha-usaha mereka itu. Walau bagaimanapun, kita semua tahu tugas Ketua Pengarah ini bukanlah senang, tetapi ianya juga tidaklah 'impossible'. Dengan usaha sama serta kerjasama tuan-tuan insyaallah, kita akan tentukan berlakunya kesinambungan atas usaha-usaha penyelidikan, pembangunan dan khidmat yang telah di laksanakan dengan prestasi yang begitu baik oleh PORIM di masa lalu.

Perkara kedua terpenting untuk saya usulkan pada pagi ini ialah usaha kita kepada cara-cara meningkatkan aktiviti penyelidikan seperti tujuan utama PORIM yang saya sebutkan sebentar tadi. Sudah tentu terlintas pada pemikiran tuan-tuan berbagai cara untuk mencapai tujuan tersebut, tetapi kita harus menumpukan perhatian kepada keupayaan kita, iaitu "productive capacity dan capability" kita untuk melakukan penyelidikan supaya menghasilkan penemuan-penemuan yang berguna. Untuk tujuan ini, pihak pengarah akan dipohon untuk memberi perhatian yang lebih supaya keupayaan kita untuk memberi sumbangan akan meningkat. Keupayaan menyumbang atau produktif kapasiti ini boleh ditingkatkan melalui:

- Latihan

- pengurusan pelaksanaan projek yang rapi
- semangat bekerja yang baik
- imbuhan yang baik

Kita perlu mengatasi kelemahan yang masih ada. Di antara kita ada produktiviti yang masih belum memuaskan sungguhpun tuan-tuan sendiri merasakan bahawa usaha yang gigih telah tuan-tuan berikan. Ini mungkin kerana kita masih lagi belum mencapai kepakaran bekerja. Pernah saya bandingkan dahulu, di negeri maju, seorang penyelidik menerbit purata 2 hingga 3 penerbitan setahun manakala di PORIM ini, seorang pegawai hanya menerbitkan purata 1/3 penerbitan setahun. Jadi nampak jauh perbezaan, dan kalau kita katakan bahawa kita banyak memberi khidmat kepada industri, mereka di negara maju juga lagi hebat memberi sumbangan serta khidmat kepada industri mereka. Saya harap kita semua akan mengkaji supaya tahap produktiviti kita akan dapat ditingkatkan pada masa akan datang.

Cubalah kita fikirkan, sekiranya kita ini pegawai penyelidik, dan kita mengeluarkan hanya 1 penerbitan tiga tahun sekali, dan apabila kita bersara setelah 20 tahun bekerja, kita akan hanya menyumbang 7 penerbitan. Sekiranya penerbitan ini tidak pula membawa kepada kemajuan industri, maka sumbangan amatlah terhad. Ada di antara penyelidik yang boleh menerbitkan 7 penerbitan ini dalam masa satu atau dua tahun.

Projek penyelidikan begitu juga. Kalau tidak berhati-hati, ada di antara kita yang hanya akan membuat sejumlah projek yang kecil sahaja

benar-benar pun kita telah berkhidmat lama di PORIM.

Perkara ketiga yang saya ingin timbulkan untuk perhatian tuan-tuan dan puan-puan sekalian ialah tumpuan yang perlu diberikan kepada melaksanakan projek-projek penyelidikan. Projek-projek penyelidikan kita adalah tugas yang terpenting di antara tugas-tugas kita. Ianya adalah mustahak sungguhpun kadangkala kita tidak menganggapnya sebagai "urgent", iaitu boleh kita tinggalkan satu dua hari dengan hasrat kita boleh "catch up" pada suatu waktu nanti. Saya khawatir anggapan yang sebegini adalah merbahaya, apa yang selalunya boleh diketepikan satu dua hari kerana ia tidak segera, selalunya diketepikan satu dua minggu atau satu dua bulan. Kemerostan akan tentu berlaku jika ini tidak dibendong dengan segera. Jika ada diantara tuan-tuan yang mengalami masalah ini, saya mohon supaya tuan-tuan ambil tindakan segera untuk mengatasinya. Silalah berjumpa dengan pengarah-pengarah dan jika begitu perlu saya sendiri sedia bekerjasama untuk menolong.

Vision kita

Kita juga perlu meningkatkan kepada sasaran kita bekerja di PORIM ini. Kita tahu industri minyak sawit masih pesat membangun dan akan terus berkembang dalam 10-20 tahun yang akan datang. Pihak industri akan memerlukan sumbangan penyelidikan serta khidmat teknikal dari PORIM. PORIM akan jadi tumpuan pihak industri untuk mendapat sokongan. PORIM harus mampu memberi sokongan ini. PORIM perlu menjadi suatu institusi yang unggul, iaitu pusat

ataupun "centre of excellence" untuk minyak sawit. Minyak sawit Malaysia dijangka akan terus berkembang menduduki tempat pertama di Malaysia serta di antara pengeluaran minyak dan lemak. Ini bermakna PORIM turut akan menjadi institusi penyelidikan yang utama di antara saingannya. Kalau PORIM menduduki tempat yang pertama, pakar-pakar dan pegawai penyelidikannya juga harus turut menjadi pakar yang terkemuka di bidang masing-masing. Kalau saya lambangkan matlamat kita supaya kita menjadi No.1 di peringkat kita, mungkin ia mencerminkan sasaran kita untuk masa depan.

Oleh kerana pentingnya kita mengadakan sasaran serta mengurus projek-projek atau aktiviti kita dengan rapi, saya bercadang supaya proses mengadakan 'target' dilaksanakan sebagai usaha meningkatkan Keupayaan kita di PORIM. Tiap-tiap pegawai penyelidik perlu membuat 'target' ke atas setiap projek penyelidikan, penerbitan serta khidmat yang penting. 'Target' ini yang menunjukkan aktiviti terpenting bagi tiap-tiap projek, penerbitan atau khidmat, harus di sediakan dan disampaikan sebelum 15 haribulan Februari, dan ianya akan di awasi dari masa ke semasa untuk menentukan peratusan kejayaan yang telah dicapai. Borang yang di sediakan oleh kerajaan untuk projek IRPA akan digunakan. Kemajuan projek akan di awasi bukan saja atas pencapaian fizikalnya tetapi juga dari segi peratusan peruntukan kewangan yang telah digunakan. Bagi projek IRPA misalnya, pada tahun lalu, kita telah menggunakan hanya 46% sahaja dari peruntukan. Bagi pihak kerajaan, peratus perbelanjaan yang digunakan harus melebihi 90%.

Pada penghujung tahun, 'target' yang tuan-tuan capai haruslah dikaji dengan pegawai atasan tuan-tuan mengikut apa yang telah ditargetkan secara bersama pada awal tahun. Proses ini akan dilakukan pada bulan Disember ini.

Peluang

Perkara keempat yang saya ingin kita fikir bersama ialah peluang yang ada di PORIM. Saya ingin tuan-tuan merebut peluang-peluang yang ada, sama ada dari segi latihan, pengisian kekosong yang bakal ada, atau peluang untuk memajukan diri melalui usaha penyelidikan sendiri. Tuan-tuan perlu menyediakan diri, meningkatkan kepakaran supaya bersedia untuk maju ke hadapan. Saya diberi tugas supaya menyediakan lapisan pengurusan PORIM. Bagi saya, cara yang paling senang adalah melalui kemajuan tuan-tuan dalam aktiviti penyelidikan atau bidang yang tuan-tuan ceburi. Terpulanglah kepada tuan-tuan untuk menunjukkan kebolehan, kematangan, serta memperluaskan bidang aktiviti dan kemahiran.

Kelima, saya suka menyarankan supaya kita sebagai institusi penyelidikan memajukan profesionalisme kita. Sebagai saintis, misalnya kita perlu meneliti secara mendalam melalui eksperimen kita, dan kita perlu berpengetahuan, dan sentiasa mengambil peluang berkomunikasi melalui penerbitan, seminar, perbincangan dan sebagainya. Yang mustahak sekali, kita mesti peka kepada menggunakan penemuan untuk industri, dan sentiasa pula menilai ide-ide baru untuk dimajukan.

Tindakan

Apa yang perlu dibuat untuk mencapai lima bidang kemajuan yang di usulkan tadi?

Saya ingin menyarankan tiga cara untuk kita memilih untuk memajukan diri.

Pertama, kita mesti pro-aktif, iaitu berinisiatif. Ini bermakna kita memilih melakukan atas perkara atau aktiviti yang di bawah kekuasaan kita. Dalam hal ini, kita tidak hanya menyalahkan orang lain kerana kita ada pilihan untuk mengambil tindakan jika kita mahu. Kita perlu sedar atas keupayaan kita, dan sedar pula bahawa orang lain mungkin mempunyai persepsi yang berlainan dari kita atas isu yang sama. Misalnya kita boleh memilih untuk menukar sikap kerana ini adalah bawah kekuasaan kita.

Kedua, kita perlu bayangkan destinasi atau kesudahan pada aktiviti yang diceburi. Itulah sebabnya, "target setting" adalah mustahak. Tiap-tiap aktiviti yang dibina biasanya dibina dua kali, sekali dalam perancangan dan sekali lagi apabila disiapkan.

Ketiga, kita perlu memajukan perkara yang penting kepada kemajuan tugas dan tanggungjawab kita, yang lain yang kurang penting harus tidak diberi peluang untuk melalaikan kita atas tugas yang berprioriti.

Ketiga-tiga disiplin diri ini adalah dalam kawalan diri tuan-tuan untuk mengerjakannya dan terpulang kepada tuan untuk memilih melakukannya. Tiga lagi sikap perlu ada jika kita hendak prestasi tinggi.

Pertama, bersikap win-win, kedua sikap memahami, dan ketiga bersikap bersinergi atau bergabung usaha. Melalui sikap ini kita menggalakkan

kerjasama serta keadaan saling membantu... "interdependence". Melalui "interdependence" ini, kita akan mencapai lebih pencapaian jika dibandingkan dengan usaha melalui seorang diri sahaja.

Sebagai asas untuk panduan, kita perlu merujuk kepada tujuan sebenar kita. Tujuan sebenar kita bekerja bukanlah semata-mata makan gaji, tetapi untuk menyumbang. Kita perlu menyumbang sekurang-kurangnya dalam 4 arena. Keluarga, masyarakat, ugama dan kerja. PORIM memerlukan sumbangan dari tuan-tuan untuk mencapai kemajuan. Sumbangan PORIM pula dinantikan oleh industri kita. Jadi biarlah kita sedar bahawa yang mustahak ialah sumbangan, dan kita harus menumpukan usaha untuk boleh memberi sumbangan. Usaha yang memberi hasil tetapi hasil itu sendiri tidak menjadi satu sumbangan adalah usaha yang sia-sia, dan yang membazir tenaga, masa dan kewangan sahaja.

Untuk meningkatkan keupayaan kita menyumbang, kita juga harus peka kepada empat bidang sekurang-kurangnya. Pertama keadaan fizikal kita. Badan mestilah sihat. Kita akan menjemput ahli profesional untuk melatih kita "physical fitness" di PORIM ini. Mungkin melalui inisiatif ini kita boleh meningkatkan minat kita untuk meneruskan program "physical fitness" di PORIM ini. Mungkin melalui inisiatif ini kita boleh meningkatkan minat kita untuk meneruskan program "physical fitness" kita sendiri.

Kedua, kemajuan mental kita. Selain dari usaha sendiri seperti membaca, PORIM akan menolong mengadakan latihan, kursus kemahiran, dan berbagai usaha lagi

supaya kematangan kita berfikir, dan kepakaran kita akan meningkat. Kursus akan kerap diadakan dan apabila diadakan kursus terpulang kepada tuan-tuan untuk memilih untuk memperbaiki diri.

Saya tidak lupa perkara ketiga iaitu kemajuan "spiritual" kita. Sebagai manusia biasa, perkara ini harus diberi perhatian juga. Keempatnya kita mesti berupaya memperluaskan kecenderungan kepada persekitaran kita. 'Area of concern' kita harus diperluaskan, dan tiap-tiap bidang ini pula kita boleh memilih melalui inisiatif dan sifat pro-aktif kita untuk memajukan diri dan memperluaskan pandangan.

Pada kesimpulannya, kita hendakkan seseorang yang seimbang kematangan dan kemajuan diri supaya keupayaan menyumbang akan berkekalan dan bukan bagi masa sementara atau jangka pendek sahaja.

Saya melihat banyak yang perlu dilakukan di PORIM ini. Saya melihat banyak potensi yang perlu dimajukan, tetapi yang penting dalam sesuatu organisasi ialah orangnya, kakitangan adalah aset yang paling mustahak. PORIM ada duit, ada kemudahan yang agak cukup. Kalau dah ada kewangan, dah ada infrastruktur, dan dah dibayangkan potensi serta peluang-peluang yang terbuka, yang tinggal adalah keputusan tuan-tuan dan puan-puan semua, untuk bertindak merebut peluang ini dengan tidak berlelah lagi.

Di lain kali kita berjumpa seperti ini saya ingin mengukur kemajuan yang akan dicapai. Tuan-tuan pula akan diberi peluang untuk menyatakan kemajuan yang telah dicapai. Tuan-tuan akan ditanya berapakah penerbitan yang telah dicapai selama

tuan-tuan bekerja di PORIM, berapa yang dihasilkan pada tahun ini, dan adakah penghasilan pada tahun ini melebihi dari tahun-tahun yang lepas setimpal dengan kenaikan gaji SSB misalannya.

Tuan-tuan akan diberi peluang untuk menyatakan peluang-peluang yang diusahakan kerana PORIM menyediakan banyak peluang-peluang. Dan tuan-tuanjuga akan diberi peluang untuk meningkatkan sumbangan sesuai dengan hasrat PORIM untuk membantu industri minyak sawit negara.

Tuan-tuan akan diberi peluang menganalisis kelemahan-kelemahan yang harus diatasi. Satu sistem rujukan kepada pegawai atasan akan diadakan untuk membolehkan kita mendapat bantuan yang diperlukan. Melalui sistem rujukan ini juga, pegawai-pegawai di semua peringkat akan diberi peluang meningkatkan 'accountability' mereka, semangat kerjasama mereka dan kawalan disiplin mereka. Sebagai Ketua Pengarah pula saya dibantu oleh pengarah-pengarah untuk melaksanakan segala aktiviti PORIM. Pengarah-Pengarah pula dibantu oleh ketua-ketua unit dan ketua kumpulan. Tiap-tiap pegawai adalah di dalam kawalan kumpulan atau kawalan ketua unit. Tiap-tiap pegawai rendah adalah di bawah jagaan atau kawalan pegawai kanan yang telah ditentukan. Soal disiplin, soal 'accountability', soal 'supervision' sepatutnya akan terkawal di peringkat berkenaan. Sekiranya seorang pembantu penyelidik masih lagi minum pagi di kantin pada pukul sembilan, tak payahlah saya sendiri beraksi sebagai "prefect" atau gurubesar sekolah, memadailah kalau saya tanyakan khabar misalnya kepada

pengarah atau ketua unit yang semestinya mengambil tahu dan akan pula bertanyakan siapakah pegawai yang mempunyai pembantu penyelidik tersebut. Ini sebagai contoh sahaja.

Saya juga ingin menyatakan di sini supaya tidak ada kekeliruan di masa depan bahawa saya sedia menerima dan membantu sesiapa sahaja yang bermasalah sekiranya saya boleh menolong. Terpulanglah kepada tuan-tuan untuk bertindak. Seelok-eloknya tiap-tiap perkara itu telah dirujuk dan dipertimbangkan oleh pengarah untuk menjimatkan masa dan memudahkan kita membuat keputusan.

Akhir kata, saya mengajak tuan-tuan menempuhi era baru di PORIM ini dengan meningkatkan semangat untuk meningkatkan keupayaan menyumbang serta memberi sumbangan yang ditunggu-tunggu oleh industri. Rebutlah peluang yang menanti melalui peningkatan keupayaan dan kebolehan diri serta membuktikan kepakaran. Masa depan adalah masa tuan-tuan membuktikan bakat yang mungkin masih terpendam, dan saya berfungsi untuk mempercepatkan perkembangan bakat yang ada untuk kebaikan semua.

Saya sedar juga perkara yang saya syorkan ini tidak mudah untuk dilakukan. Banyak kursus bina semangat dan 'strategic planning' telah diadakan. Malah ada yang menanyakan mengapa syorsyor yang lepas belum atau tidak dilaksanakan. Semua ini mengambil masa. Sepuluh tahun masih singkat untuk membentuk "culture" kerja yang diidamkan. Tuan-tuan mesti bersedia sebelum kita melaksanakan apa-apa konsep baru. Semua sumbangan ide yang telah tuan-tuan kemukakan di masa-masa lepas dan yang akan datang akan kita kumpulkan dalam buku panduan yang

akan diterbitkan yang bertajuk 'THE PORIM STRATEGIC PLAN' dan ini akan digunakan sebagai panduan dan rujukan bagi kita mendapat tunjuk arah mengenai sasaran yang di tujui oleh PORIM.

Sebagai penutup kepada majlis ini, dan sempena dengan peluang yang diberikan kepada saya di PORIM ini, saya ingin menandakannya dengan menanam seponon pokok kelapa sawit. Dengan ini sekurang-kurangnya Ketua Pengarah PORIM boleh mengaku beliau 'berpengalaman' menanam kelapa sawit terutamanya bila berbincang dengan pakar-pakar biologi. Yang penting, pokok ini mungkin boleh menjadi kayu ukuran untuk kita menilai kemajuan. Kalau pokok sawit

itu telah tumbuh hingga satu atau dua meter dan kita masih belum maju, belum menerbitkan artikel hasil penyelidikan, maka saya rasa kita tersalah 'profession'. Untuk memberi tuan-tuan masa yang lebih saya sengaja memilih jenis sawit yang renek supaya tuan-tuan tidak panik, dia akan lambat tinggi mencapai satu meter. Pokok ini juga melambangkan pencapaian teknologi PORIM kerana ia akan hanya tinggi atas kadar 22 cm setahun berbanding 60 cm setahun pokok sawit biasa.

Dengan ini saya ucapkan selamat maju jaya kepada tuan-tuan dan puan-puan semua, wassallammualaikum warah matullahi wabarakatuh.

Director-General's New Year Message to Research Officers

2 February 1994

Ladies and Gentlemen,
Assalamualaikum and good morning.

Welcome to this dialogue session. Every six months or so, we gather here to search for the magic formula for achieving success in our R&D efforts. You may still recall that the last session was held on 12 July 1993. During that meeting I emphasized on the need to keep our momentum going on the various things that we had started over the last two years. This includes our targeting system, productivity and capability enhancement programmes and the development of a more efficient research culture.

Today, I would like to introduce two issues that are probably critical to the success of PORIM. Both relate to the redefinition of the meaning of R & D for PORIM.

Firstly, the completion of a research project in PORIM should be taken to mean commercialization of the results obtained from the original research idea. It is not enough that we produce papers and patents alone; transfer of technology and commercialization of the results are also equally important. Research will not benefit the industry until the results are used in order for us to enhance the well being of the industry.

A typical research process includes the identification of a **research idea, putting up the research project proposal, planning and scheduling,**

implementation, writing reports, patents and papers, presentation of papers, transfer of technology and commercialization or utilization of the results by industry.

We have to improve our ability in all of the above research steps. We have to greatly improve our capability in the field of idea generation. We have had some success when we encouraged brainstorming sessions at the division or unit levels in the past. Recently we have even asked the members of the TAC to contribute some research ideas. I hope our officers do realise the importance of generating innovative ideas. We encourage that you continuously develop your research ideas for possible formulation into suitable research projects. You must develop your own ideas bank to ensure that you have superior ideas for formulation into research projects. You can even discuss these with me or with your directors to ensure that the ideas are given a chance to be properly considered. We should find a way so that anyone contributing ideas should be duly recognized and get the credit.

With regard to **project proposal, we have introduced a more quantitative method of evaluating our project proposal** and this was tried out during the last TAC meeting. Some of you who could not explain your project proposals well to the TAC members were probably shocked to see your project being given low priority scores.

If the project has no commercializable potential applications, the industry would generally not be interested. You can therefore see how important it is to pursue and complete your projects right up to the commercialization stage.

The targeting system is no more new to you now. We have introduced the targeting system for two years as a management tool to enhance our ability to deliver efficiently and effectively.

The computerized targeting system is a self-driven system where you are to provide your own targets and implement your activities according to the targeted schedules. I hope that you are proactive enough to use the targets to monitor the progress of your projects and other activities. Those who can use the targeting system will know how efficient they are in doing their work and they can continuously judge their progress without too much difficulty. The achievements against targets are regularly shown in the transparencies that I always bring along to this type of meeting, and as you can see there is room for improvement. We are consistently trying to improve in the percentage achievement of our targets. For those not yet able to publish papers, you should be reminded that the palm that I planted at the driveway two years ago will soon be bearing fruit, but I purposely planted a dwarf palm to give you ample time not to be embarrassed by the palm height and productivity when compared to your own.

In implementing our research projects, the commitment to team work and finishing the project on time will be emphasised in the future. Time

management is still one of the areas where we need to improve tremendously.

Our productivity is still not very high and I have the feeling that we are not using our time productively. To ensure full commitment and coordination among the project team, have suggested that each time a project is to be started, there should be some formality and registration of the starting date of the project and all involved should know their commitments, schedules and targets.

Publication of research results will continue to be the main measure of your productivity. This aspect of our research culture must continue to be nurtured so that 'it becomes our business to produce papers'. Each and everyone of you must recognize the flagship journal for your area of research and try to publish in such publication in addition to PORIM's own. **Please remember that you should be able to generate at least one paper from each project.** Otherwise something is wrong somewhere. The number of publications produced by PORIM in 1993 has increased slightly from 23 in 1992 to 26 in 1993. This is good and I hope this trend will continue to move up as more and more research projects reach maturity. But our number of research officers is increasing steadily and publication per person on average has not improved much.

1993 has been a good year with a number of research findings reaching commercialization stage. This will continue into 1994. We hope to build our corporate image based on research results and commercializable findings and technologies. PORIM's visibility locally and abroad was excellent. We have continued to be active at international meetings/conferences. We

have participated in a number of important missions to unexplored areas. Locally, PORIM's exposure in the media had been good. The number of visitors to PORIM has never waned. All these contribute to the making of PORIM's image.

The second redefinition of our R&D system at PORIM is the need to realise that Research is investment into the future.

Last month we organized a Senior Management Retreat to plan and strategize our activities for 1994. The outcome of this first attempt has been very encouraging and I can clearly see that the various divisions of PORIM are on the right track. We must train ourselves to plan for delivering timely results for the industry. Current achievements are possible only because we have planned and invested in research some time in the past. Achievements seen today may relate to research efforts started ten or even twenty years ago. Our service is to provide R & D results to the industry but R & D projects take time to complete and thus we must anticipate the future and plan accordingly.

There are **three additional shifts in directions** that I would like to suggest for PORIM to meet the above redefinition of R & D concepts. Firstly, we need to develop expertise in selected areas of R & D. Certainly in some areas we have developed the expertise to be confident enough to provide the backup to the commercializing of our projects. All of you here have the potential to become experts in your own field. You have the opportunity to build up on your knowledge and in doing so you are also building on your expertise. By the end of 1995 those of you who are senior

researchers must achieve the status of being a recognized expert in a selected field. We have started our consultancy service to utilize the expertise among our senior officers and there is the potential reward waiting for those who are prepared.

Secondly, we must go high tech. We need to quickly and cautiously get onto the high-tech bandwagon. We must adopt high technology to prepare for the future. In this connection, we have started moderately on biotechnology research. We also hope to form a new unit that would devote to research on downstream products related to oleochemicals this year. You too can play your role by identifying and suggesting other high-tech areas that PORIM should be involved. With strong justifications and reasons, your ideas could be considered and accepted for implementation by PORIM.

Thirdly, PORIM must continue to establish international linkages as a way to put us closer to other centres of excellence and to enhance our position on the world map of science. We live in a borderless world and more so in the field of science and technology. In a borderless world, there is fluidity in the flow of ideas. We must be able to use knowledge from other countries to enhance our own position when such situation is advantageous to us. We may have to bring in experts to help us initially. We have demonstrated that the use of foreign experts in nutrition research for example have resulted in many positive findings and assist us to enhance palm oil's image. Other areas of research in PORIM that is somehow lagging in positive results should therefore consider the use of external experts constructively.

We are beginning to look outward intensively after we have consolidated our internal development. This means that the development of various R&D management concepts, such as research targeting, formation of research groups, emphasis of adequate production of research papers, and capacity building training programmes must continue to be practised. In other words, we have put our house in order, and now we are ready to step forward to attempt and achieve greater things in preparation for the future.

There are several requirements on our part to implement the redefinition of our R & D concepts. It is not easy to develop expertise, adopt high tech and increase our international linkages. Success will depend on our ability to pursue these goals aggressively and we must have several desirable qualities and the right attitude. I will try to present to you some of these desirable attributes.

A few weeks ago our Ministry organized a management retreat for the commodity sector. At the meeting, we were exposed to the concept of paradigm shift and paradigm pioneers. Simply put, paradigm shift refers to a change in the way we see and do things, whilst paradigm pioneers are those who dare to take risks in the face of insurmountable odds and do things that others would not touch. I feel that as researchers we must be like the pioneers - Always exploring and constantly finding new ways or new applications for our products. We must be the one changing the rules and not the one that wait for the rules to change and then try to adapt to them.

It must be our concern to discover the future. This is what paradigm shift is all about. Joel Barker in his

Book *Paradigms?* advocates three keys to the future for any organizations. They are: Excellence, Innovation and Anticipation - Excellence is important and underlines all our works so far. We have introduced the practice of TQM and form Quality Control Circles (QCC) in PORIM. Your commitment to the principles that have been preached to you is important. When you are committed to excellence, you will realize that what you do today is always a stepping stone to something better. The Japanese called it Kaizen - continuous improvement.

However, the pursuit of excellence alone is not sufficient. You have to reach into your brain to bring out some innovative ideas. The Japanese used both the continuous quest for excellence and innovation to maintain their competitive edge in many fields and with handsome profits.

But, according to Joel Barker, both keys need to be enhanced by the ability to foresee the future. Anticipating and discovering what is in the future will be the business that we in PORIM must be in for the next ten years. Anticipating the future means we have to constantly think differently and produce ideas that are workable for the future. We are already strong in most of the traditional fields. What we need most is the courage to push forward creative outputs no matter how bizarre they are and work on them.

Second, let me touch on SSB report. The SSB evaluation system have been thought out by the government as a carrot and stick system to push people towards greater efficiency and productivity. It is an excellent system as it attempts to create fairness and objectivity. Like any other system it can be

abused. PORIM attempts to be fair by including a special column for self evaluation. But some people like to evaluate themselves 10. To get a 10, you must have reached perfection. This is true only on a very rare occasion. You need to be more realistic and try to establish a yardstick by looking around for people who are better than you in each area. Then you can compare! SSB is productivity based. You should not rate yourself 10 if you cannot justify it!

Lastly, we must not forget our clients; the industry, the government, the consumers and fellow scientists. Each of these client group have their own needs. To the industry we must continue to churn out beneficial research results; to the government we must demonstrate our capability to contribute to the realization of the ideals of Vision 2020; to the consumers world-wide, we must prove that palm oil is the best choice for any purpose edible or non-edible; and to the scientific community, we need to continue to interact and enhance our credibility. I hope you are guided to pursue your tasks in 1994 with more confidence realising that we have to implement the policies that I have related to you in the past as well as the additional directions that I have suggested today. One of the initial suggestions that I made was for you to adopt the Seven good habits of effective people as described in the book by Covey. I hope you can still remember the seven habits and I am sure many of you are already

practising them.

We have a huge task ahead of us to create a better future for the oil palm industry through R & D. We could regard this period as the third five year plan 80-85, 86-90, and 91-95 since our establishment in 1979, and we will soon enter the fourth five year plan of 96 to 2000. We have to target our achievements within the framework of the remaining time in the third and fourth five-year plans. Likewise you have to target your own personal achievements within these time frames and you will surely realise that there is not much time to waste. If you consider that you have only published one third of a paper per year in the past on average, within the remaining third and fourth five-year plan, it is likely that you can only manage another two papers each on average. We know that such a rate of productivity is not satisfactory and you would not find personal satisfaction from your research career. Please do something about it. I hope you now realise what we mean by saying that we have a big task ahead. That is why we give you only two years to develop your area of expertise. We have to speed up our way of doing things and make each year a meaningful year in our career by ensuring that there have been in each year a set of worthwhile contributions by PORIM to the industry.

Thank you.

Director-Generals New Year Message to Senior Officers

9 February 1995

Directors,
Head of Units,
Group Leaders,
Ladies and Gentlemen

Welcome to this early of the year meeting of our researchers at PORIM. We have been meeting every six months to review our progress and look for further opportunities to serve the Institute in fulfilling its R&D functions. I have utilized this forum to relate to all of you the corporate strategies of PORIM, the management trends, and the directions of our future activities. More importantly, we review at this meeting our effectiveness as researchers especially in meeting the targets we set for ourselves the previous year.

It is important that everyone should be aware of what we try to achieve and how we intend to proceed to obtain the results. For the last three years we have focussed on building our capability as researchers. Using the Asian Development Bank (ADB) funding of about RM6 million we have managed to undertake intensive training programmes for all our staff. The training programmes were executed systematically and the Government has acknowledged our system by awarding PORIM the JPA's Quality Award on Human Resource Development for 1994.

We need the trained manpower and improved capability to maximize on our productivity in R&D. Three years ago, we were only able to produce 1/3 of a

paper per year compared to an average of three papers per year for researchers in the developed countries. I believe, we have improved somewhat in our productivity, but there is still room for improvement. Last year PORIM produced 170 publications, giving us an average of 1.2 publications per person per year. This achievement is commendable and the number of papers produced has increased from 308 in 1993 to 359 in 1994. I hope that the increase in quantity has also resulted in an improvement in quality.

As we have argued in the past, producing papers is not the final objective of PORIM. Producing papers, while being very important to illustrate productivity and communicating of new findings, is only the means to an end. The end is effective utilization of our results by the industry. Therefore, we have shifted our emphasis not just on improving productivity, but on maximizing effectiveness of our results. I would like to remind you that we have redefined research to mean carrying out projects which will result not only in the publication of papers but getting the findings to be utilized or even commercialized by the industry. It means that if the results of our research are not utilized we are not effective even though we may qualify as being productive.

To capture all these corporate directions, we have finalized our Strategic Plan documentation which has been distributed to all of you for your reference.

The document is on restricted internal circulation, meant for us to interact with industry in a coordinated and consistent manner. We agree at a recent senior officers workshop that every officer should understand and internalize the content of the strategic plan document to maximize our commitment to the directions indicated and to realign our visions and tasks accordingly.

The strategic plan has been formulated with the necessary alignment with the country's Vision 2020. During the last 20 years, our palm oil industry has been on an expansion strategy. The next 20 years, the industry has to transform to a competitive existence strategy. There will be greater competition externally and internally impinging on the Malaysian palm oil industry.

Externally, with the liberalization of GATT, there will be greater competition from other oilseed producers. Other palm oil producing countries will also attempt to increase their production. Internally, during the industrialization process desired by Vision 2020, there will be competition for allocation of resources such as labour. There will be a need to increase the industry's competitiveness in order to retain investment and labour for the plantation industry. The industry must be able to provide high income in order to sustain interest in palm oil production. **A high income strategy** is needed and it must be backed by R & D efforts. PORLM officers must therefore think of ideas and activities which will support the capacity of the industry to generate high income from the planting of oil palm. A worker or family working in the oil palm should be able to earn RM4000 per month by the year 2020 if the target per capita

income of US \$20000 per year is to be achieved. There must be ways of increasing output of the farm through land reforms, integrated farming and intercropping, full utilization of by-products or improvement in productivity to help the industry to have comparable income compared to the manufacturing sector.

Rearing of cattle in the oil palm plantations is a possible means of increasing producers income. You must already be aware that the Biology Division is currently experimenting on integrated farming of oil palm with deer and intercropping with rattans, medang teja and medang wangi. These are possible means of achieving the high income strategy. We need to restudy the optimal planting density of our palm if we really want to do integrated farming.

Another strategy is to encourage **zero waste discharge or full utilization of by-products**. There are too many biomass by-products generated which are currently not fully utilized. Only 15 % in the form of oil and kernel is utilized; the remainder 85 % is currently under-utilized. Our effort to improve by-product recovery must be increased. While I was in Karachi recently, I saw particle boards being used for paneling and I was told that these were made from bagass from the sugarcane industry. If such products can be produced in Pakistan where the supply of raw materials is limited, I believe we have no excuse for not being able to develop the commercial exploitation of the massive quantities of palm wastes for particle board manufacture. Our By Product Utilization Unit has also recently shown that high quality medium density fibre board can be produced from the same by-products of the oil palm industry and if these

could be commercialized, there should be increased income to the palm oil producers. The price of the MDF at US\$400 per tonne is the same as the price of palm oil. The palm can produce 6 tonnes of MDF for every tonne of oil obtained. The money is probably in the MDF and the oil is a by-product.

Finally, it should be noted that palm oil is still sold at a very low price in the international market. Even the so-called high price at present where one kg of palm oil at the export point is valued at RM1.40 is nothing compared to one kg of manufactured polymeric raw material produced by Germany which has a value of RM14.00. Even 1 kg of chicken is RM4 to RM6. Even though we experienced a price increase in 1994, the high price is still insufficient to reflect the true value of palm oil. To overcome this disadvantage, we need a third strategy and that is to **enhance value added through downstream processing**. We have seen how the Oleochemical Unit has formulated a body lotion with 98% palm oil component that can sell at RM140 per kg. It is thus necessary for our researchers to come up with the right ideas and formulation to enable our palm oil to be sold as high value added products.

The above three sub-strategies are contained in the PORIM Strategic Plan. You should relate and align your activities according to these sub-strategies. In the context of the strategic plan, I believe that the Malaysian palm oil industry has to undergo transformation to become a highly competitive sector in the future and **PORIM should function as the agent of transformation**.

PORIM is now constructing a number of buildings as part of its Phase II

infrastructural development programme. We will soon be constructing the Information Centre and the auxiliary building to cater for expansion in demand for space and these facilities will be ready in 65 weeks time. We are also proceeding with the development of research stations and regional laboratories throughout the country and the opening of a TAS office in Cairo, Egypt on the 1 March 1995. Plans for the construction of the experimental mill are being implemented. If the Government could provide us more allocations under the Seventh Malaysia Plan, there would even be more projects to cater for training, workshop facilities for farm mechanization and PORIM Technology Centre.

We are proceeding with some of these projects in the coming years. We anticipate that we need to be very thrifty in the way we spend our funds in order to save enough for financing the development projects. Every Director, Head of Units and officer is requested to consider carefully his or her spending plan so that less important items are not purchased. Our development plan requires about RM160 million for the next five years. We only could apportion about RM40 Million from our cess. We could try requesting for a cess increase, but in the meantime we have to work within our current income to start off some of the projects and thus the cooperation of everyone is needed to save enough for these projects.

The industry is only willing to increase research cess if they are assured of research results which they can use to enhance their profitability. We have done reasonably well to line up numerous technologies which are being offered to the industry for commercialization.

The industry is beginning to see the benefit of R & D. As researchers, we have to project a lot more of the new technologies and opportunities for the industry to consider. This means we have to work hard and effectively in our R & D activities.

In our attempt to be effective, I have suggested last year that our attitude should reflect the three attributes: **be Fair, be Serious and be Able to Deliver**. Recently, Prof Micheal Beer from Harvard, in his book on organizational renewal suggested that the attitude for enhanced effectiveness to achieve the corporate targets is to **be able to coordinate, be committed, and be competent: the 3 C's**. There is great similarity between the two versions. You cannot coordinate unless you are fair, you cannot be committed unless you are serious, and you cannot be competent unless you can deliver. In the internal review exercise, I have noticed that those groups with poor coordination are not very productive and effective. Similarly, those with misaligned commitment due to differing visions are struggling to become effective. Groups with low level of competency also seem to perform poorly. By knowing all these principles, group leaders should try to improve their group performance. After 15 years in the establishment of PORIM, I think that groups and units should be independent enough to innovate for improvement in effectiveness and productivity.

I have mentioned some of these issues at the recent workshop that we had with the senior officers at Port Dickson. They are worth repeating here for all to share. We are documenting the Operational Plan for 1995 based on the results of the workshop. The Operational Plan

should provide us with the guideline on our targets activities and key result areas to be achieved this year. We also discussed at the workshop the need to trim down on unproductive activities in the context of organizational renewal. I recommended that each group or unit should examine carefully its activities. We should ask not just how to do a task, but what is the task, and why do we do it the way we have done it before. Maybe some of the tasks are not making any difference to the key result areas, and thus, there is an opportunity to drop them to trim off unproductive activities.

We have been exposed to a number of issues in 1994. I would like to take some time to elaborate on them here. Firstly, we are terminating the TAC and consolidate the PAC. In a way this is trimming our duplicative activities. TAC was necessary in the formative years of PORIM, but after 15 years, we can combine the roles of the TAC and PAC, and have only one PAC meeting a year. You must adjust accordingly to this system especially in your attempt to introduce new research proposals. They must be submitted in time for the PAC meeting each year.

We have published a new Journal called PORIM Annual Research Review in 1994. The 1994 issue was mainly an overall summary of achievements of PORIM. We would like to improve on the 1995 issue by adding a few articles after the summary section and these articles can be used as references by the industry and researchers. The summary section is still a very important part of the Journal and its length is likely to be maintained. Every year our officers should update and improve on their respective sections in the summary to reflect

progress made. If in a section, there are results ready to be disseminated to the industry, then an article should be written up to be included in the second part of the Journal, but referred to in the summary section. In this way, the industry can quote your results from the articles and the results can be utilized by the industry without delay.

Another item introduced is the research Management Circular. During 1994, we have issued a few of these. The objective is to provide you with consistent information and guidelines on how to handle various tasks to improve on our R & D efforts. We will continue to add more to the series to reflect the decisions made at our Directors' meeting. For example, there are a couple of circulars to explain how to carry out your research projects, and such information should be useful to the less experienced or new research officers.

Our PORIM Information Series has made some progress. All ad hoc titles to be published should be directed to this Series. The design and thickness can be varied, but it is important to participate in the Series so that we can have a list of all of the titles that we have published.

We are trying to improve our computerization by building databases or simplying our data entry. PORIM should be able to compile a long list of palm-based products as part of its database and these could be used as a way of promoting the commercial expansion in the use of palm products. I suggest that everybody in PORIM should be familiar with the use of the computer. We would soon be communicating using electronic mail if we have enough spare money to upgrade our computer. The plan is that each group should have at least a PC and

the electronic mail when installed should effectively function for networking down to the level of the groups.

We have introduced the concept of consultancy in PORIM. This is part of the incentive for researchers to develop patents and receive part of the royalty when such patents are commercialized. We have started our gold medal award last year. The award offers a substantial sum and it should attract our researchers to work productively especially through team efforts. This is part of our promise where achievements in productivity and effectiveness is accompanied by appropriate financial incentives. Even well written scientific papers are awarded prizes.

We anticipate this year to be another busy year for PORIM. We had a successful International Biofuel Conference at Langkawi in January 1995. We will have our PAC in April. We are organizing a National Oil Palm Seminar in July. In between, we hope to have another Technology Transfer Seminar to pass on to the industry those commercializable results.

While we are focusing on our coming activities, I would like to highlight some additional expectations which the industry has imposed on us. The industry is often managed on yearly performance of profitability. This means the industry is often shortsighted, thinking only of quick returns to ensure that their yearly profit is on target. The industry members expect us to lead them with new practical ideas which they can exploit. Our role as researchers is to innovate by coming up with new ideas which have been tested for the industry to commercialize. These ideas can be simple procedures, or highly scientific products or practical

applications. We must be creative enough to present these ideas so that they can be acceptable to the industry members. PORIM researchers must go out to the fields or factories to really study the procedures or products or practice of the industry, ask probing questions and see if new ideas can be generated. If the new ideas lead to cost savings or new investments, then the industry will show their interests.

As we interact with the industry, the expectations get higher and they become tougher for us to fulfil. People in the TAS group should already be aware of this requirement. If you are to provide technical advice, you have to be fully prepared, both in terms of knowledge and experience. Before going to meet your clients, you should have read all past reports on the clients, and you should coordinate your advice or strategies if there are two or more of you visiting the customer. Most important of all, you have to have the technical knowledge to convince the customer to follow your recommendations. Such knowledge has to be acquired by getting yourselves involved in developing technologies, product formulation or methods developments. It takes a lot of self development, self motivation, and hard work before a person can make the grade to be an effective TAS officer.

In summary, I would say that future success in PORIM will depend on the quality of its researchers. The quality of its researchers will in turn depend on the 3Cs-coordination, commitment and competency. Development of personal and group competency is a continuous process. I hope some of you can really have a good assessment of your own competency and improve in the right specialization or expertise for your future career development.

We should be able to utilize our expertise more fully. This year we will introduce our Book Writing Scheme. In this scheme, PORIM will encourage our senior researchers to write and publish books on specific topic on oil palm or palm oil. PORIM will provide the necessary incentives and back-up support to enable such books to be produced.

We are also thinking of an appropriate reward for good ideas. We are still thinking how to go about it. We have requested projects be carried out with clear indications of the contributions of participating team members for easy attribution of credits or rewards. There is always a principal investigator associated with a project, and hopefully, he or she will be spending the most time to carry out the project. Other team members can contribute through specialized expertise, or through supervision and guidance or through contribution of ideas. If you see papers by Japanese researchers, there are usually many authors and this reflects their team effort. Usually, the Japanese research papers are very thorough and of high quality. These are some of the good examples that we would like to follow.

Finally, we have to develop a high degree of professionalism as researchers. The coordination and commitment, part of the Three C's will need to be strengthened. Our attitude towards our colleagues must be right. As I told our senior officers in our PD workshop recently, next to our immediate family members, our colleagues at our workplace are the persons with which we spend most of our time. We are going to spend twenty years or more encountering each other every day - you have to start helping each other as though you help your own brothers or sisters. Such an

Attitude can only be beneficial to all, and we often refer to it as a 'win-win' situation. Any other game plan would be counter-productive in the long run.

As I said earlier, we have progressed quite a bit over the last three years. The oil palm tree that I planted after meeting you here three years ago is thriving well and I planted the palm to symbolize the need for productivity. Please believe me that the plant has already begun bearing fruits. I did warn you that you too should be able to produce and publish your papers before the palm starts to bear fruits. If you do not

like to produce papers, the plant will put you to shame as it is going to produce fruits every year from now on and will beat you on productivity.

Most important of all is for us to realise the future transformation that the industry has to undergo. We, as the agent of transformation, must be proactive in engineering the change and exploit every opportunity for improving the industry, for establishing PORIM as the 'centre of excellence' in oil palm research and in developing our career with a sense of deep satisfaction.

Thank you.

Speech by Director-General PORIM at the Mid Year Gathering of Senior Officers 19th July 1995

Introduction

In this mid year review session, I would like to first of all review the progress that we have made as an organization. The most important task for any organization is to have a plan. PORIM now has a strategic plan in which we set out our mission, strategic vision, objectives, thrust areas and programmes. It is an achievement for an organization to have a strategic plan. The plan is important because every activity must begin with a good plan and the structure of an organization, the financial and the manpower requirements are then designed and made available in order to support the plan.

The real achievements however will be obtained when we are able to use the strategic plan effectively to guide us in implementing our research activities. We refer to this as the process of internalization, or ownership of the plan and we need to communicate the plan to everyone in the organization. Our Junior staff should be able to understand what are PORIM's vision or strategic goals and how their work could contribute towards such goals. I therefore request everyone of you to discuss with your subordinates the strategic vision of PORIM and encourage them to interpret the vision in terms of their own work and contribution.

Quality Award and TQO

This year, PORIM has participated in the PM's Quality Award assessment. We stand a good chance of winning. Even if we do not win, we should try harder next year. The PM's Quality Award was launched in 1991. We had planned to win the PM's Quality Award in 1995 and the planning began seriously in 1992. In view of the Quality Award, the focus of our effort this year and the following year is to upgrade our quality systems in PORIM. When we launched our TQM in 1992, we established the TQM Corporate Council, the Management Improvement Teams (MIT) and the QCCS. We have recently formed the Total Quality Organization Council. The members of the council are the unit heads. They have been given the task of implementing the TQO concepts throughout PORIM. The council will meet monthly under a Chairman pre-elected in rotation from among the Heads of Units. The Chairman of the TQO Council will report to the Director-General or TQM Council on the proceedings of the monthly meeting.

In December, when the senior officers meet for the Operational Planning exercise in Port Dickson, we will be inviting a TQO consultant to help us understand better the TQO concepts and their implementation. Our annual theme

for this year is quality improvement and focuses on perfecting our Quality systems. We hope to become a worthy winner of the PM's Quality Award this year. In case we do not have the luck to win this year, we are prepared for a second re-evaluation next year and thus our selection of quality excellence as our annual theme will continue into 1996.

Generation of New Ideas

The second area of progress is related to our ability to transfer our research results to the industry in an effective manner. We need to build further on this excellent research culture, first by redefining research, and then targetting our activities to enable us to deliver results on time. We have to develop a strong sense of purpose when we undertake R & D activities in PORIM. We must realize that every PAC meeting or during our interactions with the industry, the industry members are always looking for new ideas, new ways of running the plantations, mills or refineries. We must continue to develop the ability to introduce new ideas to the industry. During the recent National Oil Palm Conference we could see that the industry experts were able to introduce new ways of land preparation and establishment of the oil palm plantation. Earlier, we heard of improvements in fertilizer application to young palms, or the use of large planting holes for improved growth and yield. I still think that our people should spend more time in the plantations to understand the needs of the planters and I suggest more brainstorming sessions be carried out to generate more new ideas.

Physical Expansion and Capability Building

The third area of progress relates to our success in making the necessary provisions to better implement our strategic visions. We are expanding our facilities through the Phase 2 of our building programmes; we are building our Advanced Oleochemical Technology Centre. We are hoping to get a significantly large allocation for the seventh Malaysian Plan. With the increased funding we could intensify our research in line with our high income strategy. Similarly, for the other two of our strategic visions, more research could be carried out in by-product utilization and there is sufficient funding for research in downstream value added industries. We have trained our staff and many of them are coming back with their PhDs this year and next year. At our Board meeting yesterday we obtained approval for PORIM to provide post graduate training in collaboration with neighbouring universities. The permission for our senior officers to undertake consultancy services and sharing of patent rights have already been obtained from the Board. Thus, we have the flexibility and the necessary incentive system to maximize our contribution through our R & D activities.

Lessons from Our Achievements

I start off this morning by outlining our achievements because this is how the industry is going to evaluate us. They will ask what PORIM has done, what the Director-General has done, what the Directors have done, and it is obvious that they will proceed to

ask what each and everyone of you has done to justify your stay in PORIM. In fact it is a good exercise for each of you to list out of what you have introduced or contributed while working in PORIM and to assess whether these contributions are really relevant in meeting the needs of the industry.

It is important that units can speak of their achievements from time to time. If we take the Smallholders Development and Technology Transfer Unit for example, we can talk of their achievements in terms of the introduction of the concept of integrated farming involving the deer and intercropping with rattans and medang teja. We can talk of the Unit's efforts to modernize the smallholders through its vision of high income strategy. I believe the Unit can lost out more achievements but I think there are still many more new ideas that can be introduced for maximizing its contributions in the future.

If we look at the Computer Unit, we can see that they have been able to bring IT to PORIM. Our library and information system are fully computerized. Our accounting and manpower information are also fully computerized. If we turn to Biotechnology and Plant Science, we can talk of new elite palms being introduced. The TAS Unit can boast of the large number of markets that they have helped to develop. The Crop Production and Management Unit can talk of fertilizer diagnosis systems, breakthroughs in knowledge about diseases and pests, the by-product utilization and farm mechanizations as part of their achievements. The Engineering and Technology Unit can mention the many patents and technology transfer packages that have been offered to the industry. The listing of achievements can go on and on.

What is important is to learn the key factors contributing to the success and to see what kinds of effort and discipline have been applied by the officers involved to obtain the success.

Negative Factors

Now let me talk of why some individuals and groups are not so successful. Some of us may be lacking in the three Cs, the concept that I have explained in my previous meeting with you i.e. poor coordination, poor commitment and insufficient competency. Please therefore pay attention to these issues and try to overcome your weaknesses. Check whether as an individual leader in your own group you can pass the tests of the 3Cs. Check whether as a leader you make your share of contribution in injecting new ideas and seeing to it that your ideas are being fully implemented.

Check whether you are an efficient and effective manager. I receive a report that some officers do not have good control of their junior staff. Some of these junior staff are not properly supervised by their seniors to the effect that some often start work at 10.00 a.m. instead of reporting for work first thing in the morning to the officer concerned. There must be a strong sense of respect and discipline throughout any organization if we want to carry out our responsibilities fully. We must be fair to the system by serving and contributing to justify earning our salary.

You must ensure that there is continuity in competency in all the areas or R & D so that the competency is retained within PORIM even though individuals may come and go. I have requested for key technologies developed by you to be deposited at

the Director-General's office to ensure such continuity in knowhow at PORIM. Unfortunately, there is poor response. If PORIM has paid you, you must deliver the results and knowhow to PORIM.

Balance and Harmony

I have to correct the wrong attitude that seems to have developed among some of our PORIM officers. You may recall my call previously that we have to be fair, we have to be serious with a strong sense of purpose and we must deliver in accordance with our responsibility. All these appeals are our attempts to achieve an organizational balance and harmony. According to Thomas Barry, all successful organizations normally have a high degree of balance and harmony through our emphasis on the three Cs, through our Quality Enhancement effort, through our training programmes and through our reward systems. The physical efforts alone are not has

enough. We must complement these with the development of the right attitudes and beliefs and attain the spiritual drive to dedicate ourselves to serve our organization effectively.

Conclusion

It is through the cumulative efforts and contributions of each and everyone of you that the Institute's reputation can be improved. PORIM has gained a good reputation. It has received recognition and respect from the industry and the scientific community. The Government has given us the Public Services' Quality Award on Human Resource Development. Our seminars are fully attended by the industry members. All these are signs of recognition and the sum total of these recognition contributes towards the building of PORIM's image as a 'centre of excellence' and a highly credible research organization.