Table of Contents

Preface	. Q i
Performance Management in ASEAN	
Public Services: Driving Government	
Performance through Strategic HRM	1
Striving for Government Performance in the 21st Century	1
Performance Management and Strategic HRM	3
Performance Management Concepts	4
Performance Management in ASEAN's Public Services	7
Organisation of the Compendium	17
References	18
BRUNEI DARUSSALAM:	
Development of the Performance Appraisal	
System in the Civil Service of Brunei Darussalam	21
Introduction	21
Objectives and Purposes	22
Development of the Performance Appraisal System	23
Benefits of the Appraisal System	27
Problems and Challenges	29
Conclusion	34

CAMBODIA:	
Developing Talent in the Cambodian Public Service	37
Introduction	37
The Development of Civil Servant Capacity	38
Conclusion	45
INDONESIA:	o?
Performance Management of Government Employees in	
Indonesia	49
Introduction	49
The Policy of Work Performance Management	52
Implementation of Performance Management Policy in Indonesia	53
Challenges and Future Developments in Performance	
Management within the Indonesian Civil Service	57
Conclusion	58
LAO PDR:	a A
The Performance Management System of the Lao Civil Service Introduction	63
A \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	63
Overview of the Current Situation of the Performance	
Management System	67
Improvement of the Performance Appraisal System in	
the Lao Civil Service	74
Challenges and Strategies for Improving Performance	
and Productivity in the Lao Civil Service	76
Conclusion	82
Executive Summary	83

MALAYSIA:	
Managing Performance in the Malaysian Public Sector	99
Introduction	99
Performance Management within the Malaysian Public Service	102
The Malaysian Performance Management System	106
Challenges and Future Directions	P ₁₂₀
Conclusion	122
Appendices	123
MYANMAR:	2
Human Resource Management in the Myanmar Civil Service	129
Introduction	129
The HRM System and Practices in the Myanmar Civil Service	130
Application of Performance Assessment Measures in Myanmar	139
Challenges	143
The PHILLIPINES:	
Improving Public Service Delivery in the Philippines	147
Introduction	147
Managing and Improving Performance in Public Service Organizations	149
Initiatives/Reforms for Service Delivery Excellency	150
Challenges and Prospective Reforms	156
SINGAPORE:	
Performance Management in the Singapore Civil Service	163
Introduction	163
The Performance Management System	164
The Performance Management Process	166
Challenges	168
Summary	169

THAILAND:	
Human Resource Strategy in the Thai Civil Service	173
Background of the Civil Service Human Resource System	173
Human Resource Strategy of the Office of the Civil	
Service Commission	b 179
New Position Classification and Compensation System:	
Strategy for a Performance-based Civil Service	183
Future Developments and Challenges	2 988
VIETNAM:	7
Formulating a Personnel Structure to Meet the Needs	
of Public Administrative Reform in Vietnam	193
Overview of Personnel Management System in the Civil	
Service of Vietnam	193
Formulating Appropriate Personnel Structures on the	
Basis of Organizational Analysis and Job Analysis in the	
Civil Service to Meet the Needs of Public Administration	
Reform in Vietnam	195
Challenges and Future Developments	201
· M	
APPENDICES:	
, &	
Appendix I Participants in the Compendium Preparation	i
Meeting of the ASEAN Civil Service HR	
Working Group	
Appendix II The Compendium Preparation Committee	vii