

SELF-ACTUATION SYSTEM DIAGNOSTIC - WISMA PUTRA (ADMIN & CONSULAR)

(A) Deputy Secretary General III's Office

Self-Influencing (V1)	4	Each activities is related to one another. There is clear system of causal loops as there is a monitor, a comparator and actuators.
Self-Regulating (V2)	3	Have SOP that tells each members to act in certain situation. However, most daily activities are not carried by highly skilled workers. Any decision/activities need to be referred.
Self-Organizing (V3)	3	Actions toward any perturbation are not taken
Self-Sustaining (V4)	3	Although have control over missions and own goals, its still needs higher approvals and rely on other units to achieve its objectives.
Self-Producing (V5)	2	Does not utilize skills for improvements and need inputs from outside.
Self-Referential (V6)	4	Have own image. Each workers can be identified as belonging to the office.
Self-Conscious (V7)	4	Everybody knows their duties and roles accordingly.

(B) Administration & Security Division

Self-Influencing (V1)	3	Each activities is related to one another. There is lack in the system of causal loops as there is no comparator.
Self-Regulating (V2)	3	Have SOP that tells each members to act in certain situation. However, most daily activities are not carried by highly skilled workers. Any decision/activities need to be referred.
Self-Organizing (V3)	2	Communication and respect is poor.
Self-Sustaining (V4)	2	Have few controls over missions and own goals. Decisions as well as inputs depend very much from others.
Self-Producing (V5)	1	Does not utilize skills for improvements and need inputs from outside.
Self-Referential (V6)	4	Have own image. Each workers can be identified as belonging to the office.
Self-Conscious (V7)	1	Most members vaguely knows their roles and functions.

) Diplomatic Bag Unit

Self-Influencing (V1)	1	Lack of monitoring as well as comparator.
Self-Regulating (V2)	1	Daily routines are not well organized and majority of work always get done not on time.
Self-Organizing (V3)	2	Communication and respect is poor.
Self-Sustaining (V4)	1	Have no control over missions and own goals as the delivery of diplomatic bag are very much affected by the flight availability.
Self-Producing (V5)	1	Does not utilize skills for improvements and need inputs from outside.
Self-Referential (V6)	2	Do not have own image.
Self-Conscious (V7)	2	Only the supervisors know their roles and duties accordingly.

) Filing (Registration) Unit

Self-Influencing (V1)	3	Each activities is related to one another. There is lack in the system of causal loops as there is no comparator.
Self-Regulating (V2)	3	Have SOP that tells each members to act in certain situation. However, most daily activities are not carried by highly skilled workers. Any decision/activities need to be referred.
Self-Organizing (V3)	3	Highly organized as a results of excellent communication among one another. However, does not react excellently to the perturbations in the environment.
Self-Sustaining (V4)	2	Have few controls over missions and own goals. Decisions as well as inputs depend very much from others.
Self-Producing (V5)	1	Does not utilize skills for improvements and need inputs from outside.
Self-Referential (V6)	4	Have own image. Each workers can be identified as belonging to the office.
Self-Conscious (V7)	4	Everybody knows their roles and functions accordingly.

(E) Communication (Saifer) Unit

Self-Influencing (V1)	2	Each activities is related to one another. However, there is no comparator and monitor that ensure every activities are done efficiently and effectively.
Self-Regulating (V2)	3	Have SOP that tells each members to act in certain situation. However, most daily activities are not carried by highly skilled workers and duties are routine.
Self-Organizing (V3)	3	Highly organized as a results of excellent communication among one another. However, does not react excellently to the perturbations in the environment.
Self-Sustaining (V4)	3	Have controls over missions and own goals. However, certain decisions still need to be referred.
Self-Producing (V5)	3	Although the outputs were self-produce (in term of service given) it failed to utilize skills for further improvements.
Self-Referential (V6)	4	Have own image. Each workers can be identified as belonging to the office.
Self-Conscious (V7)	4	Everybody knows their roles and functions accordingly.

(F) Library

Self-Influencing (V1)	2	Each activities is related to one another. However, there is no comparator and monitor that ensure every activities are done efficiently and effectively.
Self-Regulating (V2)	2	Have SOP that tells each members to act in certain situation. However, most daily activities are not carried by highly skilled workers and duties are routine.
Self-Organizing (V3)	2	Does not react excellently to the perturbations in the environment. Low level of communication between staffs, internally and externally.
Self-Sustaining (V4)	2	Every decisions need to be referred to higher authority.
Self-Producing (V5)	1	Does not have the expertise for performing effectively in the core activities.
Self-Referential (V6)	2	Does not have own image.
Self-Conscious (V7)	3	Everybody knows their roles and functions accordingly but failed to act accordingly.

(G) Inspectorat & Management Unit

Self-Influencing (V1)	4	Each activities is related to one another. There is clear system of causal loops as there is a monitor, a comparator and actuators.
Self-Regulating (V2)	3	Have SOP that tells each members to act in certain situation. However, most daily activities are not carried by highly skilled workers. Any decision/activities need to be referred.
Self-Organizing (V3)	3	Highly organized as a results of excellent communication among one another. However, does not react excellently to the perturbations in the environment.
Self-Sustaining (V4)	2	Have few controls over missions and own goals. Decisions as well as inputs depend very much from others.
Self-Producing (V5)	1	Does not utilize skills for improvements and need inputs from outside.
Self-Referential (V6)	4	Have own image. Each workers can be identified as belonging to the office.
Self-Conscious (V7)	4	Everybody knows their roles and functions accordingly.

(H) Ticketing Unit

Self-Influencing (V1)	2	Each activities are not related to one another. The is a monitor and actuator but do not have a comparator.
Self-Regulating (V2)	3	Have SOP that tells each members to act in certain situation. However, most daily activities are not carried by highly skilled workers. Any decision/activities need to be referred.
Self-Organizing (V3)	4	Highly organized as a results of excellent communication among one another and react excellently to the perturbations in the environment.
Self-Sustaining (V4)	2	Have few controls over missions and own goals. Decisions as well as inputs depend very much from others.
Self-Producing (V5)	1	Does not utilize skills for improvements and need inputs from outside.
Self-Referential (V6)	3	Have own image but the members are likely mistaken to be in other unit as the image projected are similar to those of others.
Self-Conscious (V7)	4	Everybody knows their roles and functions accordingly.

I) Service Division

Self-Influencing (V1)	4	Each activities is related to one another. There is clear system of causal loops as there is a monitor, a comparator and actuators.
Self-Regulating (V2)	3	Have SOP that tells each members to act in certain situation. However, most daily activities are not carried by highly skilled workers. Any decision/activities need to be referred.
Self-Organizing (V3)	2	Not highly organized. Communication among one another need to be improved. Does not react excellently to the perturbations in the environment.
Self-Sustaining (V4)	2	Have few controls over missions and own goals. Decisions as well as inputs depend very much from others.
Self-Producing (V5)	1	Does not utilize skills for improvements and need inputs from outside.
Self-Referential (V6)	4	Have own image. Each workers can be identified as belonging to the office.
Self-Conscious (V7)	4	Everybody knows their roles and functions accordingly.

J) Organizational Development Unit

Self-Influencing (V1)	4	Each activities is related to one another. There is clear system of causal loops as there is a monitor, a comparator and actuators.
Self-Regulating (V2)	2	Most daily activities are not carried by highly skilled workers. Any decision/activities need to be referred. Do not have clear guidelines on operation of activities.
Self-Organizing (V3)	2	Not highly organized. Communication among one another need to be improved. Does not react excellently to the perturbations in the environment.
Self-Sustaining (V4)	2	Have few controls over missions and own goals. Decisions as well as inputs depend very much from others.
Self-Producing (V5)	1	Does not utilize skills for improvements and need inputs from outside.
Self-Referential (V6)	3	Have own image but each workers cannot be identified as belonging to the office since resembles those of others.
Self-Conscious (V7)	2	Most of the staffs do not know what they really need to do.

.) Consular Section

Self-Influencing (V1)	2	Each activities are not related to one another. There is no clear system of causal loops. Lack of monitor as well as comparator.
Self-Regulating (V2)	3	Have SOP that tells each members to act in certain situation. However, most daily activities are not carried by highly skilled workers. Any decision/activities need to be referred.
Self-Organizing (V3)	3	Not highly organized. Communication among one another need to be improved. Sometimes react excellently to the perturbations in the environment.
Self-Sustaining (V4)	2	Have less controls over missions and own goals. Rely heavily upon others to achieve what has been targeted.
Self-Producing (V5)	1	Does not utilize skills for improvements and need inputs from outside.
Self-Referential (V6)	4	Have own image. Each workers can be identified as belonging to the office.
Self-Conscious (V7)	4	Everybody knows their roles and functions accordingly.

.) Budget Section

Self-Influencing (V1)	4	Each activities is related to one another. There is clear system of causal loops as there is a monitor, a comparator and actuators.
Self-Regulating (V2)	3	Have SOP that tells each members to act in certain situation. However, most daily activities are not carried by highly skilled workers. Any decision/activities need to be referred.
Self-Organizing (V3)	3	Quite organized. Communication among one another is good but does not react excellently to the perturbations in the environment.
Self-Sustaining (V4)	2	Have few controls over missions and own goals. Decisions as well as inputs depend very much from others.
Self-Producing (V5)	1	Does not utilize skills for improvements and need inputs from outside.
Self-Referential (V6)	3	Have own image but each workers cannot be identified as belonging to the office since resembles those of others.
Self-Conscious (V7)	4	Everybody knows their roles and functions accordingly.

I) Procurement Section

Self-Influencing (V1)	4	Each activities is related to one another. There is clear system of causal loops as there is a monitor, a comparator and actuators.
Self-Regulating (V2)	3	Have SOP that tells each members to act in certain situation. However, most daily activities are not carried by highly skilled workers. Any decision/activities need to be referred.
Self-Organizing (V3)	1	Not organized. Need improvement on the communication among staffs. Does not react excellently to the perturbations in the environment.
Self-Sustaining (V4)	2	Have few controls over missions and own goals. Decisions as well as inputs depend very much from others.
Self-Producing (V5)	1	Does not utilize skills for improvements and need inputs from outside.
Self-Referential (V6)	3	Have own image but each workers cannot be identified as belonging to the office since resembles those of others.
Self-Conscious (V7)	2	Most staffs vaguely understand their roles and functions accordingly.

V) Account Section

Self-Influencing (V1)	3	Each activities is related to one another. There is clear system of causal loops as there is a monitor and actuators. However, lacks comparator.
Self-Regulating (V2)	3	Have SOP that tells each members to act in certain situation. However, most daily activities are not carried by highly skilled workers. Any decision/activities need to be referred.
Self-Organizing (V3)	3	Quite organized. Communication among staffs is excellent but does not react excellently to the perturbations in the environment.
Self-Sustaining (V4)	2	Have few controls over missions and own goals. Decisions as well as inputs depend very much from others.
Self-Producing (V5)	1	Does not utilize skills for improvements and need inputs from outside.
Self-Referential (V6)	3	Have own image but each workers cannot be identified as belonging to the office since resembles those of others.
Self-Conscious (V7)	4	Everyone understand their roles and functions accordingly.

J) Development Section

Self-Influencing (V1)	3	Each activities is related to one another. There is clear system of causal loops as there is a monitor and actuators. However, lacks comparator.
Self-Regulating (V2)	3	Have SOP that tells each members to act in certain situation. However, most daily activities are not carried by highly skilled workers. Any decision/activities need to be referred.
Self-Organizing (V3)	2	Not highly organized. Communication among staffs is excellent but does not react excellently to the perturbations in the environment.
Self-Sustaining (V4)	2	Have few controls over missions and own goals. Decisions as well as inputs depend very much from others.
Self-Producing (V5)	1	Does not utilize skills for improvements and need inputs from outside.
Self-Referential (V6)	4	Have own image and each workers can be identified as belonging to the office.
Self-Conscious (V7)	4	Everyone understand their roles and functions accordingly.

P) Internal Audit Unit

Self-Influencing (V1)	3	Each activities is related to one another. There is clear system of causal loops as there is a monitor and actuators. However, lacks comparator.
Self-Regulating (V2)	4	Have SOP that tells each members to act in certain situation. Most daily activities are carried by highly skilled workers.
Self-Organizing (V3)	4	Very highly organized. Communication among staffs is excellent and react excellently to the perturbations in the environment.
Self-Sustaining (V4)	3	Have controls over missions and own goals. However, still need assistance from others to perform well.
Self-Producing (V5)	3	Close to having autopoietic but still subjected to external force interventions.
Self-Referential (V6)	4	Have own image and each workers can be identified as belonging to the office.
Self-Conscious (V7)	4	Everyone understand their roles and functions accordingly.

(Q) Information & Communication Technology Division

Self-Influencing (V1)	3	Each activities is related to one another. There is clear system of causal loops as there is a monitor and actuators. However, lacks comparator.
Self-Regulating (V2)	4	Have SOP that tells each members to act in certain situation. Most daily activities are done by highly skilled workers. However, any decision/activities need to be referred to the management.
Self-Organizing (V3)	3	Quite organized. Communication among staffs is excellent but does not react excellently to the perturbations in the environment.
Self-Sustaining (V4)	2	Have few controls over missions and own goals. Decisions as well as inputs depend very much from others.
Self-Producing (V5)	2	Outputs are very much done on outsourcing basis, especially those that involve high-end technology.
Self-Referential (V6)	4	Have own image and each workers can be identified as belonging to the office.
Self-Conscious (V7)	4	Everyone understand their roles and functions accordingly.

(R) ASEAN Department

Self-Influencing (V1)	3	Each activities is related to one another. There is clear system of causal loops as there is a monitor and actuators. However, lacks comparator.
Self-Regulating (V2)	3	Have SOP that tells each members to act in certain situation. Most daily activities are not done by highly skilled workers. Decision/activities need to be referred to the management.
Self-Organizing (V3)	3	Quite organized. Communication among staffs is excellent but does not react excellently to the perturbations in the environment.
Self-Sustaining (V4)	2	Have few controls over missions and own goals. Decisions as well as inputs depend very much from others.
Self-Producing (V5)	1	Does not utilize skills for improvements and need inputs from outside.
Self-Referential (V6)	4	Have own image and each workers can be identified as belonging to the office.
Self-Conscious (V7)	4	Everyone understand their roles and functions accordingly.

(S) Protocol Department

Self-Influencing (V1)	2	Most activities are unrelated to one another. There is clear system of causal loops as there is a monitor and actuators. However, lacks comparator.
Self-Regulating (V2)	3	Have SOP that tells each members to act in certain situation. Most daily activities are not done by highly skilled workers. Decision/activities need to be referred to the management.
Self-Organizing (V3)	2	Not highly organized. Communication among staffs is excellent but does not react excellently to the perturbations in the environment.
Self-Sustaining (V4)	2	Have few controls over missions and own goals. Decisions as well as inputs depend very much from others.
Self-Producing (V5)	1	Does not utilize skills for improvements and need inputs from outside.
Self-Referential (V6)	4	Have own image and each workers can be identified as belonging to the office.
Self-Conscious (V7)	3	Some staffs vaguely understand their roles and functions accordingly.

(T) Legal Advisor Office

Self-Influencing (V1)	4	Most activities are related to one another. There is clear system of causal loops as there is a monitor, a comparator and actuators.
Self-Regulating (V2)	3	Have SOP that tells each members to act in certain situation. Most daily activities are done by highly skilled workers. However, decision/activities need to be referred to the management.
Self-Organizing (V3)	3	Not highly organized. Communication among staffs is excellent but does not react excellently to the perturbations in the environment.
Self-Sustaining (V4)	2	Have few controls over missions and own goals. Decisions as well as inputs depend very much from others.
Self-Producing (V5)	1	Does not utilize skills for improvements and need inputs from outside.
Self-Referential (V6)	4	Have own image and each workers can be identified as belonging to the office.
Self-Conscious (V7)	4	Everyone understand their roles and functions accordingly.

(U) Institute of Diplomacy & Foreign Relation

Self-Influencing (V1)	3	Each activities is related to one another. There is clear system of causal loops as there is a monitor and actuators. However, lacks comparator.
Self-Regulating (V2)	4	Have SOP that tells each members to act in certain situation. Most daily activities are carried by highly skilled workers.
Self-Organizing (V3)	4	Very highly organized. Communication among staffs is excellent and react excellently to the perturbations in the environment.
Self-Sustaining (V4)	3	Have controls over missions and own goals. However, still need assistance from others to perform well.
Self-Producing (V5)	3	Close to having autopoietic but still subjected to external force interventions.
Self-Referential (V6)	4	Have own image and each workers can be identified as belonging to the office.
Self-Conscious (V7)	4	Everyone understand their roles and functions accordingly.

SUMMARY OF RESULTS
SELF-ACTUATION SYSTEM DIAGNOSTIC - WISMA PUTRA (ADMIN & CONSULAR)

	V1	V2	V3	V4	V5	V6	V7	Means
TKSU III Office	4	3	3	3	2	4	4	3.29
Administration & Security Division	3	3	2	2	1	4	1	2.29
Diplomatic Bag Unit	1	1	2	1	1	2	2	1.43
Filing (registration) Unit	3	3	3	2	1	4	4	2.86
Communication (Saifer) Unit	2	3	3	3	3	4	4	3.14
Library	2	2	2	2	1	2	3	2.00
Inspectorat & Management Unit	4	3	3	2	1	4	4	3.00
Ticketing Unit	2	3	4	2	1	3	4	2.71
Service Division	4	3	2	2	1	4	4	2.86
Organizational Development Unit	4	2	2	2	1	3	2	2.29
Consular Section	2	3	3	2	1	4	4	2.71
Budget Section	4	3	3	2	1	3	4	2.86
Procurement Section	4	3	1	2	1	3	2	2.29
Account Section	3	3	3	2	1	3	4	2.71
Development Section	3	3	2	2	1	4	4	2.71
Internal Audit Unit	3	4	4	3	3	4	4	3.57
ICT Division	3	4	3	2	2	4	4	3.14
ASEAN Department	3	3	3	2	1	4	4	2.86
Protocol Department	2	3	2	2	1	4	3	2.43
Legal Advisor Office	4	3	3	2	1	4	4	3.00
Inst. of Diplomacy & Foreign Relations	3	4	4	3	3	4	4	3.57
MEANS	3.00	2.95	2.71	2.14	1.38	3.57	3.48	2.75

FREQUENCY ANALYSIS OF THE SELF-ACTUATION SYSTEM DIAGNOSIS RESULT

VARIABLES	POOR (1)	FAIR (2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (Self-Influencing)	1	5	8	7	0
V2 (Self-Regulating)	1	2	15	3	0
V3 (Self-Organizing)	1	7	10	3	0
V4 (Self-Sustaining)	1	16	4	0	0
V5 (Self-Producing)	16	2	3	0	0
V6 (Self-Referential)	0	2	5	14	0
V7 (Self-Conscious)	1	3	2	15	0

FREQUENCY ANALYSIS OF THE SELF-ACTUATION SYSTEM DIAGNOSIS RESULT
(IN PERCENTAGES)

VARIABLES	POOR (1)	FAIR (2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (Self-Influencing)	4.762	23.810	38.095	33.333	0
V2 (Self-Regulating)	4.762	9.524	71.429	14.286	0
V3 (Self-Organizing)	4.762	33.333	47.619	14.286	0
V4 (Self-Sustaining)	4.762	76.190	19.048	0	0
V5 (Self-Producing)	76.190	9.524	14.286	0	0
V6 (Self-Referential)	0	9.524	23.810	66.667	0
V7 (Self-Conscious)	4.762	14.286	9.524	71.429	0

**ACTOR SYSTEM DIAGNOSTIC - INDIVIDUAL
WISMA PUTRA (ADMIN. & CONSULAR)**

Person	SELF-REFERENCING CLOSURE (V1)		ALTRUISM/OPPOSITE OF EGOCENTRISM (V2)		SELF-REFLECTIVE EVOLUTION (V3)	
	Score	Remark	Score	Remark	Score	Remark
1	4	Join the groups in most activities	2	More likely to maintain own identity than follow changes	3	May adopt changes when it brings advantages.
2	4	Join the groups in most activities	1	Will never change identity although requires so.	2	Quite receptive towards changes.
3	2	More likely to be on individual	3	May adapt to change when needed.	2	Quite receptive towards changes.
4	4	Join the groups in most activities	1	Will never change identity although requires so	2	Quite receptive towards changes.
5	1	Mostly an individual person/do not like to join others.	1	Will never change identity although requires so	1	Do not believes in change/conservative towards change.
6	2	More likely to be on individual	3	May adapt to change when needed	2	Quite receptive towards changes.
7	4	Join the groups in most activities	2	More likely to maintain own identity than follow changes.	3	May adopt changes when it brings advantages.
8	4	Join the groups in most activities.	3	May adapt to change when needed	3	May adopt changes when it brings advantages.
9	3	Most of the times join groups but like to be alone.	2	More likely to maintain own identity than follow changes	2	Quite receptive towards changes.
10	3	Most of the times join groups but like to be alone.	3	May adapt to change when needed.	2	Quite receptive towards changes.
11	3	Most of the times join groups but like to be alone.	3	May adapt to change when needed.	2	Quite receptive towards changes.
12	2	More likely to be on individual.	2	More likely to maintain own identity than follow changes	2	Quite receptive towards changes.
13	4	Join the groups in most activities	2	More likely to maintain own identity than follow changes	2	Quite receptive towards changes.
14	4	Join the groups in most activities.	2	More likely to maintain own identity than follow changes	2	Quite receptive towards changes.
15	4	Join the groups in most activities	2	More likely to maintain own identity than follow changes	2	Quite receptive towards changes.
16	3	Most of the times join groups but like to be alone.	3	May adapt to change when needed	2	Quite receptive towards changes.
17	4	Join the groups in most activities	2	More likely to maintain own identity than follow changes	2	Quite receptive towards changes.
18	2	More likely to be on individual.	3	May adapt to change when needed	2	Quite receptive towards changes.
19	2	More likely to be on individual.	2	More likely to maintain own identity than follow changes.	2	Quite receptive towards changes.
20	2	More likely to be on individual.	2	More likely to maintain own identity than follow changes.	2	Quite receptive towards changes.
21	3	Most of the times join groups but like to be alone.	3	May adapt to change when needed.	2	Quite receptive towards changes.
22	4	Join the groups in most activities.	2	More likely to maintain own identity than follow changes.	2	Quite receptive towards changes.
23	4	Join the groups in most activities	2	More likely to maintain own identity than follow changes.	2	Quite receptive towards changes.
24	4	Join the groups in most activities.	2	More likely to maintain own identity than follow changes.	2	Quite receptive towards changes.
25	2	More likely to be on individual	3	May adapt to change when needed.	3	May adopt changes when it brings advantages.
26	4	Join the groups in most activities.	3	May adapt to change when needed.	3	May adopt changes when it brings advantages.
27	4	Join the groups in most activities.	3	May adapt to change when needed.	3	May adopt changes when it brings advantages.
28	4	Join the groups in most activities.	2	More likely to maintain own identity than follow changes.	2	Quite receptive towards changes.
29	3	Most of the times join groups but like to be alone.	3	May adapt to change when needed.	2	Quite receptive towards changes.
30	3	Most of the times join groups but like to be alone.	3	May adapt to change when needed.	2	Quite receptive towards changes.
31	4	Join the groups in most activities.	3	May adapt to change when needed.	2	Quite receptive towards changes.
32	1	Mostly an individual person/do not like to join others.	1	Will never change identity although requires so	3	May adopt changes when it brings advantages.
33	3	Most of the times join groups but like to be alone.	3	May adapt to change when needed	1	Do not believes in change/conservative towards change.
34	2	More likely to be on individual	2	More likely to maintain own identity than follow changes.	2	Quite receptive towards changes.
35	4	Join the groups in most activities	3	May adapt to change when needed.	2	Quite receptive towards changes.
36	3	Most of the times join groups but like to be alone.	3	May adapt to change when needed	3	May adopt changes when it brings advantages.
37	2	More likely to be on individual	4	Always adapt to changes successfully.	4	Strong believer of change.
38	3	Most of the times join groups but like to be alone.	2	More likely to maintain own identity than follow changes	3	May adopt changes when it brings advantages.
39	3	Most of the times join groups but like to be alone.	2	More likely to maintain own identity than follow changes	2	Quite receptive towards changes.

[illegible]

SUMMARY OF RESULTS
ACTOR SYSTEM DIAGNOSIS - INDIVIDUAL
WISMA PUTRA (ADMIN. & CONSULAR)

Person	V1	V2	V3	Means
1	4	2	3	3.000
2	4	1	2	2.333
3	2	3	2	2.333
4	4	1	2	2.333
5	1	1	1	1.000
6	2	3	2	2.333
7	4	2	3	3.000
8	4	3	3	3.333
9	3	2	2	2.333
10	3	3	2	2.667
11	3	3	2	2.667
12	2	2	2	2.000
13	4	2	2	2.667
14	4	2	2	2.667
15	4	2	2	2.667
16	3	3	2	2.667
17	4	2	2	2.667
18	2	3	2	2.333
19	2	2	2	2.000
20	2	2	2	2.000
21	3	3	2	2.667
22	4	2	2	2.667
23	4	2	2	2.667
24	4	2	2	2.667
25	2	3	3	2.667
26	4	3	3	3.333
27	4	3	3	3.333
28	4	2	2	2.667
29	3	3	2	2.667
30	3	3	2	2.667
31	4	3	3	3.333
32	1	1	1	1.000
33	3	3	2	2.667
34	2	2	2	2.000
35	4	3	2	3.000
36	3	3	3	3.000
37	2	4	4	3.333
38	3	2	3	2.667
39	3	2	2	2.333
40	4	3	3	3.333
41	2	2	2	2.000
42	4	2	2	2.667
43	1	3	2	2.000
44	4	2	2	2.667
45	1	2	1	1.333

46	1	2	1	1.333
47	4	2	3	3.000
48	1	2	1	1.333
49	3	3	3	3.000
50	3	3	3	3.000
51	4	2	2	2.667
52	4	2	2	2.667
53	4	2	2	2.667
54	3	3	3	3.000
55	4	2	3	3.000
56	4	3	3	3.333
57	4	3	3	3.333
58	4	3	3	3.333
59	2	4	4	3.333
60	2	4	4	3.333
61	2	3	3	2.667
62	3	3	3	3.000
63	4	2	2	2.667
64	4	3	2	3.000
65	4	2	2	2.667
66	4	2	2	2.667
67	3	3	3	3.000
68	4	3	3	3.333
69	4	3	3	3.333
70	3	3	3	3.000
71	3	3	2	2.667
72	2	3	3	2.667
73	4	2	2	2.667
74	3	3	2	2.667
75	4	2	3	3.000
76	3	3	2	2.667
77	4	3	3	3.333
78	2	2	2	2.000
79	4	3	3	3.333
80	4	3	3	3.333
81	1	2	2	1.667
82	1	2	2	1.667
83	4	3	3	3.333
84	2	4	4	3.333
85	2	4	4	3.333
86	2	4	4	3.333
87	3	4	4	3.667
MEANS	3.069	2.575	2.448	2.697

FREQUENCY ANALYSIS OF ACTOR SYSTEM DIAGNOSIS (INDIVIDUAL) RESULT

	POOR (1)	FAIR(2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
SELF-REFERENCING CLOSURE	8	18	21	40	0
ALTRUISM)	4	36	40	7	0
SELF-REFLECTIVE EVOLUTION)	5	45	30	7	0

FREQUENCY ANALYSIS OF ACTOR SYSTEM DIAGNOSIS (INDIVIDUAL) RESULT (IN PERCENTAGES)

	POOR (1)	FAIR(2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
SELF-REFERENCING CLOSURE	9.195	20.690	24.138	45.977	0
ALTRUISM)	4.598	41.379	45.977	8.046	0
SELF-REFLECTIVE EVOLUTION)	5.747	51.724	34.483	8.046	0

**ACTOR SYSTEM DIAGNOSTIC - GENERIC
WISMA PUTRA (ADMIN. & CONSULAR)**

APPENDIX 3A

(A) Deputy Secretary General III's Office

Wholeness (V1)	4	There is cohesiveness in the work activities.
Propositional (V2)	3	Has strong directions for future but some are based on the past.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	4	There is clear characteristics that differentiates the activities done in comparison to other systems.
Qualities (V5)	4	Output produced can be identified both in terms of quality and quantity.
Generic Identity (V6)	4	Members can be recognized and differentiates from others.

(B) Administration & Security Division

Wholeness (V1)	2	Members are more often than not works on individual basis rather than as a group.
Propositional (V2)	2	Directions are based mostly on past.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	4	There is clear characteristics that differentiates the activities done in comparison to other systems.
Qualities (V5)	3	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	4	Members can be recognized and differentiates from others.

Diplomatic Bag Unit

Wholeness (V1)	2	Members are more often than not works on individual basis rather than as a group.
Propositional (V2)	2	Directions are based mostly on past.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	4	There is clear characteristics that differentiates the activities done in comparison to other systems.
Qualities (V5)	2	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	2	It is quite hard to differentiates the members of this group as compared to others as share similar characteristics with other departments/units.

) Filing (Registration) Unit

Wholeness (V1)	3	Members do work together but there are few of whom works on individual basis as the nature of the job requires so.
Propositional (V2)	2	Directions are based mostly on past.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	4	There is clear characteristics that differentiates the activities done in comparison to other systems.
Qualities (V5)	2	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	2	It is quite hard to differentiates the members of this group as compared to others as share similar characteristics with other departments/units.

(E) Communication (Saifer) Unit

Wholeness (V1)	1	Members work majority on individual basis as the nature of the job require so.
Propositional (V2)	1	There is no clear directions given but in situation that need one, it will mostly be based on past history.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	4	There is clear characteristics that differentiates the activities done in comparison to other systems.
Qualities (V5)	2	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	2	It is quite hard to differentiates the members of this group as compared to others as share similar characteristics with other departments/units.

(F) Library

Wholeness (V1)	4	Members are working together in most of the activities performed.
Propositional (V2)	1	There is no clear directions given but in situation that need one, it will mostly be based on past history.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	4	There is clear characteristics that differentiates the activities done in comparison to other systems.
Qualities (V5)	2	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	2	It is quite hard to differentiates the members of this group as compared to others as share similar characteristics with other departments/units.

(G) Inspectorat & Management Unit

Wholeness (V1)	3	Most activities require cohesiveness but the paperworks are done on individual basis.
Propositional (V2)	2	Directions are based mostly on past.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	4	There is clear characteristics that differentiates the activities done in comparison to other systems.
Qualities (V5)	3	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	4	Members can be recognized and differentiates from others.

(H) Ticketing Unit

Wholeness (V1)	1	Activities mostly involves individual actions rather than in group.
Propositional (V2)	2	Directions are based mostly on past.
Normative (V3)	3	There is clear characteristics that differentiates the activities done in comparison to other systems. But some of the norms are not shared together.
Extension (V4)	4	There is clear characteristics that differentiates the activities done in comparison to other systems.
Qualities (V5)	3	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	2	It is quite hard to differentiates the members of this group as compared to others as share similar characteristics with other departments/units.

Service Division

Wholeness (V1)	3	Most activities require cohesiveness but the paperworks are done on individual basis.
Propositional (V2)	2	Directions are based mostly on past.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	3	There is clear characteristics that differentiates the activities done in comparison to other systems. However, there are some that is quite similar to the OD Division.
Qualities (V5)	3	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	4	Members can be recognized and differentiates from others.

Organizational Development Unit

Wholeness (V1)	3	Most activities require cohesiveness but the paperworks are done on individual basis.
Propositional (V2)	2	Directions are based mostly on past.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	3	There is clear characteristics that differentiates the activities done in comparison to other systems. However, there are some that is quite similar to the Service Division.
Qualities (V5)	3	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	4	Members can be recognized and differentiates from others.

(K) Consular Section

Wholeness (V1)	3	Most activities are done on individual basis but require cohesiveness in the implementation.
Propositional (V2)	2	Directions are based mostly on past.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	4	There is clear characteristics that differentiates the activities done in comparison to other systems.
Qualities (V5)	3	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	4	Members can be recognized and differentiates from others.

(L) Budget Section

Wholeness (V1)	3	Most activities are done on individual basis but require cohesiveness in the implementation.
Propositional (V2)	3	Directions are based mostly on the yearly budget policy made by the central agency.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	3	There is clear characteristics that differentiates the activities done in comparison to other systems. However, share similar characteristics with Account Section.
Qualities (V5)	3	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	3	Members can be recognized and differentiates from others. However, may be mistaken with either the Procurement or the Account members.

Procurement Section

Wholeness (V1)	3	Most activities are done on individual basis but require cohesiveness in the implementation.
Propositional (V2)	3	Directions are based mostly on the yearly budget policy made by the central agency.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	4	There is clear characteristics that differentiates the activities done in comparison to other systems.
Qualities (V5)	3	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	3	Members can be recognized and differentiates from others. However, may be mistaken with either the Budget or the Account members.

Account Section

Wholeness (V1)	3	Most activities are done on individual basis but require cohesiveness in the implementation.
Propositional (V2)	3	Directions are based mostly on the yearly budget policy made by the central agency.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	3	There is clear characteristics that differentiates the activities done in comparison to other systems. However share similar characteristics with Budget Section.
Qualities (V5)	3	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	3	Members can be recognized and differentiates from others. However, may be mistaken with either the Procurement or the Budget members.

(O) Development Section

Wholeness (V1)	4	Activities are done in group and highly cohesive.
Propositional (V2)	3	Directions are based mostly on the yearly budget policy made by the central agency.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	4	There is clear characteristics that differentiates the activities done in comparison to other systems.
Qualities (V5)	3	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	4	Members can be recognized and differentiates from others.

(P) Internal Audit Unit

Wholeness (V1)	4	Activities are done on individual basis but highly cohesive.
Propositional (V2)	4	There is strong basic set of assumptions, logic and orientation for organized activity.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	4	There is clear characteristics that differentiates the activities done in comparison to other systems.
Qualities (V5)	3	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	4	Members can be recognized and differentiates from others.

(Q) Information & Communication Technology Division

Wholeness (V1)	4	Activities are mostly done on individual basis but highly cohesive. Moreover, there are some activities that are done in group and highly cohesive.
Propositional (V2)	4	There is strong basic set of assumptions, logic and orientation for organized activity.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	4	There is clear characteristics that differentiates the activities done in comparison to other systems.
Qualities (V5)	3	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	4	Members can be recognized and differentiates from others.

(R) ASEAN Department

Wholeness (V1)	3	Most activities are done on individual basis but require cohesiveness in the implementation.
Propositional (V2)	4	Directions are mostly done according to the current foreign policy and also the current issues in the ASEAN meetings.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	3	There is clear characteristics that differentiates the activities done in comparison to other systems. However share similar characteristics with the Multilateral Department.
Qualities (V5)	3	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	3	Members can be recognized and differentiates from others. However, may be mistaken with either the Political and Multilateral Department.

(S) Protocol Department

Wholeness (V1)	3	Most activities are done on individual basis but require cohesiveness in the implementation.
Propositional (V2)	2	Directions are mostly based on the past decisions.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	4	There is clear characteristics that differentiates the activities done in comparison to other systems.
Qualities (V5)	3	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	3	Members can be recognized and differentiates from others. However, may be mistaken with some other departments/units as there is no strong generic identity that differentiate it with others.

(T) Legal Advisor Office

Wholeness (V1)	2	Most activities are done on individual basis and does not involves a lot of cohesiveness in the implementation.
Propositional (V2)	2	Directions are mostly based on the past decisions.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	4	There is clear characteristics that differentiates the activities done in comparison to other systems.
Qualities (V5)	3	Output produced can be identified but hardly to agree on the quality of the output.
Generic Identity (V6)	4	Members can be recognized and differentiates from others.

(U) Institute of Diplomacy & Foreign Relation

Wholeness (V1)	3	Most activities are done on individual basis and but involves a lot of cohesiveness in the implementation.
Propositional (V2)	2	Directions are mostly based on the past decisions.
Normative (V3)	4	Norms are shared together. Everybody behave similarly.
Extension (V4)	4	There is clear characteristics that differentiates the activities done in comparison to other systems.
Qualities (V5)	4	Output produced can be identified both in terms of quantity and quality.
Generic Identity (V6)	4	Members can be recognized and differentiates from others.

SUMMARY OF RESULTS
ACTOR SYSTEM DIAGNOSTIC - GENERIC
WISMA PUTRA (ADMIN & CONSULAR)

	V1	V2	V3	V4	V5	V6	Means
TKSU III Office	4	3	4	4	4	4	3.83
Administration & Security Division	2	2	4	4	3	4	3.17
Diplomatic Bag Unit	2	2	4	4	2	2	2.67
Filing (registration) Unit	3	2	4	4	2	2	2.83
Communication (Saifer) Unit	1	1	4	4	2	2	2.33
Library	4	1	4	4	2	2	2.83
Inspectorat & Management Unit	3	2	4	4	3	4	3.33
Ticketing Unit	1	2	3	4	3	2	2.50
Service Division	3	2	4	3	3	4	3.17
Organizational Development Unit	3	2	4	3	3	4	3.17
Consular Section	3	2	4	4	3	4	3.33
Budget Section	3	3	4	3	3	3	3.17
Procurement Section	3	3	4	4	3	3	3.33
Account Section	3	3	4	3	3	3	3.17
Development Section	4	3	4	4	3	4	3.67
Internal Audit Unit	4	4	4	4	3	4	3.83
ICT Division	4	4	4	4	3	4	3.83
ASEAN Department	3	4	4	3	3	3	3.33
Protocol Department	3	2	4	4	3	3	3.17
Legal Advisor Office	2	2	4	4	3	4	3.17
Inst. of Diplomacy & Foreign Relations	3	2	4	4	4	4	3.50
MEANS	2.90	2.43	3.95	3.76	2.90	3.29	3.21

FREQUENCY ANALYSIS OF THE ACTOR SYSTEM DIAGNOSIS-GENERIC RESULT

VARIABLES	POOR (1)	FAIR (2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (Wholeness)	2	3	11	5	0
V2 (Propositional)	2	11	5	3	0
V3 (Normative)	0	0	1	20	0
V4 (Extension)	0	0	5	16	0
V5 (Qualities)	0	4	15	2	0
V6 (Generic Identity)	0	5	5	11	0

FREQUENCY ANALYSIS OF THE ACTOR SYSTEM DIAGNOSIS-GENERIC RESULT
(IN PERCENTAGES)

VARIABLES	POOR (1)	FAIR (2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (Wholeness)	9.524	14.286	52.381	23.810	0
V2 (Propositional)	9.524	52.381	23.810	14.286	0
V3 (Normative)	0	0	4.762	95.238	0
V4 (Extension)	0	0	23.810	76.190	0
V5 (Qualities)	0	19.048	71.429	9.524	0
V6 (Generic Identity)	0	23.810	23.810	52.381	0

**DISSIPATIVE STRUCTURE SYSTEM DIAGNOSTIC
WISMA PUTRA (ADMIN. & CONSULAR)**

(A) Deputy Secretary General III's Office

Structural Orientation (V1)	1	The structure are most likely to remain the same for the next 10 to 15 years as the job assignments are already at its maximum capacity.
Actions Toward Deviation (V2)	3	Organization sometimes failed to proactively react to some of the faulties practices/activities.
Dynamic (V3)	3	The leader are excellently dynamic in terms of generating new ideas but the members of the organization are receptively slow in accepting the ideas.
Tendency of Form (V4)	2	The members of the organization are most likely to act according to the situation rather than keep on changing proactively.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	3	Activities/tasks involved are mostly non-routine. However, some paperworks are those of routine and formatted and does not require a lot of efforts.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(B) Administration & Security Division

Structural Orientation (V1)	3	As a result of modern technology and improvement in work activities, the division structure is keep on changing accordingly to the needs of staffs.
Actions Toward Deviation (V2)	2	Staffs are more often than not failed to react proactively towards any changes in the environment.
Dynamic (V3)	1	The leader only have one way thinking and quite receptive towards any new ideas.
Tendency of Form (V4)	2	The members of the organization are most likely to act according to the situation rather than keep on changing proactively.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	1	Tasks involved are highly routine.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(C) Diplomatic Bag Unit

Structural Orientation (V1)	1	The structure are most likely to remain the same for the next 10 to 15 years as the job assignments are already at its maximum capacity.
Actions Toward Deviation (V2)	2	Staffs are more often than not failed to react proactively towards any changes in the environment.
Dynamic (V3)	1	The leader only have one way thinking and quite receptive towards any new ideas.
Tendency of Form (V4)	2	The members of the organization are most likely to act according to the situation rather than keep on changing proactively.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	1	Tasks involved are highly routine.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(D) Filing (Registration) Unit

Structural Orientation (V1)	1	The structure are most likely to remain the same for the next 10 to 15 years as the job assignments are already at its maximum capacity.
Actions Toward Deviation (V2)	3	The staffs sometimes tried to proactively react towards the improvement of the system but in most of the times situations do not allow them to effectively implement proactive changes.
Dynamic (V3)	2	The leader/supervisor is not dynamic but the staffs are mostly having good ideas that may bring improvement to the organizations.
Tendency of Form (V4)	3	There is quite high tendency for incipativeness.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	2	Tasks involved are highly routine but the staffs are likely to made things more lively.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(E) Communication (Saifer) Unit

Structural Orientation (V1)	1	The structure are most likely to remain the same for the next 10 to 15 years as the job assignments are already at its maximum capacity.
Actions Toward Deviation (V2)	2	Staffs are more often than not failed to react proactively towards any changes in the environment.
Dynamic (V3)	1	The leader only have one way thinking and quite receptive towards any new ideas.
Tendency of Form (V4)	2	The members of the organization are most likely to act according to the situation rather than keep on changing proactively.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	1	Tasks involved are highly routine.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(F) Library

Structural Orientation (V1)	1	The structure are most likely to remain the same for the next 10 to 15 years as the job assignments are already at its maximum capacity.
Actions Toward Deviation (V2)	2	Turnkey operations are not done excellently although the listing of the new inventory are done proactively.
Dynamic (V3)	1	The leader fails to come out with excellent ideas on how the library may implement new changes that may attract readers.
Tendency of Form (V4)	2	The members of the organization are most likely to act according to the situation rather than keep on changing proactively.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	1	Tasks involved are highly routine.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(G) Inspectorat & Management Unit

Structural Orientation (V1)	1	The structure are most likely to remain the same for the next 10 to 15 years as the job assignments are already at its maximum capacity.
Actions Toward Deviation (V2)	4	The nature of the work mostly involves proactive reaction from the members.
Dynamic (V3)	3	The leader are excellently dynamic in terms of generating new ideas but the members of the organization are receptively slow in accepting the ideas.
Tendency of Form (V4)	3	There is quite high tendency for incipativeness.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	3	Tasks are closely to non-routine but there are still some routine jobs that made the members closer to steady state.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(H) Ticketing Unit

Structural Orientation (V1)	1	The structure are most likely to remain the same for the next 10 to 15 years as the job assignments are already at its maximum capacity.
Actions Toward Deviation (V2)	2	Staffs are more often than not failed to react proactively towards any changes in the environment.
Dynamic (V3)	1	The leader only have one way thinking and quite receptive towards any new ideas.
Tendency of Form (V4)	2	The members of the organization are most likely to act according to the situation rather than keep on changing proactively.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	1	Tasks involved are highly routine.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(I) Service Division

Structural Orientation (V1)	1	The structure are most likely to remain the same for the next 10 to 15 years as the job assignments are already at its maximum capacity.
Actions Toward Deviation (V2)	3	The nature of the work mostly involves proactive reaction from the members. However, more often than not members are more likely to counter react to situation.
Dynamic (V3)	3	The leader are excellently dynamic in terms of generating new ideas but the members of the organization are receptively slow in accepting the ideas.
Tendency of Form (V4)	3	There is quite high tendency for incipativeness.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	2	Tasks are mostly routine but mostly involved different scenarios/cases.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(J) Organizational Development Unit

Structural Orientation (V1)	1	The structure are most likely to remain the same for the next 10 to 15 years as the job assignments are already at its maximum capacity.
Actions Toward Deviation (V2)	2	The nature of the work mostly involves proactive reaction from the members. However, members are most likely to counter react to situation.
Dynamic (V3)	2	There is low tendency for dynamism, especially in generating new ideas, from the members.
Tendency of Form (V4)	2	Very low tendency towards incipativeness.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	2	Tasks are not supposed to be routine but practice made it so as most paper works are done by other departments/units.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(K) Consular Section

Structural Orientation (V1)	1	The structure are most likely to remain the same for the next 10 to 15 years as the job assignments are already at its maximum capacity.
Actions Toward Deviation (V2)	1	The nature of the work are highly counter-reacting towards situation.
Dynamic (V3)	3	The leader/supervisors are highly dynamic but the members made it difficult for new changes to take place as they rather keep things at steady state.
Tendency of Form (V4)	2	Very low tendency towards incipativeness.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	3	Tasks are highly routine but involves different cases and thus different approaches in carrying out the tasks.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(L) Budget Section

Structural Orientation (V1)	1	The structure are most likely to remain the same for the next 10 to 15 years as the job assignments are already at its maximum capacity.
Actions Toward Deviation (V2)	3	The nature of the work mostly involves proactive reaction from the members. However, more often than not members are more likely to counter react to situation.
Dynamic (V3)	3	The leader are excellently dynamic in terms of generating new ideas but the members of the organization are receptively slow in accepting the ideas.
Tendency of Form (V4)	3	There is quite high tendency for incipativeness.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	2	Tasks are mostly routine but mostly involved different scenarios/cases.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(M) Procurement Section

Structural Orientation (V1)	1	The structure are most likely to remain the same for the next 10 to 15 years as the job assignments are already at its maximum capacity.
Actions Toward Deviation (V2)	1	The nature of the work are highly counter-reacting towards situation.
Dynamic (V3)	1	Supervisor as well as members rather kept themselves at steady state than persuing changes for improvement.
Tendency of Form (V4)	2	The members of the organization are most likely to act according to the situation rather than keep on changing proactively.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	1	Tasks are highly routine.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(N) Account Section

Structural Orientation (V1)	1	The structure are most likely to remain the same for the next 10 to 15 years as the job assignments are already at its maximum capacity.
Actions Toward Deviation (V2)	2	Staffs are more often than not failed to react proactively towards any changes in the environment.
Dynamic (V3)	3	The leader are excellently dynamic in terms of generating new ideas but the members of the organization are receptively slow in accepting the ideas.
Tendency of Form (V4)	2	There is low tendency for incipativeness.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	2	Tasks are mostly routine but mostly involved different scenarios/cases.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(O) Development Section

Structural Orientation (V1)	1	The structure are most likely to remain the same for the next 10 to 15 years as the job assignments are already at its maximum capacity.
Actions Toward Deviation (V2)	3	The nature of the work mostly involves proactive reaction from the members. However, more often than not members are more likely to counter react to situation.
Dynamic (V3)	3	The leader are excellently dynamic in terms of generating new ideas but the members of the organization are receptively slow in accepting the ideas.
Tendency of Form (V4)	3	There is quite high tendency for incipativeness.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	4	Tasks are non-routine and require different feedbacks.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(P) Internal Audit Unit

Structural Orientation (V1)	3	The structure are likely to change as the importance of the activities are becoming increasing.
Actions Toward Deviation (V2)	4	The nature of the work mostly involves proactive reaction from the members.
Dynamic (V3)	3	The leader are excellently dynamic in terms of generating new ideas but the implementation of the ideas pending to the management's approval.
Tendency of Form (V4)	3	There is quite high tendency for incipativeness.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	4	Tasks are non-routine and require different feedbacks.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(Q) Information & Communication Technology Division

Structural Orientation (V1)	3	The structure are likely to change as the importance of the activities are becoming increasing.
Actions Toward Deviation (V2)	4	The nature of the work mostly involves proactive reaction from the members.
Dynamic (V3)	3	The leader are excellently dynamic in terms of generating new ideas but the implementation of the ideas pending to the management's approval.
Tendency of Form (V4)	3	There is quite high tendency for incipativeness.
Internal Condition (V5)	4	Changes are done radically with most of the times the organization faced many changes.
Referent (V6)	4	Tasks are non-routine and require different feedbacks.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	3	System is close to open and continously changing.

(R) ASEAN Department

Structural Orientation (V1)	2	The structure may change according to the changes in the ASEAN. However, they are most likely to remain the same for the next 5 years.
Actions Toward Deviation (V2)	3	The nature of the work mostly involves proactive reaction from the members. However, more often than not members are more likely to counter react to situation.
Dynamic (V3)	3	The leader are excellently dynamic in terms of generating new ideas but the members of the organization are receptively slow in accepting the ideas.
Tendency of Form (V4)	3	There is quite high tendency for incipativeness.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	4	Tasks are non-routine and require different feedbacks.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(S) Protocol Department

Structural Orientation (V1)	1	The structure are most likely to remain the same for the next 10 to 15 years as the job assignments are already at its maximum capacity.
Actions Toward Deviation (V2)	1	The nature of the work are highly counter-reacting towards situation.
Dynamic (V3)	3	The leader/supervisors are highly dynamic but the members made it difficult for new changes to take place as they rather keep things at steady state.
Tendency of Form (V4)	2	Very low tendency towards incipativeness.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	3	Tasks are highly routine but involves different cases and thus different approaches in carrying out the tasks.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(T) Legal Advisor Office

Structural Orientation (V1)	1	The structure are most likely to remain the same for the next 10 to 15 years as the job assignments are already at its maximum capacity.
Actions Toward Deviation (V2)	1	The nature of the work are highly counter-reacting towards situation.
Dynamic (V3)	2	The leaders as well as its members are leaning towards one-way thinking rather than dynamics.
Tendency of Form (V4)	2	Very low tendency towards incipativeness.
Internal Condition (V5)	2	Changes are done more on gradual basis rather than dramatic.
Referent (V6)	3	Tasks are highly routine but involves different cases and thus different approaches in carrying out the tasks.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	2	System is close to conservative with possible growth.

(U) Institute of Diplomacy & Foreign Relation

Structural Orientation (V1)	3	The structure are likely to change as the importance of the activities are becoming increasing.
Actions Toward Deviation (V2)	4	The nature of the work mostly involves proactive reaction from the members.
Dynamic (V3)	3	The leader are excellently dynamic in terms of generating new ideas but the implementation of the ideas pending to the management's approval.
Tendency of Form (V4)	3	There is very high tendency for incipativeness.
Internal Condition (V5)	4	Changes are done radically with most of the times the organization faced many changes.
Referent (V6)	4	Tasks are non-routine and require different feedbacks.
Logical Organization (V7)	2	Changes made are hardly irreversible.
System Type (V8)	3	System is close to open and continously changing.

SUMMARY OF RESULTS
DISSIPATIVE STRUCTURE SYSTEM DIAGNOSTIC
WISMA PUTRA (ADMIN & CONSULAR)

	V1	V2	V3	V4	V5	V6	V7	V8	Means
TKSU III Office	1	3	3	2	2	3	2	2	2.25
Administration & Security Division	3	2	1	2	2	1	2	2	1.88
Diplomatic Bag Unit	1	2	1	2	2	1	2	2	1.63
Filing (registration) Unit	1	3	2	3	2	2	2	2	2.13
Communication (Saifer) Unit	1	2	1	2	2	1	2	2	1.63
Library	1	2	1	2	2	1	2	2	1.63
Inspectorat & Management Unit	1	4	3	3	2	3	2	2	2.50
Ticketing Unit	1	2	1	2	2	1	2	2	1.63
Service Division	1	3	3	3	2	2	2	2	2.25
Organizational Development Unit	1	2	2	2	2	2	2	2	1.88
Consular Section	1	1	3	2	2	3	2	2	2.00
Budget Section	1	3	3	3	2	2	2	2	2.25
Procurement Section	1	1	1	2	2	1	2	2	1.50
Account Section	1	2	3	2	2	2	2	2	2.00
Development Section	1	3	3	3	2	4	2	2	2.50
Internal Audit Unit	3	4	3	3	2	4	2	2	2.88
ICT Division	3	4	3	3	4	4	2	3	3.25
ASEAN Department	2	3	3	3	2	4	2	2	2.63
Protocol Department	1	1	3	2	2	3	2	2	2.00
Legal Advisor Office	1	1	2	2	2	3	2	2	1.88
Inst. of Diplomacy & Foreign Relations	3	4	3	3	4	4	2	3	3.25
MEANS	1.43	2.48	2.29	2.43	2.19	2.43	2.00	2.10	2.17

FREQUENCY ANALYSIS OF THE DISSIPATIVE STRUCTURE SYSTEM DIAGNOSIS RESULT

VARIABLES	POOR (1)	FAIR (2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (Structural Orientation)	16	1	4	0	0
V2 (Actions Toward Deviation)	4	7	6	4	0
V3 (Dynamic)	6	3	12	0	0
V4 (Tendency of Form)	0	12	9	0	0
V5 (Internal Condition)	0	19	0	2	0
V6 (Referent)	6	5	5	5	0
V7 (Logical Organization)	0	21	0	0	0
V8 (System Type)	0	19	2	0	0

FREQUENCY ANALYSIS OF THE DISSIPATIVE STRUCTURE SYSTEM DIAGNOSIS RESULT
(IN PERCENTAGES)

VARIABLES	POOR (1)	FAIR (2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (Structural Orientation)	76.190	4.762	19.048	0	0
V2 (Actions Toward Deviation)	19.048	33.333	28.571	19.048	0
V3 (Dynamic)	28.57	14.29	57.143	0	0
V4 (Tendency of Form)	0	57.143	42.857	0	0
V5 (Internal Condition)	0	90.476	0	9.524	0
V6 (Referent)	28.57	23.810	23.810	23.810	0
V7 (Logical Organization)	0	100	0	0	0
V8 (System Type)	0	90.476	9.524	0	0

SIX LEVEL ORGANIZATIONAL DIAGNOSTICS – WISMA PUTRA (ADMIN & CONSULAR)

A) 1st Level – General Environment

a) Deputy Secretary General III's Office

1. V1 (social): Score = 4
There is high tolerance between the races in the society and each community live in peaceful and harmony. General populace relatively free to do what they want as long as do not disturb the security of the country, and most communities are provided with the basic needs.
2. V2 (Economics): Score = 3
The unemployment level is relatively low as compared to the other Asian country's rate of unemployment. The GDP is also grow at the expected rate. However, there is quite an uncertainty in term of near future economics as well as debt situation of the country.
3. V3 (Honesty): Score = 1
Every Government agencies as well as most of private companies, in most of the time, failed to get things done according to the mission statements, objectives or the client charter. This leads to problem in coordinating meetings between departments as well as getting feedback from other agencies as most will likely delayed actions.
4. V4 (Technological): Score = 1
The technological changes in the administrative area are not being adopted widely. Most administrative staff in the government are still backward in terms of using technology (like computer) for work. This has also influence the Unit as most staff do not try to learn more on new technologies.
5. V5 (Ecological): Score = 3
The general's view on ecological issues do not effect the attainment of the unit's objectives.
6. V6 (Political): Score = 5
The political forces (Government in power) have always been helpful in supporting the Office's plans and actions.

b) Administration & Security Division

1. V1 (social): Score = 4
There is high tolerance between the races in the society and each community live in peaceful and harmony. General populace relatively free to do what they want as long as do not disturb the security of the country, and most communities are provided with the basic needs. The social environment is not a hindrance to the attainment of the Division's objectives.
2. V2 (Economics): Score = 1
Since the country is now out of the economic recession, jobs are quite available outside. This situation has made it hard for the division to employ enough security officer for the Ministry. It has also made it hard to employ secretary as well as typist since the Government pay for these position is quite low as compared to the private sectors.
3. V3 (Honesty): Score = 1

Most divisions/units that are involved with the Division failed to get things done according to agreed specifications and obligations. They normally delays their actions up to the very last minutes.

4. V4 (Technological): Score = 1
The technological changes in the administrative area are not being adopted widely. Most administrative staff in the government are still backward in terms of using technology (like computer) for work. This has also influence the Unit as most staff do not try to learn more on new technologies.
5. V5 (Ecological): Score = 1
The Division find it hard to achieve its objective of maintaining a healthy as well as clean environment in the Wisma Putra complex as most people do not have a high regard for basic hygiene and cleanliness.
6. V6 (Political): Score = 5
The political forces (Government in power) have always been helpful in supporting the Division's plans and actions.

c) Diplomatic Bag Unit

1. V1 (social): Score = 4
There is high tolerance between the races in the society and each community live in peaceful and harmony. General populace relatively free to do what they want as long as do not disturb the security of the country, and most communities are provided with the basic needs. The social environment is not a hindrance to the attainment of the Unit's objectives.
2. V2 (Economics): Score = 2
High rate of exchange between RM and other currencies has raise the cost of transporting the diplomatic cargo to overseas but at the same time has made it quite relatively low for incoming cargo/bag.
3. V3 (Honesty): Score = 3
The airlines industry rarely failed to deliver the items or cargo according to the agreed time and places.
4. V4 (Technological): Score = 3
The technological changes in airline industry enable the services to be conducted efficiently and effectively.
5. V5 (Ecological): Score = 3
High regard of non-renewable resources and preservation of the environment has no direct effect on the efficiency and effectiveness of the Unit.
6. V6 (Political): Score = 5
The political forces (Government in power) have always been helpful in supporting the Unit's plans and actions.

d) Filing & Registration of Diplomatic Notes Unit

1. V1 (social): Score = 4
There is high tolerance between the races in the society and each community live in peaceful and harmony. General populace relatively free to do what they want as long as do not disturb the security of the country, and most communities are provided with the basic needs. The social environment is not a hindrance to the attainment of the Unit's objectives.
2. V2 (Economics): Score = 2

The economic situation has raised the cost of new compactors as well as filing cabinets. This has made it hard for the Unit to maintain the files as budget is also low for procurement.

3. V3 (Honesty): Score = 1
Officers of other departments/units rarely maintain or updates their files. They also failed to return each files on loan on time to the Unit.
4. V4 (Technological): Score = 1
Slow changes in new technology that may create efficiency and effectiveness for Filing systems.
5. V5 (Ecological): Score = 3
Do not have any effect on the unit's performance.
6. V6 (Political): Score = 5
The political forces (Government in power) have always been helpful in supporting the Unit's plans and actions.

e) Communication & Cipher Unit

1. V1 (social): Score = 2
Although the Malaysian lives in harmony, in terms of information secrecy, there is threat from certain group of people. The opposition or certain groups always try to get pass through security in getting the top secret information. This group of people may affect the Unit from securing incoming and outgoing information.
2. V2 (Economics): Score = 2
The economic situation has raised the cost of operating and maintaining the machines for communication and ciphering.
3. V3 (Honesty): Score = 1
As nobody can hardly be trusted, especially in the world of diplomatic where everybody may involve in espionage, its going to be hard for the Unit to secure the communication and information lines.
4. V4 (Technological): Score = 5
The communication technology is changing rapidly making it better for the unit to find the best and most secured for conveying messages throughout all the missions abroad.
5. V5 (Ecological): Score = 3
Do not have any effect on the unit's performance.
6. V6 (Political): Score = 5
The political forces (Government in power) have always been helpful in supporting the Unit's plans and actions.

f) Library

1. V1 (social): Score = 1
The Malaysian society is not keen in reading. Those that read do not go for knowledge book; instead they enjoy reading entertainment & leisure books. This make it hard for the Library to be as the main info-center for the Ministry.
2. V2 (Economics): Score = 2
The economic situation has raised the cost of imported books.
3. V3 (Honesty): Score = 1
Most people did not return the book on time.

4. V4 (Technological): Score = 1
As people now go for webpage for information, the library has lost its role as info-center.
5. V5 (Ecological): Score = 3
Do not have any effect on the unit's performance.
6. V6 (Political): Score = 5
The government is encouraging the nation to read. Many programs have been implemented towards creating knowledge society.

g) Inspectorat & Management Unit

1. V1 (social): Score = 1
The global social environment is unstable. Since countries have different cultures and regulations for their society, it is hard for the Unit to come out with a standard operating guideline for every mission abroad.
2. V2 (Economics): Score = 1
The global economic situation that is quite unpredictable made it hard for the Unit to come out with the best pay scale for each mission according to region/country.
3. V3 (Honesty): Score = 3
Most home based staff (diplomat) working in the mission abroad reports on time and do their reports according to the specifications. This enable the Unit to come out with a through analysis for their research.
4. V4 (Technological): Score = 2
Computer and ICT has made the job easier for the staff to do their research. However, the terminal is not reliable that there is too many occasions where the server is down for a long period of time.
5. V5 (Ecological): Score = 3
Do not have any effect on the unit's performance.
6. V6 (Political): Score = 1
The Central Agencies (JPA and Treasury) are not very keen to approve the revision of some circular especially those that involves monetary elements.

h) Ticketing Unit

1. V1 (social): Score = 3
The travel agents and airlines employees especially those on the counter services are very helpful and friendly when dealing with the Unit. This made the work easier for them especially when doing last minute booking and upgrading of class.
2. V2 (Economics): Score = 1
The price of airfares keeps on changing as oil prices are also fluctuating. This made it hard for the Unit to prepare a budget in advance.
3. V3 (Honesty): Score = 3
Things get done accordingly to the agreed specifications and obligations. Rarely the travel agents missed things out.
4. V4 (Technological): Score = 2
The local travel agency is not using the computer network widely yet. Even the airlines do not have online ticket ordering yet. However, there is a move towards

the online system among the airlines, travel agents and the Embassy/High Commission.

5. V5 (Ecological): Score = 3
Do not have any effect on the unit's performance.
6. V6 (Political): Score = 2
Unit finds it hard to get the best routing for certain destination as the Government made it clear to save/cut cost on foreign visit. As this is the case, the price may be low but officer may end up transiting in many countries.

i) Service Division

1. V1 (social): Score = 1
Majority of those who deals with the Division have certain preconception that the division is practicing cronyism and biases in the decision making.
2. V2 (Economics): Score = 1
As the country is now in the going once again, there is increased pressures faced by the Division to select the appropriate candidates for the Malaysian Foreign Services (Diplomats). This is due to the fact that most of the best candidates opted to work in the private sector since the pay is higher.
3. V3 (Honesty): Score = 2
It is hard to trust the staffs as most will give reasons when assigned for "hardship posting".
4. V4 (Technological): Score = 3
The technological area does not affect the attainment of the Division's objectives.
5. V5 (Ecological): Score = 3
Do not have any effect on the unit's performance.
6. V6 (Political): Score = 5
The Ministers as well as the Secretary General have always been helpful in supporting the Division's plans and actions.

j) Organizational Development Unit

1. V1 (social): Score = 1
As Malaysian standard of education is getting higher, the Unit faced problems in planning the optimum force for supporting staff level.
2. V2 (Economics): Score = 1
The economic condition does not permit the Unit to fill all the vacant posts. Even if it is permitted, it will be hard to find a suitable candidates for certain posts as the starting pay is quite low.
3. V3 (Honesty): Score = 1
Most Divisions/Units complain that they could not perform as they are having shortages. However, when proper analysis/research is done on the Divisions/Unit, many staffs are having their own sweet time to complete their tasks.
4. V4 (Technological): Score = 4
The technological advances in workplace may reduce the number of staffs needed to complete certain tasks/functions.
5. V5 (Ecological): Score = 3
Do not have any effect on the unit's performance.

6. V6 (Political): Score = 2
The Ministers as well as the Secretary General have always been helpful in supporting the Division's plans and actions. However, the Central Agency (JPA & Treasury) are not keen on creating more additional of staffs in each Ministry.

k) Consular Section

1. V1 (social): Score = 1
Public are not willing to wait in line. Some even got mad when they failed to get the service they wanted even when what they are asking for is against the law.
2. V2 (Economics): Score = 5
As the economic is getting better, companies are starting to employ foreigners once again. This increase the number of endorsement made on legal papers as well as the Section's revenue.
3. V3 (Honesty): Score = 1
There have been some forgery cases on the original as well as the copy documents. Since the number of cases has been increasing, it is hard for the consular to effectively and efficiently carry out the functions.
4. V4 (Technological): Score = 3
While the have been technological breakthrough in the counter services system, most of them are not applicable for public services counter system. However, online checking of visa, passport and identification card which will be introduced in the e-government may make the Section's job faster and easier.
5. V5 (Ecological): Score = 1
Public (client) always left bottles and some food wrappers at the counter as well as at the waiting areas making the Section not presentable.
6. V6 (Political): Score = 1
There is conflict between politician needs and current regulations. Sometimes there is high demand from certain politician/upper management persuading the Section to loosen its regulation.

l) Budget Section

1. V1 (social): Score = 1
As there is increase in public demand for the government to spend smartly and be more transparent in spending, the Section's function has become more complicated.
2. V2 (Economics): Score = 1
Current economic situation has effected the Section on a number of ways. First, there is limited amount of money to be spent. Second, it is hard for the Section to effectively plans budget for overseas mission as some regions are still having economic problems and thus their currency fluctuates a lot against the USD.
3. V3 (Honesty): Score = 1
Most missions failed to spend according to the agreed budget and majority failed to report it to the Section.
4. V4 (Technological): Score = 4
Latest introduction on the "spider" network that links the Section with all the missions abroad will make it easier for the Section to monitor overseas budget spending.
5. V5 (Ecological): Score = 3

The increase awareness among home based staff in overseas mission on environment has reduce the cost of stationaries and papers (A4 paper especially).

6. V6 (Political): Score = 2
The Government has always insisted on smart spending and cutting budget on operational activities.

m) Procurement Section

1. V1 (social): Score = 1
The society within the Ministry has low regards for maintaining government property. Most are ungrateful which leads to new things have to be replace sooner than expected.
2. V2 (Economics): Score = 2
Imported items has been very costly.
3. V3 (Honesty): Score = 1
People sometimes use the government property for their own interests. There is also high rate of usage for personal matters for certain items such as printers, papers, and stationaries.
4. V4 (Technological): Score = 2
The introduction of online ordering between the Section and other divisions/sections/units has made the process more efficient. However, in terms of ordering from the suppliers, the process still takes longer time since it is still done using the conventional ways – letter.
5. V5 (Ecological): Score = 3
There is increase awareness from the staff on saving usage on certain things such as papers and stationaries.
6. V6 (Political): Score = 2
There is pressures from the upper management and ministers especially when the contract involves huge money.

n) Account Section

1. V1 (social): Score = 1
There is increase number of people who questions the credibility of public accounts.
2. V2 (Economics): Score = 1
The economic condition has made it hard for the Section to fill up the vacant post. Many accounting graduates are reluctant to work with the government agency as the pay is low.
3. V3 (Honesty): Score = 1
Most missions failed to send their accounts statement on time and most of the time failed to close their accounts.
4. V4 (Technological): Score = 1
Account work is still done manually at most missions which explain lateness in sending the account report.
5. V5 (Ecological): Score = 3
Does not affect the Section's performance.
6. V6 (Political): Score = 1

The Upper Management fails to punish those that misuse the money/budget and those who did false report on the accounts.

o) Development Section

1. V1 (social): Score = 1
The social world of construction industry is full of corruption making the cost higher. There is also increase critiques from the public on corruption in Government agencies involving in development areas.
2. V2 (Economics): Score = 1
The economic condition leads to slow progress of projects implementation. Companies are reluctant to speed up their work as the government is also slow on the progress of payment.
3. V3 (Honesty): Score = 1
Most contractors try to cheat a little bit in most projects done. Sometimes infrastructure is not build according to the agreed specifications.
4. V4 (Technological): Score = 3
The technological advances in the construction areas has made the progress faster and reduce the cost of development.
5. V5 (Ecological): Score = 1
Increase awareness of preservation of environment has raised the cost of development especially in Western countries.
6. V6 (Political): Score = 4
There is strong support from the government on the development policy.

p) Internal Audit Unit

1. V1 (social): Score = 3
There is increase number of people that support the idea of random inspection in government agencies in order to increase effectiveness and efficiency in the government. This make the work easier for the Unit as staff will not be complaining a lot when inspection takes place.
2. V2 (Economics): Score = 2
The economic condition made it hard for the Unit to do a random check-up on missions abroad.
3. V3 (Honesty): Score = 1
Most staffs (especially) those in the mission abroad are more likely to hide their errors as they are labelling the Unit as Unit that find faults.
4. V4 (Technological): Score = 3
The use of computer and ICT has made it easier for the Unit to monitor and comparing things.
5. V5 (Ecological): Score = 3
Does not affect the Unit's performance.
6. V6 (Political): Score = 2
Although there is strong support from the government as well as management, most of the times those that did wrongly failed to be punished. Even so, most of the times those that are punished were the lower level while the higher level got their way around the system.

q) Information & Communication Technology Division

1. V1 (social): Score = 5
The society is getting more into the world of ICT.
2. V2 (Economics): Score = 1
The economic condition made it costly for the Division to purchase new softwares as well as hardwares. In addition, the Division also finds it hard to fill in the vacant post with the best candidates since the best normally work in the private company.
3. V3 (Honesty): Score = 2
Most things get done according to the agreed specifications. However, since the world of internet is not secured and people are always trying to get into the terminal/server of government agency, the Division's find it hard to secure incoming as well as outgoing data.
4. V4 (Technological): Score = 5
Rapid changes in the ICT and computer industry have made the division's function becoming more important.
5. V5 (Ecological): Score = 3
Does not affect the Unit's performance.
6. V6 (Political): Score = 5
There is strong support from the government on increasing the knowledge and function of ICT.

r) ASEAN Department

1. V1 (social): Score = 5
The ASEAN members' society is becoming stronger as the region is moving into AFTA.
2. V2 (Economics): Score = 1
The tight budget policy made it hard for the Department to attend overseas meeting and visits to the ASEAN nations.
3. V3 (Honesty): Score = 2
Members of the ASEAN most of the time have different agendas. Sometimes the statement made from representatives may not imply the same meaning.
4. V4 (Technological): Score = 2
Technological advances made it possible for the representatives to conduct a virtual meeting. However, in terms of diplomacy, this technology is not well accepted yet.
5. V5 (Ecological): Score = 2
Environmental policy on most countries has become one of the major issues to be discussed in every meetings. As Malaysia is one of the countries that has always being criticized by others because of its lumbering activities, the Department has to come out with stronger image to play an effective roles in battling with the issues.
6. V6 (Political): Score = 5
The Government has made it clear that Malaysia need to be the leader for ASEAN.

s) Protocol Department

1. V1 (social): Score = 4
As Malaysia is a harmony and peaceful nation, there is less concern for tight security during Foreign Head of Country's visit.
2. V2 (Economics): Score = 3
The financial crisis that occurred around the globe does not effect the number of visit from foreign country, making the function of the Department still in demand.
3. V3 (Honesty): Score = 2
Most planned visit get delayed or cancelled at the very last minute when everything has been arranged.
4. V4 (Technological): Score = 3
Computers as well as internet has made the work easier for the Department.
5. V5 (Ecological): Score = 2
As the level of hygiene and cleanliness differs from one country to another, the Department do not have a standard way to deal with the delegation.
6. V6 (Political): Score = 5
The Department receives strong support from upper management.

t) Legal Advisor Office

1. V1 (social): Score = 3
There is an increase number of knowledge worker in the field of law in the Malaysian foreign services has made it easier for the Office to liaise with the Departments/Units.
2. V2 (Economics): Score = 3
Low demand of law degree holders in the market made it easier for the Office to get the vacant post to be filled with suitable candidates.
3. V3 (Honesty): Score = 1
Most cases got delayed because respective departments/units failed to submit their reports on time.
4. V4 (Technological): Score = 3
Computers as well as internet has made the work easier for the Department.
5. V5 (Ecological): Score = 3
Does not affect the Office's performance.
6. V6 (Political): Score = 5
The Department receives strong support from upper management.

u) Institute of Diplomacy and Foreign Relations

1. V1 (social): Score = 3
The increase awareness of society in foreign cultures and lifestyles has made it easier for the centre to train the trainee/diplomat to be.
2. V2 (Economics): Score = 2
Tight budget means that certain overseas training need to be cancelled or reprogrammed.
3. V3 (Honesty): Score = 1
Most trainee failed to practice what they have learned from the course.

4. V4 (Technological): Score = 3
Used of computers and video conferencing made the training more enjoyable and easier.
5. V5 (Ecological): Score = 3
Increase awareness of cleanliness and hygiene made the training course on protocol and etiquette easier.
6. V6 (Political): Score = 5
The learning center receives strong support from upper management.

SIX LEVEL ORGANIZATIONAL DIAGNOSTICS – WISMA PUTRA (ADMIN & CONSULAR)

a) First Level Diagnosis (Environment)

	V1	V2	V3	V4	V5	V6	Means
TKSU III Office	4	3	1	1	3	5	2.833
Administration & Security Division	4	1	1	1	1	5	2.167
Diplomatic Bag Unit	4	2	3	3	3	5	3.333
Filing (registration) Unit	4	2	1	1	3	5	2.667
Communication (Saifer) Unit	2	2	1	5	3	5	3.000
Library	1	2	1	1	3	5	2.167
Inspectorat & Management Unit	1	1	3	2	3	1	1.833
Ticketing Unit	3	1	3	2	3	2	2.333
Service Division	1	1	2	3	3	5	2.500
Organizational Development Unit	1	1	1	4	3	2	2.000
Consular Section	1	5	1	3	1	1	2.000
Budget Section	1	1	1	4	3	2	2.000
Procurement Section	1	2	1	2	3	2	1.833
Account Section	1	1	1	1	3	1	1.333
Development Section	1	1	1	3	1	4	1.833
Internal Audit Unit	3	2	1	3	3	2	2.333
Information & Communication Tech. Division	5	1	2	5	3	5	3.500
ASEAN Department	5	1	2	2	2	5	2.833
Protocol Department	4	3	2	3	2	5	3.167
Legal Advisor Office	3	3	1	3	3	5	3.000
Institute of Diplomacy and Foreign Relation	3	2	1	3	3	5	2.833
MEANS	2.524	1.810	1.476	2.619	2.619	3.667	2.452

FREQUENCY ANALYSIS OF FIRST LEVEL DIAGNOSIS RESULT

	POOR (1)	FAIR(2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (SOCIAL)	9	1	4	5	2
V2 (ECONOMICS)	10	7	3	0	1
V3 (HONESTY)	14	4	3	0	0
V4 (TECHNOLOGICAL)	5	4	8	2	2
V5 (ECOLOGICAL)	3	2	16	0	0
V6 (POLITICAL)	3	5	0	1	12

FREQUENCY ANALYSIS OF FIRST LEVEL DIAGNOSIS RESULT (IN PERCENTAGES)

	POOR (1)	FAIR(2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (SOCIAL)	42.86	4.76	19.05	23.81	9.52
V2 (ECONOMICS)	47.62	33.33	14.29	0	4.76
V3 (HONESTY)	66.67	19.05	14.29	0	0
V4 (TECHNOLOGICAL)	23.81	19.05	38.10	9.52	9.52
V5 (ECOLOGICAL)	14.29	9.52	76.19	0	0
V6 (POLITICAL)	14.29	23.81	0.00	4.76	57.14

SIX LEVEL ORGANIZATIONAL DIAGNOSTICS – WISMA PUTRA (ADMIN & CONSULAR)

B) 2nd Level – Industry Structure

a) Deputy Secretary General III's Office

1. V1 (Suppliers): Score = 3
The office supplies is being controlled by the Procurement Section.
2. V2 (Buyers): Score = 1
The buyers (in this case customers/client/stakeholders) includes many government agencies as well as internal customers. However, as there is only one dominant stakeholders (clients) that the Office has to take care, which is the Cabinet Minister, than the office has little to say in decision making.
3. V3 (Rivalry among competitors): Score = 1
The office has not only has to compete with the other 2 Deputy Secretary General's Office in the Ministry but also has to compete with the rest of the other Government agencies in getting the proposed annual budget.
4. V4 (Threat of substitutes): Score = 5
There is no pervasive threats that the function of the office will be terminated by the Government in the near future.
5. V5 (Threats of entry): Score = 2
In term of competing for the desired budget and becoming the main player of foreign policy, there is a possibility that the Office has to compete with new entrants yearly because of new agencies being created in the government.
6. V6 (Threats of complementary): Score = 3
All the three Deputy Secretary General's Office of the Ministry is complementing one another. The service of the office also complements with other Embassies and High Commissions and vice versa.

b) Administration & Security Division

1. V1 (Suppliers): Score = 2
There is quite a number of Malaysian who may work in the Ministry security services and other administrative services such as driver and cleaner. On the other hand, as the private companies are paying more, it is hard for the Division to find good security officers as well as drivers. However, as the nation is facing economic uncertainty, there is an ample supply of candidates who apply for the vacancies.
2. V2 (Buyers/Clients/Stakeholders): Score = 1
The buyers (in this case customers/client/stakeholders) includes many government agencies as well as internal customers. However, as there is only one dominant stakeholders (clients) that the Office has to take care, which is the Cabinet Minister, than the office has little to say in decision making.
3. V3 (Rivalry Among Competitors): Score = 1
The Division is competing with many private sectors in order to get the worker for security, driver and cleaner services.
4. V4 (Threat of substitutes): Score = 1
There is high likelihood that the Division may get axed in the future as most of the functions can be privatised or outsourced.

5. V5 (Threats of entry): Score = 1
There are many new companies coming into the security as well as the cleaning industry, which made the cost of outsourcing the services becoming cheaper.
6. V6 (Threats of complementary): Score = 2
There is no pervasive presence of complementary.

c) Diplomatic Bag Unit

1. V1 (Suppliers): Score = 4
There is a number of airlines cargo service available.
2. V2 (Buyers): Score = 3
Services is being carried not only for the Ministry but also for other countries embassies.
3. V3 (Rivalry among competitors): Score = 4
There is no competition at all as there can only be one agency in control of outgoing cargo or mails that can be claimed as diplomatic items.
4. V4 (Threat of substitutes): Score = 4
No threat at all except if the Parliament enact new laws on handling of diplomatic cargo.
5. V5 (Threats of entry): Score = 4
No pervasive threats of entry at all.
6. V6 (Threats of complementary): Score = 2
There is no pervasive presence of complementary.

d) Filing & Registration of Diplomatic Notes Unit

1. V1 (Suppliers): Score = 1
The supplies are being controlled by the procurement unit. However, as most inventories are done by centralized contract, price of some items are higher than the market price.
2. V2 (Buyers/Clients/Stakeholders): Score = 4
Unit is in-charge of all the various Divisions/Units filing activities.
3. V3 (Rivalry among competitors): Score = 2
Currently, all the files and diplomatic notes are being handled by the Units. However, there are also some Divisions/Units that handle their own files.
4. V4 (Threat of substitutes): Score = 1
As government is going for fully computerization and paperless government (e-government idea), there is a possibility that management of files will be computerized in the near future.
5. V5 (Threats of entry): Score = 1
As other divisions are going for having own filing rooms, there is high probability that the functions of the Unit will not be needed in the near future.
6. V6 (Threats of complementary): Score = 3
There is pervasive presence of complementary as the Units is also doing all the work of destroying confidential documents.

e) Communication & Cipher Unit

1. V1 (Suppliers): Score = 2

The procurement is done on central contract basis. Thus, Unit has little control over the cost of procuring necessary inventories.

2. V2 (Buyers/Users/Stakeholders): Score = 3
The Unit is in-charge of all the various Divisions/Units communication network.
3. V3 (Rivalry among competitors): Score = 2
Currently the Unit only complete with the ICT Division in getting the proposed budget for the area of communication. Since the functions of both are quite similar, the Unit has to distinguish itself and perform better than the latter in order maintain its presence.
4. V4 (Threat of substitutes): Score = 1
With rapid advancement in computer and communication technology, the roles of this unit may diminish over times.
5. V5 (Threats of entry): Score = 1
The ICT is gaining its ground from various department as the main section controlling the communication network..
6. V6 (Threats of complementary): Score = 1
There is no pervasive presence of complementary.

f) Library

1. V1 (Suppliers): Score = 4
The Library is able to do its own procurement. Since there are a number of book suppliers and distributors, the price can be negotiated.
2. V2 (Buyers/Users/Stakeholders): Score = 2
The users/clients consist only the Ministry staffs.
3. V3 (Rivalry among competitors): Score = 1
As other external Libraries are more well equip has more extensive choice of books, users are less likely to use the service of the Ministry's Library.
4. V4 (Threat of substitutes): Score = 1
With rapid advancement in computer and communication technology, the roles of this unit may diminish over times as people can check books of other Libraries from online internet.
5. V5 (Threats of entry): Score = 3
New Libraries will have a hard times to get reasonable number of users as current Libraries are also having difficulties in attracting readers .
6. V6 (Threats of complementary): Score = 1
There is no pervasive presence of complementary. The library offers no other services.

g) Inspectorat & Management Unit

1. V1 (Suppliers): Score = 2
The Unit depends entirely on various Divisions' feedback.
2. V2 (Buyers/Users/Stakeholders): Score = 2
The users/clients consist only the Ministry staffs.
3. V3 (Rivalry among competitors): Score = 3
Only the Internal Audit Unit have quite similar function with the Unit.

4. V4 (Threat of substitutes): Score = 1
The Ministry may use external consultant in analyzing and researching on the change management.
5. V5 (Threats of entry): Score = 1
There is increase number of growing acceptance from Government agencies in getting consulting services from external.
6. V6 (Threats of complementary): Score = 3
As the Unit offers extensive research on payment/salary and benefits, most divisions do agree that the Unit is needed in the organization.

h) Ticketing Unit

1. V1 (Suppliers): Score = 2
The Unit liaise with various airline companies as well as travel agents in getting the best fare for travelling.
2. V2 (Buyers/Users/Stakeholders): Score = 3
The staffs are always in need of the Unit's services as most have to at least attend overseas seminar/work once in year.
3. V3 (Rivalry among competitors): Score = 5
This is the only Unit offering the services in the Ministry. Other divisions/units cannot order/book their ticket directly from the agents as it is against the Government regulations.
4. V4 (Threat of substitutes): Score = 2
Once e-government is fully in operation, the function of this unit may not be needed as Divisions may directly book their ticket from the agents since there will be online services between Ministry and the Central Agency.
5. V5 (Threats of entry): Score = 1
There is no threats of new entrants at all.
6. V6 (Threats of complementary): Score = 4
Apart from booking the seat for the staffs, the Unit also managed to upgrade the seating class in most of the time as it has good networks with the agents.

i) Service Division

1. V1 (Suppliers): Score = 4
There is a pool of Malaysian graduates that is suitable for the Diplomatic services.
2. V2 (Buyers/Users/Stakeholders): Score = 3
The Division is in control of providing good quality diplomats to the Ministry's various divisions as well as mission abroad.
3. V3 (Rivalry among competitors): Score = 3
There is similarity in activities/functions between this Division and the Admin. Division. The difference is only that Admin is only in control of staffs of security, cleaning and driver while the Division takes care of the rest.
4. V4 (Threat of substitutes): Score = 3
No threats of substitutes as the Division is the only that offers its services.
5. V5 (Threats of entry): Score = 1
The HRM Division which is proposed by the Central Agency may be taking over the role of this division.

6. V6 (Threats of complementary): Score = 3
The Division is also in charge of career advancement as well as providing special courses for the Ministry staffs to enhance their skills as well as knowledge in the Diplomatic service.

j) Organizational Development Unit

1. V1 (Suppliers): Score = 2
The Unit depends entirely on various Divisions' feedback on its research and analysis on the effectiveness of the Ministry's organizational structure.
2. V2 (Buyers/Users/Stakeholders): Score = 1
There is only one stakeholder that the Unit has to serve – the Upper Management of the Ministry.
3. V3 (Rivalry among competitors): Score = 1
The Unit has to compete not only with the other 24 Ministries but also various Government Departments as well as local authority in getting the quota for budget as well as the approval for addition of new posts in the Ministry.
4. V4 (Threat of substitutes): Score = 1
As the Central Agency may directly communicate with other Divisions/Unit on the research on additional new posts, there might be a chance that Divisions/Units will directly convey their proposal to the Central Agency without submitting it first to the Division for further analysis and recommendations.
5. V5 (Threats of entry): Score = 1
The newly proposed HRM Division may posed greater threats to the Unit's relevancy.
6. V6 (Threats of complementary): Score = 1
The Unit does not have any other services to offer.

k) Consular Section

1. V1 (Suppliers): Score = 2
The supplies for forms are being controlled only by the respective Government agencies.
2. V2 (Buyers/Users/Stakeholders): Score = 2
The clients include various Government Department as well as the public.
3. V3 (Rivalry among competitors): Score = 4
Currently, the Section is the only one offering its kind of services. Other Embassies in Malaysia only offers limited number of services.
4. V4 (Threat of substitutes): Score = 2
Certain functions such as issuance of visa, issuance of Letter of Good Conduct, and Issuance of Passport can directly be done by the respective Government agencies.
5. V5 (Threats of entry): Score = 5
There is no threat of new entrant at all.
6. V6 (Threats of complementary): Score = 4
The Section deals with as many as nine core activities that also include personal assistance in consultation for Malaysian and Foreigners.

l) Budget Section

1. V1 (Suppliers): Score = 2
The Unit depends entirely on various Divisions' feedback. It will not be able to come out with the Ministry budget proposal without the help from others.
2. V2 (Buyers/Users/Stakeholders): Score = 2
The users/clients consist only the Ministry staffs.
3. V3 (Rivalry among competitors): Score = 1
The Unit has to compete not only with the other 24 Ministries but also various Government Departments as well as local authority for the budget.
4. V4 (Threat of substitutes): Score = 1
As the government is moving towards e-government, there is possibility that the Divisions/Units can directly proposed their budget to the Treasury for approval.
5. V5 (Threats of entry): Score = 2
The newly proposed HRM Division may present a threat to the relevancy of the Unit.
6. V6 (Threats of complementary): Score = 1
There is no presence of complementary.

m) Procurement Section

1. V1 (Suppliers): Score = 1
There are only few suppliers approved by the Central Agency and most of the procurement was done through the central contract.
2. V2 (Buyers/Users/Stakeholders): Score = 3
All the Divisions/units in the Ministry except for two, library and ICT, used the Section's services.
3. V3 (Rivalry among competitors): Score = 3
As the prices paid for most items normally higher than the market price, the Section does not have difficulty in getting the orders.
4. V4 (Threat of substitutes): Score = 1
There is a possibility that the service of the section may not be relevant anymore if the Divisions/units are allowed to handle their own procurement.
5. V5 (Threats of entry): Score = 2
There is no presence of strong new entrants.
6. V6 (Threats of complementary): Score = 4
The Section is also incharge of the maintenance of certain machines.

n) Account Section

1. V1 (Suppliers): Score = 1
The Section has to rely only on the other Divisions account reports before the final summary and reports can be made to the Treasury and Accountant General's Office (AG).
2. V2 (Buyers/Users/Stakeholders): Score = 2
Stakeholders include the Parliament, AG, Treasury and the Upper Management of the Ministry.
3. V3 (Rivalry among competitors): Score = 3

The section's effectiveness is based on the performances of the other 24 Ministries as well as Government agencies. If the Section failed to perform as good as the rest, it will be getting negative remarks.

4. V4 (Threat of substitutes): Score = 2
There is a possibility that the accounts reports and summary is handle directly by the respective divisions/units of the Ministry.
5. V5 (Threats of entry): Score = 4
There is no threat of entry at all.
6. V6 (Threats of complementary): Score = 1
There is no presence of complementary.

o) Development Section

1. V1 (Suppliers): Score = 3
The Section does not has to rely on other divisions feedback on what kind of new development or project should be done by the Ministry. In terms of who should do the contract, it is based on open tender and the company that managed to present the best proposal will be the one get selected.
2. V2 (Buyers/Users/Stakeholders): Score = 2
Stakeholders are the Parliament and the Upper Management of the Ministry as well as various divisions/units of the Ministry.
3. V3 (Rivalry among competitors): Score = 3
The section's effectiveness is based on the performances of the other 24 Ministries as well as Government agencies. If the Section failed to perform as good as the rest, it will be getting negative remarks.
4. V4 (Threat of substitutes): Score = 2
There is a possibility that the development proposal is handle directly by the respective divisions/units of the Ministry while the implementation is handle by the ICU of the Prime Minister Department.
5. V5 (Threats of entry): Score = 4
There is no threat of entry at all.
6. V6 (Threats of complementary): Score = 1
There is no presence of complementary.

p) Internal Audit Unit

1. V1 (Suppliers): Score = 2
Although the Unit does not get hints from internal units, there are quite a number of public that send their comments on some things mistakenly done by the divisions/units of the Ministry. However, there are not many that may hints the Unit on mistakes or error done.
2. V2 (Buyers/Users/Stakeholders): Score = 1
As the stakeholders include only the upper management, there are times when the Unit could not report its findings.
3. V3 (Rivalry among competitors): Score = 3
Only the Inspectorat have quite similar function with the Unit.
4. V4 (Threat of substitutes): Score = 2
The Ministry may use external auditor to inspect and examine certain issues/things.

5. V5 (Threats of entry): Score = 3
High barrier of entry as there should only be one internal auditor in an organization.
6. V6 (Threats of complementary): Score = 3
The Unit also offers consultation on preventing mistakes made and also on how to make things better or back to normal.

q) Information & Communication Technology Division

1. V1 (Suppliers): Score = 4
As the procurement is done directly by the Division, it may choose which offers the best. Presently, there are many companies that offer extensive range of computer items as well as services. Thus, the price can be negotiated.
2. V2 (Buyers/Users/Stakeholders): Score = 2
The users consist only the Ministry.
3. V3 (Rivalry among competitors): Score = 3
Currently the Unit only complete with the Communication Division in getting the proposed budget for the area of communication. Since the functions of both are quite similar, the Unit has to distinguish itself and perform better than the latter in order maintain its presence. However, as the Government is moving into the computerization era, the Division has been able to make its presence.
4. V4 (Threat of substitutes): Score = 2
The Ministry may outsource certain projects, which later may lessen the relevancy of the Division.
5. V5 (Threats of entry): Score = 1
High threats of new entrants as external consultants/private companies may offer better deal on new projects.
6. V6 (Threats of complementary): Score = 1
There is no pervasive presence of complementary.

r) ASEAN Department

1. V1 (Suppliers): Score = 2
The Department had many networks as well as news reports that it can rely on to get the latest update/information on the world of ASEAN.
2. V2 (Buyers/Users/Stakeholders): Score = 1
The Department's visions as well as missions are directly under the control of the Cabinet Minister as Malaysian is trying to be the head of ASEAN country.
3. V3 (Rivalry among competitors): Score = 4
The Department is the main secretariat representing Malaysia in the ASEAN forum. It's only rival is the Political Desk of the Ministry that is in charge of the South East Asian regions.
4. V4 (Threat of substitutes): Score = 2
The Ministry may also delegate certain function to the Political Desk, especially those that involve bilateral issues.
5. V5 (Threats of entry): Score = 3

The Division that in charge of ASEAN trade matters in the MITI may shadow the Department during Trade Meetings.

6. V6 (Threats of complementary): Score = 1
There is no presence of complementary.

s) Protocol Department

1. V1 (Suppliers): Score = 4
The Department may also get the needed help from various government agency as well as private companies in arranging official visits from the Head of Nation of foreign country.
2. V2 (Buyers/Users/Stakeholders): Score = 2
As the Department's clients only involves Head of Nations, it does not have says in certain issues when arranging the visit.
3. V3 (Rivalry among competitors): Score = 4
The Department only rival is the Protocol Office of the Prime Minister Department that may also involves in the arranging visit of foreign Head of Nation.
4. V4 (Threat of substitutes): Score = 4
There is no presence of substitutes at the time being.
5. V5 (Threats of entry): Score = 4
There is no presence of new entrants at the time being.
6. V6 (Threats of complementary): Score = 1
There is no presence of complementary.

t) Legal Advisor Office

1. V1 (Suppliers): Score = 4
The Office not only can rely from various Legal Office but also can rely to the Attorney General's Chambers in getting clarification on certain legal/rogatory matters.
2. V2 (Buyers/Users/Stakeholders): Score = 2
The Office stakeholders include both internal and external government departments as well as the public.
3. V3 (Rivalry among competitors): Score = 3
There is no other divisions that have the same roles as the office.
4. V4 (Threat of substitutes): Score = 2
The Ministry may wish to use other legal offices services (government or private firms) to represent Malaysia or the Ministry in any legal case.
5. V5 (Threats of entry): Score = 4
There is no presence of new entrants at the time being.
6. V6 (Threats of complementary): Score = 1
There is no presence of complementary.

u) Institute of Diplomacy and Foreign Relations

1. V1 (Suppliers): Score = 2
Trainers only can be selected from those who are converse in the world of diplomatic. As that is the case, there is lack of number of trainers in the Institute.

2. V2 (Buyers/Users/Stakeholders): Score = 4
The trainees include not only the Ministry staffs but also other government agencies' staffs as well as those of the private sector.
3. V3 (Rivalry among competitors): Score = 1
There is strong competition between the Institution and INTAN as both offers similar courses with INTAN having the advantage.
4. V4 (Threat of substitutes): Score = 2
The Ministry may send the staffs overseas for the training.
5. V5 (Threats of entry): Score = 4
There is no presence of new entrants at the time being.
6. V6 (Threats of complementary): Score = 1
The Institution also offers twinning diplomatic courses with other foreign Diplomatic Institutions, such as JFK School of Government and etc.

SIX LEVEL ORGANIZATIONAL DIAGNOSTICS – WISMA PUTRA (ADMIN & CONSULAR)

a) Second Level Diagnosis (Industry)

	V1	V2	V3	V4	V5	V6	Means
TKSU III Office	3	1	1	5	2	3	2.500
Administration & Security Division	2	1	1	1	1	2	1.333
Diplomatic Bag Unit	4	3	4	4	4	2	3.500
Filing (registration) Unit	1	4	2	1	1	3	2.000
Communication (Saifer) Unit	2	3	2	1	1	1	1.667
Library	4	2	1	1	3	1	2.000
Inspectorat & Management Unit	2	2	3	1	1	3	2.000
Ticketing Unit	2	3	5	2	1	4	2.833
Service Division	4	3	3	3	1	3	2.833
Organizational Development Unit	2	1	1	1	1	1	1.167
Consular Section	2	2	4	2	5	4	3.167
Budget Section	2	2	1	1	2	1	1.500
Procurement Section	1	3	3	1	2	4	2.333
Account Section	1	2	3	2	4	1	2.167
Development Section	3	2	3	2	4	1	2.500
Internal Audit Unit	2	1	3	2	3	3	2.333
Information & Communication Tech. Division	4	2	3	2	1	1	2.167
ASEAN Department	2	1	4	2	3	1	2.167
Protocol Department	4	2	4	4	4	1	3.167
Legal Advisor Office	4	2	3	2	4	1	2.667
Institute of Diplomacy and Foreign Relation	2	4	1	2	4	1	2.333
MEANS	2.524	2.190	2.619	2.000	2.476	2.000	2.302

FREQUENCY ANALYSIS OF SECOND LEVEL DIAGNOSIS RESULT

	POOR (1)	FAIR(2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (SUPPLIERS)	3	10	2	6	0
V2 (BUYERS)	5	9	5	2	0
V3 (RIVALRY AMONG COMPETITORS)	6	2	8	4	1
V4 (THREAT OF SUBSTITUTES)	8	9	1	2	1
V5 (THREATS OF ENTRY)	8	3	3	6	1
V6 (THREATS OF COMPLEMENTARY)	11	2	5	3	0

FREQUENCY ANALYSIS OF SECOND LEVEL DIAGNOSIS RESULT (IN PERCENTAGES)

	POOR (1)	FAIR(2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (SUPPLIERS)	14.29	47.62	9.52	28.57	0.00
V2 (BUYERS)	23.81	42.86	23.81	9.52	0.00
V3 (RIVALRY AMONG COMPETITORS)	28.57	9.52	38.10	19.05	4.76
V4 (THREAT OF SUBSTITUTES)	38.10	42.86	4.76	9.52	4.76
V5 (THREATS OF ENTRY)	38.10	14.29	14.29	28.57	4.76
V6 (THREATS OF COMPLEMENTARY)	52.38	9.52	23.81	14.29	0.00

SIX LEVEL ORGANIZATIONAL DIAGNOSTICS – WISMA PUTRA (ADMIN & CONSULAR)

C) 3rd Level – Strategic Orientation

a) Deputy Secretary General III's Office

1. V1 (Strategy): Score = 3
The missions, goals and objectives are clearly stated and easily understood. However, the strategic intent and some policies are not made known to the members of the organization.
2. V2 (Core activity systems): Score = 2
There are uncertainties on the information processing and decision making process as they are not formalized nor routinized. Each situations or cases may be analyzed differently and some of the decisions differs although the cases are similar in nature.
3. V3 (Human resources systems): Score = 3
SSB is used for appraising and rewards the org. members. In terms of selecting, those in the office are directly chosen by the Deputy Secretary General III. However, need to develop appraisal for staffs' development program.
4. V4 (Structural systems): Score = 5
Highly transparent division and coordination of work. Each staff has been assigned with own job description and hierarchy structure also presence.
5. V5 (Measurement systems): Score = 2
Although there is monthly coordination meeting, the monitoring activities are not done effectively and in timely manner. That is, the results normally is kept within certain group of people.
6. V6 (Culture): Score = 4
Highly protocol and each level of staffs have different cultures.

b) Administration & Security Division

1. V1 (Strategy): Score = 1
The missions, goals and objectives are not clearly stated and thus most staffs does not clearly understand what to achieve.
2. V2 (Core activity systems): Score = 2
No training is provided before staffs are being assigned to their duties. Thus, everybody may perform the duty in their own way. There is no formalization and routinization of the work process. However, there is manual and job description for each positions.
3. V3 (Human resources systems): Score = 1
SSB is used for appraising and rewards the org. members. In terms of selection, the interview done was not structured.
4. V4 (Structural systems): Score = 3
Highly transparent division and coordination of work. Each staff has been assigned with own job description and hierarchy structure also presence. The differentiation between activities are well assigned but the there is no job assignment on the cleaning activity, leaving some areas not being cleaned.
5. V5 (Measurement systems): Score = 2

Monitoring not done properly as there may be lack of staffs at the supervisory level. The log book record may gives certain record and checklists on work done by the respective staffs. However, there is no feedback to the actuators and thus nobody knows whether what they did is actually the right way of doing it.

6. V6 (Culture): Score = 4
Highly protocol and each level of staffs have different cultures.

c) Diplomatic Bag Unit

1. V1 (Strategy): Score = 1
The missions, goals and objectives are not stated and made available to others.
2. V2 (Core activity systems): Score = 4
There are standard operating procedures as well as manual in operating the delivering and receiving of diplomatic cargo or items.
3. V3 (Human resources systems): Score = 1
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There is also no mechanism for developing the skills and knowledge of the staffs.
4. V4 (Structural systems): Score = 5
Highly transparent division and coordination of work. Each staff has been assigned with own job description and hierarchy structure also presence.
5. V5 (Measurement systems): Score = 1
The main concern is only on whether all bags send are received by the receiving party and making sure that every receiving diplomatic cargo/bag is in good condition. There is no standard system that monitor its operation and give feedback on its work activities.
6. V6 (Culture): Score = 2
Moderately protocol and each level of staffs have different cultures. However, there is no dominant culture for this unit.

d) Filing & Registration of Diplomatic Notes Unit

1. V1 (Strategy): Score = 1
The missions, goals and objectives are not stated and made available to others.
2. V2 (Core activity systems): Score = 4
There are standard operating procedures as well as manual in the operations.
3. V3 (Human resources systems): Score = 1
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There is also no mechanism for developing the skills and knowledge of the staffs.
4. V4 (Structural systems): Score = 5
Highly transparent division and coordination of work. Each staff has been assigned with own job description and hierarchy structure also presence.
5. V5 (Measurement systems): Score = 3
Present measurement systems monitor all the filing activities and provide feedback to the members of the unit on what to improve on.

6. V6 (Culture): Score = 2
Moderately protocol and each level of staffs have different cultures. However, there is no dominant culture for this unit.

e) Communication & Cipher Unit

1. V1 (Strategy): Score = 2
The missions, goals and objectives are clearly stated. However, it failed to emphasize the importance of achieving it as many are not working towards achieving them.
2. V2 (Core activity systems): Score = 4
There are standard operating procedures as well as manual in the operations.
3. V3 (Human resources systems): Score = 1
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There is also no mechanism for developing the skills and knowledge of the staffs.
4. V4 (Structural systems): Score = 5
Highly transparent division and coordination of work. Each staff has been assigned with own job description and hierarchy structure also presence. There is formal structure of functions and activities.
5. V5 (Measurement systems): Score = 3
Activities are closely monitored as the operations involves highly classified information.
6. V6 (Culture): Score = 4
Highly protocol and each level of staffs have different cultures. The Unit has their own set of culture – very secretive organization.

f) Library

1. V1 (Strategy): Score = 4
The missions, goals and objectives are clearly stated and easily to understand. The target set is also achievable.
2. V2 (Core activity systems): Score = 4
There are standard operating procedures as well as manual in the operations.
3. V3 (Human resources systems): Score = 3
SSB is used for appraising and rewards the org. members. As the staffs are cadet post of National Library, selection is being done thoroughly by the National Library and thus those that are selected are suitable for the job. The organization has their own program for self development for the staffs.
4. V4 (Structural systems): Score = 3
Highly transparent division and coordination of work. Each staff has been assigned with own job description and hierarchy structure also presence. Although there is formal structure of the organization, there is no assignment or division of work according to functions and activities.
5. V5 (Measurement systems): Score = 1
No methods of gathering, assessing and disseminating information on the activities of groups and individuals in the organization.
6. V6 (Culture): Score = 4

There is explicitness in the norms and language and style of services. The culture emphasizes friendly and helpful service.

g) Inspectorat & Management Unit

1. V1 (Strategy): Score = 1
The missions, goals and objectives are not clearly stated not only to the public but also to the staffs.
2. V2 (Core activity systems): Score = 2
There are standard operating procedures as well as manual in the operations. However, works/operations done are those of technical uncertainty – difficult to plan and routinized.
3. V3 (Human resources systems): Score = 4
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There is formal mechanism for developing the skills and knowledge of the staffs – career advancement and enhancement program.
4. V4 (Structural systems): Score = 5
Highly transparent division and coordination of work. Each staff has been assigned with own job description and hierarchy structure also presence. There is formal structure of functions and activities.
5. V5 (Measurement systems): Score = 4
Activities are closely monitored. Each respective sub-unit will submit reports and will be given feedback on monthly basis.
6. V6 (Culture): Score = 5
Highly protocol and each level of staffs have own set of cultures. The Unit has their own set of culture that emphasize performance oriented and bureaucratic.

h) Ticketing Unit

1. V1 (Strategy): Score = 1
The missions, goals and objectives are not stated and made public.
2. V2 (Core activity systems): Score = 2
There are standard operating procedures as well as manual in the operations. However, operations should be reviewed as work are still done manually – may save costs and time if computerized.
3. V3 (Human resources systems): Score = 2
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There is no mechanism for developing the skills and knowledge of the staffs.
4. V4 (Structural systems): Score = 5
Highly transparent division and coordination of work. Each staff has been assigned with own job description and hierarchy structure also presence. There is formal structure of functions and activities.
5. V5 (Measurement systems): Score = 2
Activities are not closely monitored.
6. V6 (Culture): Score = 1

Does not have own culture. Every members may react differently on how to carry out the tasks given.

i) Service Division

1. V1 (Strategy): Score = 3
The missions, goals and objectives are clearly stated and understandable. However, does not clearly state the strategic intention of the organization.
2. V2 (Core activity systems): Score = 3
There are standard operating procedures as well as manual in the operations. However, works/operations done are those of technical uncertainty – difficult to plan and routinized.
3. V3 (Human resources systems): Score = 4
SSB is used for appraising and rewards the org. members. The selection for the Ministry labor force is being done the division. There is certain set of criteria used to distinguished the best candidates for foreign services. There is formal mechanism for developing the skills and knowledge of the staffs – career advancement and enhancement program.
4. V4 (Structural systems): Score = 5
Highly transparent division and coordination of work. Each staff has been assigned with own job description and hierarchy structure also presence. There is formal structure of functions and activities.
5. V5 (Measurement systems): Score = 4
Activities are closely monitored. Each respective sub-unit will submit reports and will be given feedback on weekly basis.
6. V6 (Culture): Score = 5
Highly protocol and each level of staffs have own set of cultures. The Unit has their own set of culture that emphasize performance oriented and bureaucratic.

j) Organizational Development Unit

1. V1 (Strategy): Score = 3
The missions, goals and objectives are clearly stated. The strategic intentions are also clear and understandable but most are only broadly defined.
2. V2 (Core activity systems): Score = 2
There are standard operating procedures as well as manual in the operations. However, works/operations done are those of technical uncertainty – difficult to plan and routinized.
3. V3 (Human resources systems): Score = 3
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There is formal mechanism for developing the skills and knowledge of the staffs – career advancement and enhancement program.
4. V4 (Structural systems): Score = 3
Highly transparent division and coordination of work. Each staff has been assigned with own job description and hierarchy structure also presence. There is formal structure of functions and activities. However, there is duplication of functions between the senior executive and the executives as both are having similar activities and functions.
5. V5 (Measurement systems): Score = 4

Activities are closely monitored. Each respective sub-unit will submit reports and will be given feedback on monthly basis.

6. V6 (Culture): Score = 1
Does not have a clear culture. Every sub unit has their own way of doing things.

k) Consular Section

1. V1 (Strategy): Score = 1
The missions, goals and objectives are not clearly stated not only to the public but also to the staffs. There is no strategic intentions stated.
2. V2 (Core activity systems): Score = 1
There are standard operating procedures as well as manual in the operations. However, works/operations are not done according to the manual as the manual does not apply to the current situation.
3. V3 (Human resources systems): Score = 2
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There is no formal mechanism for developing the skills and knowledge of the staffs.
4. V4 (Structural systems): Score = 2
There is formal structure of work but many functions are overlapping. Certain officer have heavy workload and certain has very light work load – work not being assigned efficiently.
5. V5 (Measurement systems): Score = 1
Lack of monitoring as well as feedback system making each officer work on their own.
6. V6 (Culture): Score = 1
No presence of corporate culture.

l) Budget Section

1. V1 (Strategy): Score = 3
The missions, goals and objectives are clearly defined but did not have specific targets – only broadly defined.
2. V2 (Core activity systems): Score = 2
There are standard operating procedures as well as manual in the operations. However, did not have integration with other departments leading to the output for yearly budget proposal not done accurately.
3. V3 (Human resources systems): Score = 2
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There no formal mechanism for developing the skills and knowledge of the staffs – career advancement and enhancement program. May need to have different compensation as staffs on account and finance may receive more if work in the private sector (needed in order to increase motivation).
4. V4 (Structural systems): Score = 3
Highly transparent division and coordination of work. Each staff has been assigned with own job description and hierarchy structure also presence. There is formal structure of functions and activities. However, distribution of activities need to be reviewed as many are having heavy workloads.

5. V5 (Measurement systems): Score = 4
Activities are closely monitored. Each respective sub-unit will submit reports and will be given feedback on monthly basis.
6. V6 (Culture): Score = 5
Highly protocol and each level of staffs have own set of cultures. The Unit has their own set of culture that emphasize performance oriented and bureaucratic.

m) Procurement Section

1. V1 (Strategy): Score = 1
The missions, goals and objectives are not defined.
2. V2 (Core activity systems): Score = 2
There are standard operating procedures as well as manual in the operations. However, operations should be reviewed as work is still done manually – may save costs and time if computerized.
3. V3 (Human resources systems): Score = 2
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There no formal mechanism for developing the skills and knowledge of the staffs – career advancement and enhancement program.
4. V4 (Structural systems): Score = 2
No formal structure and division of work for supporting staffs.
5. V5 (Measurement systems): Score = 3
Activities are closely monitored only on procurement, not on the maintenance. Each respective sub-unit will submit reports and will be given feedback on monthly basis.
6. V6 (Culture): Score = 2
Has no corporate culture. Only follow the culture of the Ministry.

n) Account Section

1. V1 (Strategy): Score = 3
The missions, goals and objectives are clearly defined but did not have specific targets – only broadly defined.
2. V2 (Core activity systems): Score = 2
There are standard operating procedures as well as manual in the operations. However, did not have integration with other departments making the preparation for account report not being done efficiently and effectively.
3. V3 (Human resources systems): Score = 2
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There no formal mechanism for developing the skills and knowledge of the staffs – career advancement and enhancement program. May need to have different compensation as staffs in account and finance may receive more if work in the private sector (needed in order to increase motivation).
4. V4 (Structural systems): Score = 3
Highly transparent division and coordination of work. Each staff has been assigned with own job description and hierarchy structure also presence. There

is formal structure of functions and activities. However, distribution of activities need to be reviewed as many are having heavy workloads.

5. V5 (Measurement systems): Score = 4
Activities are closely monitored. Each respective sub-unit will submit reports and will be given feedback on monthly basis.
6. V6 (Culture): Score = 5
Highly protocol and each level of staffs have own set of cultures. The Unit has their own set of culture that emphasize performance oriented and bureaucratic.

o) Development Section

1. V1 (Strategy): Score = 3
The missions, goals and objectives are clearly defined but did not have specific targets – only broadly defined.
2. V2 (Core activity systems): Score = 2
There are standard operating procedures as well as manual in the operations. However, did not have integration with other departments leading to some of the development programs being not efficient and effective.
3. V3 (Human resources systems): Score = 2
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There is no formal mechanism for developing the skills and knowledge of the staffs – career advancement and enhancement program.
4. V4 (Structural systems): Score = 3
Highly transparent division and coordination of work. Each staff has been assigned with own job description and hierarchy structure also presence. There is formal structure of functions and activities.
5. V5 (Measurement systems): Score = 4
Activities are closely monitored. Each respective sub-unit will submit reports and will be given feedback on yearly basis.
6. V6 (Culture): Score = 5
Highly protocol and each level of staffs have own set of cultures. The Unit has their own set of culture that emphasize performance oriented and bureaucratic.

p) Internal Audit Unit

1. V1 (Strategy): Score = 4
The missions, goals and objectives are defined clearly and very specific.
2. V2 (Core activity systems): Score = 2
There are standard operating procedures as well as manual in the operations. Very organized.
3. V3 (Human resources systems): Score = 2
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There no formal mechanism for developing the skills and knowledge of the staffs – career advancement and enhancement program.
4. V4 (Structural systems): Score = 3
Each staff has been assigned with own job description and hierarchy structure also presence. There is formal structure of functions and activities.

5. V5 (Measurement systems): Score = 2
Activities are closely monitored, directly by the upper management. However, for most of the serious cases there is lack of transparent and feedback from both the Unit and the upper management.
6. V6 (Culture): Score = 5
Highly protocol and each level of staffs have own set of cultures. The Unit has their own set of culture that emphasize performance oriented and bureaucratic.

q) Information & Communication Technology Division

1. V1 (Strategy): Score = 3
The missions, goals and objectives are clearly defined but did not have specific targets – only broadly defined.
2. (Core activity systems): Score = 2
There are standard operating procedures as well as manual in the operations. Very formalized but the product realization system are not dependable and reliable.
3. V3 (Human resources systems): Score = 2
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There no formal mechanism for developing the skills and knowledge of the staffs – career advancement and enhancement program.
4. V4 (Structural systems): Score = 2
Each staff has been assigned with own job description and hierarchy structure also presence. There is formal structure of functions and activities. However, structure has to be reviewed as certain posts are not relevant (too many staffs).
5. V5 (Measurement systems): Score = 4
Activities are closely monitored. Each respective sub-unit will submit reports and will be given feedback on monthly basis.
6. V6 (Culture): Score = 5
Highly protocol and each level of staffs have own set of cultures. The Unit has their own set of culture that emphasize performance oriented and bureaucratic.

r) ASEAN Department

1. V1 (Strategy): Score = 4
The missions, goals and objectives are clearly defined and have specific target.
2. V2 (Core activity systems): Score = 4
There are standard operating procedures as well as manual in the operations. Very organized.
3. V3 (Human resources systems): Score = 2
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There no formal mechanism for developing the skills and knowledge of the staffs – career advancement and enhancement program.
4. V4 (Structural systems): Score = 4
Highly transparent division and coordination of work. Each staff has been assigned with own job description and hierarchy structure also presence. There is formal structure of functions and activities. Optimal work distribution.

5. V5 (Measurement systems): Score = 4
Activities are closely monitored. Each respective sub-unit will submit reports and will be given feedback on monthly basis.
6. V6 (Culture): Score = 5
Highly protocol and each level of staffs have own set of cultures. The Unit has their own set of culture that emphasize performance oriented and bureaucratic.

s) Protocol Department

1. V1 (Strategy): Score = 2
The missions, goals and objectives are broadly defined and do not have specific target.
2. V2 (Core activity systems): Score = 4
There are standard operating procedures as well as manual in the operations. Very organized.
3. V3 (Human resources systems): Score = 2
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There no formal mechanism for developing the skills and knowledge of the staffs – career advancement and enhancement program.
4. V4 (Structural systems): Score = 4
Highly transparent division and coordination of work. Each staff has been assigned with own job description and hierarchy structure also presence. There is formal structure of functions and activities. Optimal work distribution.
5. V5 (Measurement systems): Score = 4
Activities are closely monitored. Each respective sub-unit will submit reports and will be given feedback.
6. V6 (Culture): Score = 5
Highly protocol and each level of staffs have own set of cultures. The Unit has their own set of culture that emphasize performance oriented and bureaucratic.

t) Legal Advisor Office

1. V1 (Strategy): Score = 1
The missions, goals and objectives are not stated and have no specific target.
2. V2 (Core activity systems): Score = 2
There are standard operating procedures as well as manual in the operations. However, most items in the manual are outdated and need to be reviewed.
3. V3 (Human resources systems): Score = 2
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There no formal mechanism for developing the skills and knowledge of the staffs – career advancement and enhancement program.
4. V4 (Structural systems): Score = 2
Each staff has been assigned with own job description and hierarchy structure also presence. There is formal structure of functions and activities. However, there is redundancy of functions in the management & executive level.
5. V5 (Measurement systems): Score = 3

Activities are closely monitored by the AG Chambers as well as the upper management. However, no yearly monitoring system that provide feedback and comparison of work target and output is available.

6. V6 (Culture): Score = 5
Highly protocol and each level of staffs have own set of cultures. The Unit has their own set of culture that belongs to the legal world.

u) Institute of Diplomacy and Foreign Relations

1. V1 (Strategy): Score = 5
The missions, goals and objectives are clearly defined and have very specific targets. The strategic intentions are also clearly defined.
2. V2 (Core activity systems): Score = 4
There are standard operating procedures as well as manual in the operations. Very organized.
3. V3 (Human resources systems): Score = 3
SSB is used for appraising and rewards the org. members. Selection is being done by other divisions (service) and thus sometimes may receive those that are not suitable for the job. There is formal mechanism for developing the skills and knowledge of the staffs – career advancement and enhancement program.
4. V4 (Structural systems): Score = 4
Highly transparent division and coordination of work. Each staff has been assigned with own job description and hierarchy structure also presence. There is formal structure of functions and activities. Optimal work distribution.
5. V5 (Measurement systems): Score = 4
Activities are closely monitored. Each respective sub-unit will submit reports and will be given feedback on monthly basis.
6. V6 (Culture): Score = 5
Highly protocol and each level of staffs have own set of cultures. The Unit has their own set of culture that emphasize performance and achievement oriented.

SIX LEVEL ORGANIZATIONAL DIAGNOSTICS – WISMA PUTRA (ADMIN & CONSULAR)

c) Third Level Diagnosis (Strategic Orientation)

	V1	V2	V3	V4	V5	V6	Means
TKSU III Office	3	2	3	5	2	4	3.167
Administration & Security Division	1	2	1	3	2	4	2.167
Diplomatic Bag Unit	1	4	1	5	1	2	2.333
Filing (registration) Unit	1	4	1	5	3	2	2.667
Communication (Saifer) Unit	2	4	1	5	3	4	3.167
Library	4	4	3	3	1	4	3.167
Inspectorat & Management Unit	1	2	4	5	4	5	3.500
Ticketing Unit	1	2	2	5	2	1	2.167
Service Division	3	3	4	5	4	5	4.000
Organizational Development Unit	3	2	3	3	4	1	2.667
Consular Section	1	1	2	2	1	1	1.333
Budget Section	3	2	2	3	4	5	3.167
Procurement Section	1	2	2	2	3	2	2.000
Account Section	3	2	2	3	4	5	3.167
Development Section	3	2	2	3	4	5	3.167
Internal Audit Unit	4	2	2	3	2	5	3.000
Information & Communication Tech. Division	3	2	2	2	4	5	3.000
ASEAN Department	4	4	2	4	4	5	3.833
Protocol Department	2	4	2	4	4	5	3.500
Legal Advisor Office	1	2	2	2	3	5	2.500
Institute of Diplomacy and Foreign Relation	5	4	3	4	4	5	4.167
MEANS	2.381	2.667	2.190	3.619	3.000	3.810	2.944

FREQUENCY ANALYSIS OF THIRD LEVEL DIAGNOSIS RESULT

	POOR (1)	FAIR(2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (STRATEGY)	8	2	7	3	1
V2 (CORE ACTIVITY SYSTEMS)	1	12	1	7	0
V3 (HUMAN RESOURCE SYSTEMS)	4	11	4	2	0
V4 (STRUCTURAL SYSTEMS)	0	4	7	3	7
V5 (MEASUREMENT SYSTEMS)	3	4	4	10	0
V6 (CULTURE)	3	3	0	4	11

FREQUENCY ANALYSIS OF THIRD LEVEL DIAGNOSIS RESULT (IN PERCENTAGES)

	POOR (1)	FAIR(2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (STRATEGY)	38.10	9.52	33.33	14.29	4.76
V2 (CORE ACTIVITY SYSTEMS)	4.76	57.14	4.76	33.33	0.00
V3 (HUMAN RESOURCE SYSTEMS)	19.05	52.38	19.05	9.52	0.00
V4 (STRUCTURAL SYSTEMS)	0.00	19.05	33.33	14.29	33.33
V5 (MEASUREMENT SYSTEMS)	14.29	19.05	19.05	47.62	0.00
V6 (CULTURE)	14.29	14.29	0.00	19.05	52.38

SIX LEVEL ORGANIZATIONAL DIAGNOSTICS – WISMA PUTRA (ADMIN & CONSULAR)

D) 4th Level – Group Level

a) Deputy Secretary General III's Office

1. V1 (Goal clarity): Score = 3
The goals are clearly understood by its members and there are effective systems of measuring, monitoring and feeding back information about goal achievement.
2. V2 (Task structure): Score = 3
There is formal organizational structure. Works are highly coordinated and there is effective interaction between members. However, the structure does not provide the team members with the freedom necessary to regulate their tasks since most decisions have to be referred to the Deputy Secretary General III.
3. V3 (Group functioning): Score = 3
As the Office structure is relatively small, members act more as a family. Each members are supportive and helpful. However, most members do not reveals their perceptions towards the behavior of their colleagues openly as there is a gap between the level/status of each member.
4. V4 (Performance norms): Score = 4
The performance norms are highly agreeable among the members. Each try to perform accordingly to these norms.
5. V5 (Group composition): Score = 3
The team is composed of a balance between the upper management, executives and the supporting group level. There is a balance of demographic amongst members to carry out the task effectively and efficiently. However, in terms of age, most members are in the older ages and thus some new ideas may not be discovered (most are still in the conservative thinking).

b) Administration & Security Division

1. V1 (Goal clarity): Score = 2
Its members vaguely understand the goals. There are systems of measuring and monitoring but lack the methods of feeding back information about goal achievement.
2. V2 (Task structure): Score = 1
There is formal organizational structure. However, works are highly un-coordinated and there is poor interaction between members especially those of the cleaning functions. The structure also does not provide the team members with the freedom necessary to regulate their tasks.
3. V3 (Group functioning): Score = 2
Members kept their feelings only among their level and team groups. Those in the lower level will not confront their differences or unsatisfied opinion openly. The head of division seem to have autocratic style of management, making the members not willing to share interpersonal problems and task difficulties with one another.
4. V4 (Performance norms): Score = 1
Although the performance norms are moderately agreeable among the members, each failed to perform accordingly.
5. V5 (Group composition): Score = 1

There is no balance between the upper management, executives and the supporting group level. Most are in the supporting group and male age in the mid 40's. On the other hand, for the cleaning functions, all are female in the late 40's.

c) Diplomatic Bag Unit

1. V1 (Goal clarity): Score = 1
Its members vaguely understand the goals. There are systems of measuring and monitoring but the Unit failed to use it effectively (reasons gave not enough staffs to do the monitoring). It does not have methods of feeding back information about goal achievement.
2. V2 (Task structure): Score = 3
There is formal organizational structure. Works are highly coordinated and high interaction between members.
3. V3 (Group functioning): Score = 3
As majority are from supporting level, the team members are supporting one another. However, as most are too close, some tasks are hard to perform as they spend more on social activities than work.
4. V4 (Performance norms): Score = 4
The performance norms are highly agreeable among the members. Each performs accordingly to the performance norms.
5. V5 (Group composition): Score = 3
The team is composed mostly of the supporting group with majority only have secondary education. However, there is satisfaction and a less stressful work environment because of a balance psychographics composition.

d) Filing & Registration of Diplomatic Notes Unit

1. V1 (Goal clarity): Score = 2
The members vaguely understand the goals as missions, goals and objectives are not stated and made available. There are systems of measuring and monitoring and feeding back information about the goal achievement.
2. V2 (Task structure): Score = 3
There is formal organizational structure. Works are highly coordinated and high interaction between members.
3. V3 (Group functioning): Score = 3
As majority are from supporting level, the team members are supporting one another. However, as most are too close, some tasks are hard to perform as they spend more on social activities than work.
4. V4 (Performance norms): Score = 4
The performance norms are highly agreeable among the members. Each performs accordingly to the performance norms.
5. V5 (Group composition): Score = 3
The team is composed mostly of the supporting group with majority only have secondary education. However, there is satisfaction and a less stressful work environment because of a balance psychographics composition.

e) Communication & Cipher Unit

1. V1 (Goal clarity): Score = 3

Missions, goals and objectives are stated and made available but members are not being emphasized on the importance of achieving them. There are systems of measuring and monitoring and feeding back information about the goal achievement.

2. V2 (Task structure): Score = 4
There is formal organizational structure. Works are very highly coordinated and decision power is delegated accordingly.
3. V3 (Group functioning): Score = 4
As majority are from supporting level, the team members are supporting one another. Interpersonal relations are very healthy and group members even cover the tasks and responsibilities of one another when needed.
4. V4 (Performance norms): Score = 4
The performance norms are highly agreeable among the members. Each performs accordingly to the performance norms.
5. V5 (Group composition): Score = 3
The team is composed mostly of the supporting group with majority only have secondary education. However, there is satisfaction and a less stressful work environment because of a balance psychographics composition.

f) Library

1. V1 (Goal clarity): Score = 2
Missions, goals and objectives are stated and made available and members clearly understand them. However, there organization lacks systems of measuring and monitoring and feeding back information about the goal achievement.
2. V2 (Task structure): Score = 4
There is formal organizational structure. Works are very highly coordinated and there is high interaction between members.
3. V3 (Group functioning): Score = 4
The team members are supporting one another. Interpersonal relations are very healthy and group members even cover the tasks and responsibilities of one another when needed.
4. V4 (Performance norms): Score = 2
There are no agreeable performance norms among the members. Each performs accordingly to their perception of performance norms.
5. V5 (Group composition): Score = 3
The team is composed mostly of the supporting group with majority only have secondary education. However, as all have common interests in reading, they made the work enjoyable.

g) Inspectorat & Management Unit

1. V1 (Goal clarity): Score = 2
Missions, goals and objectives are not clearly stated and members vaguely understand their goals. However, there are systems of measuring and monitoring and feeding back information about the targeted work outputs.
2. V2 (Task structure): Score = 4
There is formal organizational structure. Works are very highly coordinated and decision power is delegated accordingly.

3. V3 (Group functioning): Score = 2
Although majority are from the executive and management level, group cohesiveness is very low. Members are highly coordinated and interact with one another but the interpersonal competition is also very high and conflicts occur in most of the meeting as everybody wants to show something.
4. V4 (Performance norms): Score = 4
The performance norms are highly agreeable among the members. Each performs accordingly to the performance norms.
5. V5 (Group composition): Score = 2
The team is composed mostly of the executive and management group with majority having first degree education. However, as most are competing for being the best, the work environment is becoming stressful and there are so many unsatisfaction amongst the members.

h) Ticketing Unit

1. V1 (Goal clarity): Score = 1
Missions, goals and objectives are not clearly stated and members vaguely understand their goals. There are no systems of measuring and monitoring and feeding back information about the targeted work outputs.
2. V2 (Task structure): Score = 3
There is formal organizational structure. Works are very highly coordinated but decision power is not delegated accordingly (some power are also delegated to the supporting level staffs).
3. V3 (Group functioning): Score = 4
As majority are from supporting level, the team members are supporting one another. Interpersonal relations are very healthy and group members even cover the tasks and responsibilities of one another when needed.
4. V4 (Performance norms): Score = 2
Members have different norms and views on the accepted behaviours and performance.
5. V5 (Group composition): Score = 3
The team is composed mostly of the supporting group with majority only have secondary education. However, there is satisfaction and a less stressful work environment because of a balance psychographics composition.

i) Service Division

1. V1 (Goal clarity): Score = 4
Missions, goals and objectives are clearly stated and members fully understand their goals. There are effective and efficient systems of measuring and monitoring and feeding back information about the targeted work outputs.
2. V2 (Task structure): Score = 4
There is formal organizational structure. Works are very highly coordinated among the units and decision power is delegated accordingly.
3. V3 (Group functioning): Score = 2
Members are helpful with one another but very secretive. Moreover, interpersonal competition among members in each level is very high.
4. V4 (Performance norms): Score = 4

The performance norms are highly agreeable among the members. Each performs accordingly to the performance norms.

5. V5 (Group composition): Score = 4
There is a balance between the supporting and the executive and administrative level. The demographics is also balance and all members appear to have task-relevant skills and experience.

j) Organizational Development Unit

1. V1 (Goal clarity): Score = 4
Missions, goals and objectives are clearly stated and members fully understand their goals. There are effective and efficient systems of measuring and monitoring and feeding back information about the targeted work outputs.
2. V2 (Task structure): Score = 3
There is formal organizational structure. Although tasks are very highly coordinated among the units and decision power is delegated accordingly, every staffs work mostly in silo.
3. V3 (Group functioning): Score = 1
As there is duplication in the work functions, some staffs seem to take advantage of working it smartly (getting the credentials for something that is not done directly by the person). There is also little support and help among each other.
4. V4 (Performance norms): Score = 1
The team has no agreeable performance norms. Each unit perform their own way.
5. V5 (Group composition): Score = 2
There is no balance between the supporting and the executive and administrative level. The executive consist mostly of the younger generation while those of supporting are mostly in the mid-40's making some tasks harder to be performed or directed.

k) Consular Section

1. V1 (Goal clarity): Score = 1
Missions, goals and objectives are not clearly stated and members vaguely understand their goals. There are no systems of measuring and monitoring and feeding back information about the targeted work outputs.
2. V2 (Task structure): Score = 1
Although there is formal organizational structure that assigned tasks accordingly to unit, there are uncoordination between the units. Structure does not allow interaction between the units and most only work in silo. It gives too much freedom to each unit.
3. V3 (Group functioning): Score = 1
Members only concerns with their function. Little cooperation is given between one another. Members are not satisfied with one another but nobody is willing to discuss it openly.
4. V4 (Performance norms): Score = 1
There is no agreement among members on the performance norms.
5. V5 (Group composition): Score = 2
Most of the staffs are from the supporting level. Group membership is quite stressful as individual differences between members are very high.

l) Budget Section

1. V1 (Goal clarity): Score = 4
Missions, goals and objectives are broadly defined but members fully understand their goals. There are effective and efficient systems of measuring and monitoring and feeding back information about the targeted work outputs.
2. V2 (Task structure): Score = 2
Tasks assignment are not done effectively as some have too many responsibilities and tasks. Group tasks does not promote effective interaction between group members although they are highly coordinated.
3. V3 (Group functioning): Score = 2
There is also little support and help among each other as most busy doing/performing their own tasks. Every unit seems to work in silo.
4. V4 (Performance norms): Score = 4
Although each unit works in silo, all group members do have common agreement on the performance norms and each are behaving in accordance to this norms.
5. V5 (Group composition): Score = 2
Majority are in the mid 20's making the group un-cooperative as everyone is trying to stand up. Also lacks the know-how or knowledge workers individual in the group as mostly are fresh intakes.

m) Procurement Section

1. V1 (Goal clarity): Score = 2
Missions, goals and objectives are not well defined, making the members do not have any clues on their goals. There are effective and efficient systems of measuring and monitoring and feeding back information about the targeted work outputs.
2. V2 (Task structure): Score = 2
Tasks are highly regulated but there is less coordination among the group and other divisions.
3. V3 (Group functioning): Score = 1
The members do not work closely with one another. No group cohesiveness as everybody only concerns on getting their job done.
4. V4 (Performance norms): Score = 1
Members do not have agreeable performance norms.
5. V5 (Group composition): Score = 2
Majority are in the supporting level. None in the administrative level. Only one supervisor for the whole section.

n) Account Section

1. V1 (Goal clarity): Score = 3
Missions, goals and objectives are well defined but members do not fully understand on their goals. There are effective and efficient systems of measuring and monitoring and feeding back information about the targeted work outputs.
2. V2 (Task structure): Score = 3
Tasks are highly regulated and coordinated. However, structure does not allows members and other divisions to share information and solve problems mutually affecting them.

3. V3 (Group functioning): Score = 1
The members do not work closely with one another. No group cohesiveness as everybody only concerns on getting their job done.
4. V4 (Performance norms): Score = 4
Members have common agreement on the performance norms and most works in accordance to the norms.
5. V5 (Group composition): Score = 2
Majority are in the early 30's. The supporting staffs mostly do not have the skills and abilities in accounting and thus making the work stressful for the executives and administrative to carry out the tasks effectively as most tasks need to be monitored and checked appropriately.

o) Development Section

1. V1 (Goal clarity): Score = 4
Missions, goals and objectives are well defined and members fully understand on their goals. There are effective and efficient systems of measuring and monitoring and feeding back information about the targeted work outputs.
2. V2 (Task structure): Score = 3
Tasks are highly regulated and coordinated. However, structure does not allows members and other divisions to share information and solve problems mutually affecting them.
3. V3 (Group functioning): Score = 1
The members are not helpful with one another. No group cohesiveness as everybody only concerns on getting their job done.
4. V4 (Performance norms): Score = 4
Members have common agreement on the performance norms.
5. V5 (Group composition): Score = 2
Majority are in the late 40's. Majority of the members for the supervisory role do not have the university education. Members also does not seem to be interested in performing their tasks collaboratively. This suggest that members have different job-related social needs and individual needs that need to be satisfied.

p) Internal Audit Unit

1. V1 (Goal clarity): Score = 3
Missions, goals and objectives are well defined and members fully understand on their goals. There are effective and efficient systems of measuring and monitoring but lacking feeding back information about the targeted work outputs.
2. V2 (Task structure): Score = 3
Tasks are highly regulated and coordinated. However, structure does not allows members and other divisions to share information and solve problems mutually affecting them.
3. V3 (Group functioning): Score = 1
The members work in silo and very secretive. Does not talk much with one another.
4. V4 (Performance norms): Score = 4
Members have common agreement on the performance norms.
5. V5 (Group composition): Score = 2

The team is composed of one head and the rest is supporting staffs. Thus only one had credible knowledge and the rest are only there because of their experience.

q) Information & Communication Technology Division

1. V1 (Goal clarity): Score = 4
Missions, goals and objectives are well defined and members fully understand on their goals. There are effective and efficient systems of measuring, monitoring and feeding back information about the targeted work outputs.
2. V2 (Task structure): Score = 2
Tasks are highly regulated and coordinated within the unit only. However, tasks are not structured in a way that promote effective interaction among group members. Some event have overlapping functions/tasks but did not interact with one another as each unit are working in silo.
3. V3 (Group functioning): Score = 3
Although working in silo, members share their personal views and things quite closely with one another.
4. V4 (Performance norms): Score = 4
Members have common agreement on the performance norms.
5. V5 (Group composition): Score = 2
The team is composed only of the systems analysts with mostly in the mid 20's.

r) ASEAN Department

1. V1 (Goal clarity): Score = 4
Missions, goals and objectives are well defined and members fully understand on their goals. There are effective and efficient systems of measuring, monitoring and feeding back information about the targeted work outputs.
2. V2 (Task structure): Score = 4
Tasks are highly regulated and coordinated. Team members meet once a week to discuss on problems on performing the tasks and responsibilities.
3. V3 (Group functioning): Score = 2
Members do not confront differences openly, especially when it involves inter-level. Relationship sometimes got strained as members spend little time discussing about their differences and dislikes. However, in most of the time, though tense, members are able to control the situation in harmony.
4. V4 (Performance norms): Score = 4
Members have common agreement on the performance norms.
5. V5 (Group composition): Score = 3
There is a balance number of members between management, executive and supporting level. However, the executive members need to also include those of the experience seniors in order to create balance and reduce intense competition between the junior executive to outshine one another.

s) Protocol Department

1. V1 (Goal clarity): Score = 3
Missions, goals and objectives are broadly defined leading to the members not fully understand on their goals. However, there are effective and efficient systems

of measuring, monitoring and feeding back information about the targeted work outputs.

2. V2 (Task structure): Score = 3
Tasks are highly regulated and coordinated. However, since every decision has to be referred to the superior/head of the department, it has caused delay in some decision making.
3. V3 (Group functioning): Score = 2
Members do not confront differences openly, especially when it involves inter-level. Relationship sometimes got strained as members spend little time discussing about their differences and dislikes. However, in most of the time, though tense, members are able to control the situation in harmony.
4. V4 (Performance norms): Score = 4
Members have common agreement on the performance norms.
5. V5 (Group composition): Score = 2
The members are majority from the supporting group. Although they have the task-relevance skills and experience, they lack the needed character or charisma in dealing with the VIPs. There should be balance between the executive and the supporting level as the executives are needed much to entertain the VIP guests and the supporting are needed for providing the support services to the VIP guests.

t) Legal Advisor Office

1. V1 (Goal clarity): Score = 2
Missions, goals and objectives are not defined and supporting members do not have any ideas on their goals. There are effective and efficient systems of measuring and monitoring but there is no feeding back mechanism.
2. V2 (Task structure): Score = 1
The team tasks structure only include personal face to face interaction between the head/supervisor with the individual member. This structure does not allow members to discuss with one another on the problem that they are facing for their tasks.
3. V3 (Group functioning): Score = 2
Members do not confront differences openly, especially when it involves inter-level. Relationship sometimes got strained as members spend little time discussing about their differences and dislikes. However, in most of the time, though tense, members are able to control the situation in harmony.
4. V4 (Performance norms): Score = 4
Members have common agreement on the performance norms.
5. V5 (Group composition): Score = 3
There is a balance number of members between management, executive and supporting level. Each members have the relevant skills and knowledge needed to perform their tasks efficiently. However, the organization lack the necessary administrative officer level that will ensure the smoothness of daily running of office operations.

u) Institute of Diplomacy and Foreign Relations

6. V1 (Goal clarity): Score = 4

Missions, goals and objectives are defined and members fully understand their goals. There are effective and efficient systems of measuring, monitoring and feeding back mechanism.

7. V2 (Task structure): Score = 3
The team tasks structure only include face to face interaction between the head/supervisor with members on monthly basis to discuss the problems and also for coordination purposes in their tasks implementation. However, the structure does not provide members with freedom needed in carrying out the courses.
8. V3 (Group functioning): Score = 3
Members are helpful and friendly and thus creates harmony. However, in some units/sub units, members become too attach and too close that they share almost everything and thus making it hard for the head of the unit to delegate the work accordingly and effectively.
9. V4 (Performance norms): Score = 4
Members have common agreement on the performance norms.
10. V5 (Group composition): Score = 4
There is a balance number of members between management, executive and supporting level. Each members have the relevant skills and knowledge needed to perform their tasks efficiently.

SIX LEVEL ORGANIZATIONAL DIAGNOSTICS – WISMA PUTRA (ADMIN & CONSULAR)

d) Fourth Level Diagnosis (Group Level Diagnosis)

	V1	V2	V3	V4	V5	Means
TKSU III Office	3	3	3	4	3	3.200
Administration & Security Division	2	1	2	1	1	1.400
Diplomatic Bag Unit	1	3	3	4	3	2.800
Filing (registration) Unit	2	3	3	4	3	3.000
Communication (Saifer) Unit	3	4	4	4	3	3.600
Library	2	4	4	2	3	3.000
Inspectorat & Management Unit	2	4	2	4	2	2.800
Ticketing Unit	1	4	4	2	3	2.800
Service Division	4	4	2	4	4	3.600
Organizational Development Unit	4	3	1	1	2	2.200
Consular Section	1	1	1	1	2	1.200
Budget Section	4	2	2	4	2	2.800
Procurement Section	2	2	1	1	2	1.600
Account Section	3	3	1	4	2	2.600
Development Section	4	3	1	4	2	2.800
Internal Audit Unit	3	3	1	4	2	2.600
Information & Communication Tech. Division	4	2	3	4	2	3.000
ASEAN Department	4	4	2	4	3	3.400
Protocol Department	3	3	2	4	2	2.800
Legal Advisor Office	2	1	2	4	3	2.400
Institute of Diplomacy and Foreign Relation	4	3	3	4	4	3.600
MEANS	2.762	2.857	2.238	3.238	2.524	2.724

FREQUENCY ANALYSIS OF FOURTH LEVEL DIAGNOSIS RESULT

	POOR (1)	FAIR(2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (GOAL CLARITY)	3	6	5	7	0
V2 (TASK STRUCTURE)	3	3	9	6	0
V3 (GROUP FUNCTIONING)	6	7	5	3	0
V4 (PERFORMANCE NORMS)	4	2	0	15	0
V5 (GROUP COMPOSITION)	1	10	8	2	0

FREQUENCY ANALYSIS OF FOURTH LEVEL DIAGNOSIS RESULT (IN PERCENTAGES)

	POOR (1)	FAIR(2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (GOAL CLARITY)	14.29	28.57	23.81	33.33	0.00
V2 (TASK STRUCTURE)	14.29	14.29	42.86	28.57	0.00
V3 (GROUP FUNCTIONING)	28.57	33.33	23.81	14.29	0.00
V4 (PERFORMANCE NORMS)	19.05	9.52	0.00	71.43	0.00
V5 (GROUP COMPOSITION)	4.76	47.62	38.10	9.52	0.00

SIX LEVEL ORGANIZATIONAL DIAGNOSTICS – WISMA PUTRA (ADMIN & CONSULAR)

E) FIFTH LEVEL DIAGNOSIS - (JOB LEVEL DIAGNOSIS - PERSONAL CHARACTERISTICS)

Person	Age		Experience		Abilities		Growth Need	
	Score	Remark	Score	Remark	Score	Remark	Score	Remark
1	3	Old but energetic and healthy	4	More than 15 years	4	Have the required & additional abilities	4	Strong desire towards learning/self direction
2	2	Young but unenergetic	2	More than 5 years	3	Have the required but not additional	1	Doesn't have the desire for learning
3	1	Old and does not show high energy level	4	More than 15 years	3	Have the required but not additional	2	Moderate desire for further learning/study
4	2	Young but unenergetic	2	More than 5 years	3	Have the required but not additional	1	Doesn't have the desire for learning
5	3	Old but energetic and healthy	1	Less than 5 years in service	4	Have the required & additional abilities	2	Moderate desire for further learning/study
6	3	Old but energetic and healthy	4	More than 15 years	2	Possess additional but not the required	2	Moderate desire for further learning/study
7	4	Young and energetic	1	Less than 5 years in service	2	Possess additional but not the required	4	Strong desire towards learning/self direction
8	4	Young and energetic	3	More than 10 years	2	Possess additional but not the required	2	Moderate desire for further learning/study
9	2	Young but unenergetic	3	More than 10 years	3	Have the required but not additional	2	Moderate desire for further learning/study
10	1	Old and does not show high energy level	4	More than 15 years	3	Have the required but not additional	1	Doesn't have the desire for learning
11	2	Young but unenergetic	3	More than 10 years	4	Have the required & additional abilities	1	Doesn't have the desire for learning
12	2	Young but unenergetic	3	More than 10 years	3	Have the required but not additional	2	Moderate desire for further learning/study
13	1	Old and does not show high energy level	4	More than 15 years	3	Have the required but not additional	1	Doesn't have the desire for learning
14	3	Old but energetic and healthy	4	More than 15 years	3	Have the required but not additional	1	Doesn't have the desire for learning
15	1	Old and does not show high energy level	4	More than 15 years	3	Have the required but not additional	1	Doesn't have the desire for learning
16	2	Young but unenergetic	2	More than 5 years	3	Have the required but not additional	2	Moderate desire for further learning/study
17	2	Young but unenergetic	2	More than 5 years	3	Have the required but not additional	1	Doesn't have the desire for learning
18	3	Old but energetic and healthy	4	More than 15 years	4	Have the required & additional abilities	1	Doesn't have the desire for learning
19	3	Old but energetic and healthy	3	More than 10 years	3	Have the required but not additional	1	Doesn't have the desire for learning
20	2	Young but unenergetic	1	Less than 5 years in service	3	Have the required but not additional	1	Doesn't have the desire for learning
21	4	Young and energetic	1	Less than 5 years in service	3	Have the required but not additional	1	Doesn't have the desire for learning
22	3	Old but energetic and healthy	3	More than 10 years	3	Have the required but not additional	1	Doesn't have the desire for learning
23	4	Young and energetic	2	More than 5 years	3	Have the required but not additional	1	Doesn't have the desire for learning
24	4	Young and energetic	2	More than 5 years	3	Have the required but not additional	1	Doesn't have the desire for learning
25	3	Old but energetic and healthy	4	More than 15 years	2	Possess additional but not the required	1	Doesn't have the desire for learning
26	4	Young and energetic	1	Less than 5 years in service	2	Possess additional but not the required	1	Doesn't have the desire for learning
27	3	Old but energetic and healthy	4	More than 15 years	4	Have the required & additional abilities	3	Moderately strong desire for improvements
28	4	Young and energetic	1	Less than 5 years in service	3	Have the required but not additional	3	Moderately strong desire for improvements
29	1	Old and does not show high energy level	1	Less than 5 years in Wisma	2	Possess additional but not the required	2	Moderate desire for further learning/study
30	3	Old but energetic and healthy	4	More than 15 years	4	Have the required & additional abilities	2	Moderate desire for further learning/study
31	4	Young and energetic	1	Less than 5 years in Wisma	2	Possess additional but not the required	3	Moderately strong desire for improvements
32	2	Young but unenergetic	1	Less than 5 years in Wisma	1	Does not have the ability to serve KLN	1	Doesn't have the desire for learning
33	2	Young but unenergetic	1	Less than 5 years in Wisma	2	Possess additional but not the required	1	Doesn't have the desire for learning
34	2	Young but unenergetic	1	Less than 5 years in Wisma	1	Does not have the ability to serve KLN	1	Doesn't have the desire for learning
35	3	Old but energetic and healthy	3	More than 10 years	4	Have the required & additional abilities	1	Doesn't have the desire for learning
36	1	Old and does not show high energy level	4	More than 15 years	4	Have the required & additional abilities	4	Strong desire towards learning/self direction
37	4	Young and energetic	1	Less than 5 years in Wisma	4	Have the required & additional abilities	4	Strong desire towards learning/self direction
38	4	Young and energetic	1	Less than 5 years in Wisma	2	Possess additional but not the required	4	Strong desire towards learning/self direction
39	4	Young and energetic	1	Less than 5 years in Wisma	2	Possess additional but not the required	4	Strong desire towards learning/self direction

[illegible]

Person	Skills		Education		Needs & Expectation		Family Needs	
	Score	Remark	Score	Remark	Score	Remark	Score	Remark
1	3	Got required skills & lack professional	3	University Degree	4	Shows satisfaction with the work	4	Happily married/stable family
2	3	Got required skills & lack professional	1	Secondary School	3	Shows moderately high work satisfaction	3	Not married but stable life
3	2	Got certain required & lack professional	3	University Degree	3	Shows moderately high work satisfaction	4	Happily married/stable family
4	3	Got required skills & lack professional	1	Secondary School	3	Shows moderately high work satisfaction	3	Not married but stable life
5	3	Got required skills & lack professional	3	University Degree	2	Satisfied but not up to expectations	4	Happily married/stable family
6	3	Got required skills & lack professional	3	University Degree	2	Satisfied but not up to expectations	4	Happily married/stable family
7	2	Got certain required & lack professional	3	University Degree	2	Satisfied but not up to expectations	3	Not married but stable life
8	2	Got certain required & lack professional	2	Diploma level	2	Satisfied but not up to expectations	4	Happily married/stable family
9	2	Got certain required & lack professional	2	Diploma level	2	Satisfied but not up to expectations	4	Happily married/stable family
10	2	Got certain required & lack professional	2	Diploma level	2	Satisfied but not up to expectations	4	Happily married/stable family
11	2	Got certain required & lack professional	2	Diploma level	2	Satisfied but not up to expectations	4	Happily married/stable family
12	2	Got certain required & lack professional	2	Diploma level	2	Satisfied but not up to expectations	4	Happily married/stable family
13	2	Got certain required & lack professional	1	Secondary School	2	Satisfied but not up to expectations	4	Happily married/stable family
14	2	Got certain required & lack professional	1	Secondary School	2	Satisfied but not up to expectations	4	Happily married/stable family
15	2	Got certain required & lack professional	1	Secondary School	2	Satisfied but not up to expectations	3	Not married but stable life
16	2	Got certain required & lack professional	2	Diploma level	1	Not satisfied with current position/work	4	Happily married/stable family
17	2	Got certain required & lack professional	1	Secondary School	2	Satisfied but not up to expectations	4	Happily married/stable family
18	3	Got required skills & lack professional	1	Secondary School	1	Not satisfied with current position/work	3	Not married but stable life
19	2	Got certain required & lack professional	2	Diploma level	3	Shows moderately high work satisfaction	4	Happily married/stable family
20	2	Got certain required & lack professional	1	Secondary School	2	Satisfied but not up to expectations	4	Happily married/stable family
21	2	Got certain required & lack professional	1	Secondary School	3	Shows moderately high work satisfaction	2	Not married but stable life
22	2	Got certain required & lack professional	1	Secondary School	2	Satisfied but not up to expectations	3	Not married but stable life
23	2	Got certain required & lack professional	1	Secondary School	2	Satisfied but not up to expectations	3	Not married but stable life
24	2	Got certain required & lack professional	1	Secondary School	2	Satisfied but not up to expectations	3	Not married but stable life
25	3	Got required skills & lack professional	3	University Degree	2	Satisfied but not up to expectations	2	Divorcee
26	2	Got certain required & lack professional	3	University Degree	1	Not satisfied with current position/work	3	Not married but stable life
27	3	Got required skills & lack professional	2	Diploma level	1	Not satisfied with current position/work	4	Happily married/stable family
28	3	Got required skills & lack professional	1	Secondary School	2	Satisfied but not up to expectations	3	Not married but stable life
29	2	Got certain required & lack professional	3	University Degree	4	Happily married/stable family	4	Happily married/stable family
30	3	Got required skills & lack professional	3	University Degree	3	Shows moderately high work satisfaction	4	Happily married/stable family
31	2	Got certain required & lack professional	3	University Degree	2	Satisfied but not up to expectations	3	Not married but stable life
32	1	Lack required skills & professional	2	Diploma level	1	Not satisfied with current position/work	2	Not married but stable life
33	2	Got certain required & lack professional	2	Diploma level	2	Satisfied but not up to expectations	3	Not married but stable life
34	1	Lack required skills & professional	2	Diploma level	2	Satisfied but not up to expectations	4	Happily married/stable family
35	3	Got required skills & lack professional	1	Secondary School	3	Shows moderately high work satisfaction	4	Happily married/stable family
36	3	Got required skills & lack professional	3	University Degree	1	Not satisfied with current position/work	4	Happily married/stable family
37	3	Got required skills & lack professional	4	Postgraduate degree	2	Satisfied but not up to expectations	4	Happily married/stable family
38	2	Got certain required & lack professional	2	Diploma level	3	Shows moderately high work satisfaction	4	Happily married/stable family
39	2	Got certain required & lack professional	2	Diploma level	3	Shows moderately high work satisfaction	3	Not married but stable life
40	3	Got required skills & lack professional	2	Diploma level	2	Satisfied but not up to expectations	4	Happily married/stable family
41	2	Got certain required & lack professional	2	Diploma level	2	Satisfied but not up to expectations	4	Happily married/stable family
42	2	Got certain required & lack professional	1	Secondary School	1	Not satisfied with current position/work	4	Happily married/stable family
43	2	Got certain required & lack professional	1	Secondary School	3	Shows moderately high work satisfaction	2	Unstable family life

SIX LEVEL ORGANIZATIONAL DIAGNOSTICS – WISMA PUTRA (ADMIN & CONSULAR)

e) Fifth Level Diagnosis (Job Level Diagnosis - Personal Characteristics)

Person	V1	V2	V3	V4	V5	V6	V7	V8	Means
1	3	4	4	4	3	3	4	4	3.625
2	2	2	3	1	1	3	3	3	2.250
3	1	4	3	2	3	2	3	4	2.750
4	2	2	3	1	1	3	3	3	2.250
5	3	1	4	2	3	3	2	4	2.750
6	3	4	2	2	3	3	2	4	2.875
7	4	1	2	4	3	2	2	3	2.625
8	4	3	2	2	2	2	2	4	2.625
9	2	3	3	2	2	2	2	4	2.500
10	1	4	3	1	2	2	2	4	2.375
11	2	3	4	1	2	2	2	4	2.500
12	2	3	3	2	2	2	2	4	2.500
13	1	4	3	1	1	2	2	4	2.250
14	3	4	3	1	1	2	2	3	2.375
15	1	4	3	1	1	2	1	4	2.125
16	2	2	3	2	2	2	2	4	2.375
17	2	2	3	1	1	2	1	3	1.875
18	3	4	4	1	1	3	3	4	2.875
19	3	3	3	1	2	2	3	4	2.625
20	2	1	3	1	1	2	2	4	2.000
21	4	1	3	1	1	2	3	2	2.125
22	3	3	3	1	1	2	2	3	2.250
23	4	2	3	1	1	2	2	3	2.250
24	4	2	3	1	1	2	2	3	2.250
25	3	4	2	1	3	3	2	2	2.500
26	4	1	2	1	3	2	1	3	2.125
27	3	4	4	3	2	3	1	4	3.000
28	4	1	3	3	1	3	2	3	2.500
29	1	1	2	2	3	2	1	4	2.000
30	3	4	4	2	3	3	3	4	3.250
31	4	1	2	3	3	2	2	3	2.500
32	2	1	1	1	2	1	1	2	1.375
33	2	1	2	1	2	2	2	3	1.875
34	2	1	1	1	2	1	2	4	1.750
35	3	3	4	1	1	3	3	4	2.750
36	1	4	4	4	3	3	1	4	3.000
37	4	1	4	4	4	3	2	4	3.250
38	4	1	2	4	2	2	3	4	2.750
39	4	1	2	4	2	2	3	3	2.625
40	3	4	4	3	2	3	2	4	3.125
41	1	4	3	3	2	2	2	4	2.625
42	2	1	3	2	1	2	1	4	2.000
43	3	3	4	3	1	2	3	2	2.375
44	3	3	4	3	1	3	1	4	2.750
45	1	1	4	2	1	3	1	4	2.125
46	1	3	4	3	1	2	1	4	2.375
47	3	2	4	3	1	2	1	4	2.500

FREQUENCY ANALYSIS OF FIFTH LEVEL DIAGNOSIS RESULT

	POOR (1)	FAIR(2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (AGE)	13	16	34	24	0
V2 (EXPERIENCE)	38	13	12	24	0
V3 (ABILITIES)	3	18	41	25	0
V4 (GROWTH NEED)	23	22	24	18	0
V5 (EDUCATION)	22	25	30	8	2
V6 (SKILLS)	3	39	36	9	0
V7 (NEEDS & EXPECTATION)	15	37	28	7	0
V8 (FAMILY NEEDS)	0	6	23	58	0

FREQUENCY ANALYSIS OF FIFTH LEVEL DIAGNOSIS RESULT (IN PERCENTAGES)

	POOR (1)	FAIR(2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (AGE)	14.94	18.39	39.08	27.59	0.00
V2 (EXPERIENCE)	43.68	14.94	13.79	27.59	0.00
V3 (ABILITIES)	3.45	20.69	47.13	28.74	0.00
V4 (GROWTH NEED)	26.44	25.29	27.59	20.69	0.00
V5 (EDUCATION)	25.29	28.74	34.48	9.20	2.30
V6 (SKILLS)	3.45	44.83	41.38	10.34	0.00
V7 (NEEDS & EXPECTATION)	17.24	42.53	32.18	8.05	0.00
V8 (FAMILY NEEDS)	0.00	6.90	26.44	66.67	0.00

SIX LEVEL ORGANIZATIONAL DIAGNOSTICS – WISMA PUTRA (ADMIN & CONSULAR)

F) SIXTH LEVEL DIAGNOSIS - (JOB LEVEL DIAGNOSIS)

Person	SKILL VARIETY		TASK IDENTITY		AUTONOMY	
	Score	Remark	Score	Remark	Score	Remark
1	4	Need multiple skills to perform the job effectively	4	Job produced identifiable piece of work	4	Have almost full autonomy in making decision
2	2	Only involves two skills (typing & dictation)	3	Job produced small identifiable piece of work	1	Job highly routinized and no autonomy in making decision
3	4	Need multiple skills to perform the job effectively	4	Job produced identifiable piece of work	3	Have the autonomy but still subjected to the upper mgmt
4	2	Only involves two skills (typing & dictation)	3	Job produced small identifiable piece of work	1	Job highly routinized and no autonomy in making decision
5	3	Multiple skills job doesn't involves with high level skills	3	Job produced small identifiable piece of work	2	Small autonomy in dec. making & most subjected to approval
6	3	Multiple skills job doesn't involves with high level skills	3	Job produced small identifiable piece of work	2	Small autonomy in dec. making & most subjected to approval
7	3	Multiple skills job doesn't involves with high level skills	3	Job produced small identifiable piece of work	2	Small autonomy in dec. making & most subjected to approval
8	3	Multiple skills job doesn't involves with high level skills	3	Job produced small identifiable piece of work	1	No autonomy in decision making
9	3	Multiple skills job doesn't involves with high level skills	3	Job produced small identifiable piece of work	1	No autonomy in decision making
10	3	Multiple skills job doesn't involves with high level skills	3	Job produced small identifiable piece of work	1	No autonomy in decision making
11	1	Job doesn't require special skills	3	Job produced small identifiable piece of work	1	No autonomy in decision making
12	1	Job doesn't require special skills	3	Job produced small identifiable piece of work	2	Small autonomy in dec. making & most subjected to approval
13	1	Job doesn't require special skills	3	Job produced small identifiable piece of work	2	Small autonomy in dec. making & most subjected to approval
14	1	Job doesn't require special skills	3	Job produced small identifiable piece of work	1	Job highly routinized and no autonomy in making decision
15	1	Job doesn't require special skills	3	Job produced small identifiable piece of work	1	Job highly routinized and no autonomy in making decision
16	3	Multiple skills job doesn't involves with high level skills	3	Job produced small identifiable piece of work	1	Job highly routinized and no autonomy in making decision
17	3	Multiple skills job doesn't involves with high level skills	3	Job produced small identifiable piece of work	2	Small autonomy in dec. making & most subjected to approval
18	2	Only involves small number of skills (not high level)	4	Job produced identifiable piece of work	2	Small autonomy in dec. making & most subjected to approval
19	1	Job doesn't require special skills	4	Job produced identifiable piece of work	1	Job highly routinized and no autonomy in making decision
20	2	Only involves small number of skills (not high level)	4	Job produced identifiable piece of work	1	Job highly routinized and no autonomy in making decision
21	2	Only involves small number of skills (not high level)	4	Job produced identifiable piece of work	1	Job highly routinized and no autonomy in making decision
22	2	Only involves small number of skills (not high level)	3	Job produced small identifiable piece of work	1	Job highly routinized and no autonomy in making decision
23	2	Only involves small number of skills (not high level)	3	Job produced small identifiable piece of work	1	Job highly routinized and no autonomy in making decision
24	2	Only involves small number of skills (not high level)	3	Job produced small identifiable piece of work	2	Small autonomy in dec. making & most subjected to approval
25	4	Need multiple skills to perform the job effectively	4	Job produced identifiable piece of work	2	Small autonomy in dec. making & most subjected to approval
26	3	Multiple skills job doesn't involves with high level skills	4	Job produced identifiable piece of work	1	No autonomy in decision making
27	3	Multiple skills job doesn't involves with high level skills	4	Job produced identifiable piece of work	1	Job highly routinized and no autonomy in making decision
28	2	Only involves two skills (typing & dictation)	4	Job produced identifiable piece of work	2	Small autonomy in dec. making & most subjected to approval
29	3	Multiple skills job doesn't involves with high level skills	4	Job produced identifiable piece of work	2	Small autonomy in dec. making & most subjected to approval
30	3	Multiple skills job doesn't involves with high level skills	4	Job produced identifiable piece of work	1	No autonomy in decision making
31	3	Multiple skills job doesn't involves with high level skills	4	Job produced small identifiable piece of work	1	No autonomy in decision making
32	2	Only involves small number of skills (not high level)	3	Job produced small identifiable piece of work	1	No autonomy in decision making
33	2	Only involves small number of skills (not high level)	3	Job produced small identifiable piece of work	1	No autonomy in decision making
34	2	Only involves small number of skills (not high level)	3	Job produced small identifiable piece of work	1	No autonomy in decision making
35	2	Only involves small number of skills (not high level)	3	Job produced small identifiable piece of work	1	No autonomy in decision making
36	4	Need multiple skills to perform the job effectively	4	Job produced identifiable piece of work	3	Have the autonomy but still subjected to the upper mgmt
37	4	Need multiple skills to perform the job effectively	4	Job produced identifiable piece of work	2	Small autonomy in dec. making & most subjected to approval
38	3	Multiple skills job doesn't involves with high level skills	3	Job produced small identifiable piece of work	1	No autonomy in decision making
39	3	Multiple skills job doesn't involves with high level skills	3	Job produced small identifiable piece of work	1	No autonomy in decision making

Person	TASK SIGNIFICANCE		FEEDBACK ABOUT RESULTS	
	Score	Remark	Score	Remark
1	4	The decisions made impact internal & external people	4	Performances were discussed once a week
2	1	Jobs done affecting only few internal people	1	Performances were evaluated only once a year
3	4	The decisions made impact internal & external people	4	Performances were discussed once a week
4	1	Jobs done affecting only few internal people	1	Performances were evaluated only once a year
5	4	Jobs done affecting the security & health of internals	4	Performance were discussed once a week
6	2	Jobs affect only those of internals & can be outsource	4	Performance were discussed once a week
7	2	Jobs affect only those of internals & can be outsource	4	Performance were discussed once a week
8	2	Jobs affect only those of internals & can be outsource	4	Performance were discussed once a week
9	4	Jobs done affecting the security & health of internals	4	Performance were discussed once a week
10	4	Jobs done affecting the security & health of internals	4	Performance were discussed once a week
11	4	Jobs significantly affect the flow of internal communication	1	Performances were evaluated only once a year
12	4	Jobs are significantly important for filling purposes	1	Performances were evaluated only once a year
13	4	Jobs are significantly important for filling purposes	1	Performances were evaluated only once a year
14	4	Jobs are significantly important for filling purposes	1	Performances were evaluated only once a year
15	4	Jobs are significantly important for filling purposes	1	Performances were evaluated only once a year
16	4	Jobs significantly affect the flow of internal communication	1	Performances were evaluated only once a year
17	4	Jobs important for the creation of knowledge culture	2	Performance were discussed twice a year
18	4	Jobs done affecting the security & health of internals	3	Performance were discussed twice a month
19	1	Jobs ease the work of internal people but not significant	1	Performances were evaluated only once a year
20	1	Jobs ease the work of internal people but not significant	1	Performances were evaluated only once a year
21	1	Jobs ease the work of internal people but not significant	1	Performances were evaluated only once a year
22	4	Jobs significantly affect the flow of internal communication	1	Performances were evaluated only once a year
23	4	Jobs significantly affect the flow of internal communication	1	Performances were evaluated only once a year
24	4	Jobs significantly affect the flow of internal communication	1	Performances were evaluated only once a year
25	4	Research done will greatly benefits the life of internals	4	Performance were discussed once a week
26	4	Responsible in planning the in-service training program	4	Performance were discussed once a week
27	4	Responsible in planning the in-service training program	4	Performance were discussed once a week
28	1	Jobs done affecting only few internal people	1	Performances were evaluated only once a year
29	4	Responsible in planning the service path for internals	4	Performance were discussed once a week
30	4	Responsible in planning the service path for internals	4	Performance were discussed once a week
31	4	Research done will greatly benefits the life of internals	4	Performance were discussed once a week
32	3	Ensuring the internals service matters are updated	2	Performances were not being discussed clearly
33	3	Ensuring the internals service matters are updated	2	Performances were not being discussed clearly
34	3	Ensuring the internals service matters are updated	2	Performances were not being discussed clearly
35	3	Ensuring the internals service matters are updated	1	Performances were evaluated only once a year
36	4	Assisting the public as well as govt agencies	4	Performance were discussed once a week
37	4	Assisting the public as well as govt agencies	3	Performances were evaluated once a month
38	4	Assisting the public as well as govt agencies	3	Performances were evaluated once a month
39	4	Assisting the public as well as govt agencies	3	Performances were evaluated once a month
40	4	Assisting the public as well as govt agencies	3	Performances were evaluated once a month
41	4	Assisting the public as well as govt agencies	3	Performances were evaluated once a month
42	4	Assisting the public as well as govt agencies	2	Performances were discussed twice a year
43	4	Assisting the public as well as govt agencies	2	Performances were discussed twice a year
44	4	Assisting the public as well as govt agencies	2	Performances were discussed twice a year

47	4	Assisting the public as well as govt agencies	2	Performances were discussed twice a year
48	4	Assisting the public as well as govt agencies	2	Performances were discussed twice a year
49	4	Making sure the running of ministry according to budget	4	Performance were discussed once a week
50	4	Making sure the running of ministry according to budget	4	Performance were discussed once a week
51	4	Assisting the mission abroad in budget matters	1	Performances were evaluated only once a year
52	4	Assisting the mission abroad in budget matters	1	Performances were evaluated only once a year
53	4	Assisting the mission abroad in budget matters	1	Performances were evaluated only once a year
54	4	Making sure the Ministry's spend its budget accordingly	3	Performances were evaluated once a month
55	4	Making sure the Ministry's spend its budget accordingly	3	Performances were evaluated once a month
56	4	Making sure the Ministry's spend its budget accordingly	1	Performances were evaluated only once a year
57	4	Planning the development project	3	Performances were evaluated once a month
58	4	Planning the development project	3	Performances were evaluated once a month
59	4	Making sure the staffs perform according to the regulations	4	Performance were discussed once a week
60	1	Job can be outsource	4	Performance were discussed once a week
61	1	Job can be outsource	3	Performances were evaluated once a month
62	1	Job can be outsource	3	Performances were evaluated once a month
63	1	Job can be outsource	2	Performances were discussed twice a year
64	1	Job can be outsource	3	Performances were evaluated once a month
65	1	Job can be outsource	2	Performances were discussed twice a year
66	1	Job can be outsource	1	Performances were evaluated only once a year
67	4	Ensuring Malaysian interest is promoted in the ASEAN	4	Performance were discussed once a week
68	4	Ensuring Malaysian interest is promoted in the ASEAN	3	Performances were evaluated once a month
69	4	Ensuring Malaysian interest is promoted in the ASEAN	3	Performances were evaluated once a month
70	4	Ensuring Malaysian interest is promoted in the ASEAN	3	Performances were evaluated once a month
71	4	Ensuring Malaysian interest is promoted in the ASEAN	3	Performances were evaluated once a month
72	4	Ensuring Malaysian interest is promoted in the ASEAN	3	Performances were evaluated once a month
73	2	Jobs redundant with the other level	2	Performances were discussed twice a year
74	4	Coordinating & advising on international protocol matters	4	Performance were discussed once a week
75	4	Coordinating & advising on international protocol matters	3	Performances were evaluated once a month
76	4	Coordinating & advising on international protocol matters	3	Performances were evaluated once a month
77	3	Ensuring the daily operation/mgmt of the office run smoothly	3	Performances were evaluated once a month
78	1	Redundancy with other jobs	2	Performances were discussed twice a year
79	4	Coordinating & advising on international protocol matters	3	Performances were evaluated once a month
80	4	Coordinating & advising on international protocol matters	3	Performances were evaluated once a month
81	4	Consultanting the ministry on legal matters	4	Performance were discussed once a week
82	4	Consultanting the ministry on legal matters	4	Performance were discussed once a week
83	2	Responsibilities only for two internal staffs only	1	Performances were evaluated only once a year
84	4	Responsible in creating knowledge staffs & diplomats	3	Performances were evaluated once a month
85	4	Responsible in creating knowledge staffs & diplomats	3	Performances were evaluated once a month
86	4	Responsible in creating knowledge staffs & diplomats	3	Performances were evaluated once a month
87	4	Responsible in creating knowledge staffs & diplomats	3	Performances were evaluated once a month

SIX LEVEL ORGANIZATIONAL DIAGNOSTICS – WISMA PUTRA (ADMIN & CONSULAR)

f) Sixth Level Diagnosis (Job Level Diagnosis)

Person	V1	V2	V3	V4	V5	Means
1	4	4	4	4	4	4,000
2	2	3	1	1	1	1,600
3	4	4	3	4	4	3,800
4	2	3	1	1	1	1,600
5	3	3	2	2	4	3,200
6	3	3	2	2	4	2,800
7	3	3	2	2	4	2,800
8	3	3	1	2	4	2,600
9	3	3	1	4	4	3,000
10	3	3	1	4	4	3,000
11	1	3	2	4	1	2,200
12	1	3	2	4	1	2,200
13	1	3	1	4	1	2,000
14	1	3	1	4	1	2,000
15	1	3	1	4	1	2,000
16	3	3	2	4	1	2,600
17	3	3	2	4	2	2,800
18	2	4	2	4	3	3,000
19	1	4	1	1	1	1,600
20	2	4	1	1	1	1,800
21	2	4	1	1	1	1,800
22	2	3	1	4	1	2,200
23	2	3	1	4	1	2,200
24	2	3	1	4	1	2,200
25	4	4	2	4	4	3,600
26	3	4	2	4	4	3,400
27	3	3	1	4	4	3,000
28	2	4	1	1	1	1,800
29	3	4	2	4	4	3,400
30	3	4	2	4	4	3,400
31	3	4	1	4	4	3,200
32	2	3	1	3	2	2,200
33	2	3	1	3	2	2,200
34	2	3	1	3	2	2,200
35	2	3	1	3	1	2,000
36	4	4	3	4	4	3,800
37	4	4	2	4	3	3,400
38	3	3	1	4	3	2,800
39	3	3	1	4	3	2,800
40	3	3	1	4	3	2,800
41	3	3	1	4	3	2,800
42	1	3	1	4	2	2,200
43	1	3	1	4	2	2,200
44	2	3	1	4	2	2,400
45	2	3	1	4	2	2,400
46	2	3	1	4	2	2,400

47	2	3	1	4	2	2 400
48	2	3	1	4	2	2 400
49	4	4	3	4	4	3 800
50	4	4	3	4	4	3 800
51	3	3	1	4	1	2 400
52	3	3	1	4	1	2 400
53	3	3	1	4	1	2 400
54	4	4	2	4	3	3 400
55	4	3	1	4	3	3 000
56	4	3	1	4	1	2 600
57	4	4	2	4	3	3 400
58	4	4	2	4	3	3 400
59	4	4	3	4	4	3 800
60	4	2	3	1	4	2 800
61	4	2	1	1	3	2 200
62	4	2	1	1	3	2 200
63	3	2	1	1	2	1 800
64	3	2	1	1	2	1 800
65	3	2	1	1	1	1 800
66	3	3	1	1	1	1 800
67	4	4	3	4	4	3 800
68	4	4	2	4	3	3 400
69	4	4	1	4	3	3 200
70	4	4	2	4	3	3 400
71	4	4	1	4	3	3 200
72	4	4	1	4	3	3 200
73	2	1	1	2	2	1 600
74	3	4	3	4	4	3 600
75	3	4	2	4	4	3 200
76	3	4	2	4	3	3 200
77	3	4	2	3	2	3 000
78	2	3	1	1	2	1 800
79	3	4	2	4	3	3 200
80	3	4	2	4	3	3 200
81	4	4	3	4	4	3 800
82	4	4	3	4	4	3 800
83	2	3	1	2	1	1 800
84	4	4	4	4	3	3 800
85	4	4	2	4	3	3 400
86	4	4	2	4	3	3 400
87	4	4	2	4	3	3 400
MEANS						2,754

FREQUENCY ANALYSIS OF SIXTH LEVEL DIAGNOSIS RESULT

	POOR (1)	FAIR(2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (SKILL VARIETY)	8	21	30	28	0
V2 (TASK IDENTITY)	1	6	42	38	0
V3 (AUTONOMY)	49	26	10	2	0
V4 (TASK SIGNIFICANCE)	14	5	5	63	0
V5 (FEEDBACK ABOUT RESULTS)	22	15	27	23	0

FREQUENCY ANALYSIS OF SIXTH LEVEL DIAGNOSIS RESULT (IN PERCENTAGES)

	POOR (1)	FAIR(2)	SATISFACTORY (3)	GOOD (4)	EXCELLENT (5)
V1 (SKILL VARIETY)	9.20	24.14	34.48	32.18	0.00
V2 (TASK IDENTITY)	1.15	6.90	48.28	43.68	0.00
V3 (AUTONOMY)	56.32	29.89	11.49	2.30	0.00
V4 (TASK SIGNIFICANCE)	16.09	5.75	5.75	72.41	0.00
V5 (FEEDBACK ABOUT RESULTS)	25.29	17.24	31.03	26.44	0.00

**ISO 9001:2000 INTERNAL QUALITY ASSESSMENT
WISMA PUTRA (ADMIN & CONSULAR)**

(A) Deputy Secretary General III's Office

Management Commitment (V1)	4	The head of units as well as the management of the Ministry are highly committed on the implementation of ISO system.
Customer Focus (V2)	4	The management as well as its members not only understand but also meet the customer requirements.
Quality Policy (V3)	3	Has the quality standard policy but not widely implemented.
Planning (V4)	3	Failed to address the issue on modification aspects.
Administration (V5)	3	Does not has a specific person to address the issue of quality system and improvement for the system.
Management Review (V6)	2	Assessment on the system was not done accordingly and only occur once a year.
Provision of Resources (V7)	4	Resources are well provided for the unit to support the quality system.
Human Resources (V8)	3	Enough staffs but lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	3	The environment may sometimes hinder the delivery of customer expectations as well as their needs.
Planning of Realization Process (V11)	3	Failed to develop good product realization record keeping systems.
Customer Related Process (V12)	2	Do not maintain the record of service requirement reviews and do not have the customer communication process.
Design and/or Development (V13)	1	All were based on current practise which is by the way adopted traditionally without being questioned the effectiveness.
Purchasing (V14)	2	Does not has a well kept record.
Production and Service Operation (V15)	2	Does not have a well kept record on the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	4	Management and members meet at year end to discuss and plan what need to be implemented to improve the current situation.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	3	Done once a week at which sometimes it may be too late for correcting any nonconforming products/services delivered.
Analysis of Data (V20)	2	Does not collect any quality management system data as well as provide any management information.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(B) Administration & Security Division

Management Commitment (V1)	2	The head of units are not committed on the implementation of ISO system.
Customer Focus (V2)	2	Both the leaders as well as members failed to adress the customer requirements and needs.
Quality Policy (V3)	2	The policy failed to serve the purpose of the division.
Planning (V4)	1	No planning on the quality management system for the division.
Administration (V5)	1	There is no management representative for the division in overseeing its quality management system.
Management Review (V6)	2	Assessment on the system was not done accordingly and only occur once a year.
Provision of Resources (V7)	3	Resources are not enough to improve customer satisfaction.
Human Resources (V8)	3	Enough staffs but lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	2	The environment are likely to hinder the delivery of customer expectations as well as their needs.
Planning of Realization Process (V11)	2	Failed to identify and develop good product realization record keeping systems.
Customer Related Process (V12)	1	Failed to identify customers' requirement.
Design and/or Development (V13)	1	All were based on current practise which is by the way adopted traditionally without being questioned the effectiveness.
Purchasing (V14)	2	Does not has a well kept record.
Production and Service Operation (V15)	2	Does not have a well kept record on the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	4	Management and members meet at year end to discuss and plan what need to be implemented to improve the current situation.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	3	Done once a week at which sometimes it may be too late for correcting any nonconforming products/services delivered.
Analysis of Data (V20)	2	Does not collect any quality management system data as well as provide any management information.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(C) Diplomatic Bag Unit

Management Commitment (V1)	1	No commitment at all levels.
Customer Focus (V2)	1	Both the leaders as well as members not only failed to address the customer requirements and needs but also lacks initiative in meeting the objective of the Unit.
Quality Policy (V3)	2	The policy failed to serve the purpose of the unit.
Planning (V4)	1	No planning on the quality management system for the unit.
Administration (V5)	1	There is no management representative for the division in overseeing its quality management system.
Management Review (V6)	2	Assessment on the system was not done accordingly and only occur once a year.
Provision of Resources (V7)	2	Needs extra resources in order to meet customer requirements.
Human Resources (V8)	3	Enough staffs but lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellent well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	2	The environment are likely to hinder the delivery of customer expectations as well as their needs.
Planning of Realization Process (V11)	2	Failed to identify and develop good product realization record keeping systems.
Customer Related Process (V12)	1	Failed to identify customers' requirement.
Design and/or Development (V13)	1	All were based on current practise which is by the way adopted traditionally without being questioned the effectiveness.
Purchasing (V14)	2	Does not has a well kept record.
Production and Service Operation (V15)	2	Does not have a well kept record on the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	2	Does not has a session on how to improve the system.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	3	Done once a week at which sometimes it may be too late for correcting any nonconforming products/services delivered.
Analysis of Data (V20)	2	Does not collect any quality management system data as well as provide any management information.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(D) Filing (Registration) Unit

Management Commitment (V1)	4	The head of units as well as the management of the Ministry are highly committed on the implementation of ISO system.
Customer Focus (V2)	4	The management as well as its members not only understand but also meet the customer requirements.
Quality Policy (V3)	3	There is still weaknesses in the implementation parts that need to be addressed by the policy.
Planning (V4)	3	Failed to adress the issue on modication aspects.
Administration (V5)	3	The level of the representatives are not accountable and not competent to implement/improve changes to quality system.
Management Review (V6)	3	Failed to generate the review outputs to members.
Provision of Resources (V7)	2	Needs extra resources in order to meet customer requirements.
Human Resources (V8)	3	Enough staffs but lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	2	The environment are likely to hinder the delivery of customer expectations as well as their needs.
Planning of Realization Process (V11)	4	Excellently done.
Customer Related Process (V12)	3	Does not has a process of controlling the communications with customer.
Design and/or Development (V13)	1	All were based on current practise which is by the way adopted traditionally without being questioned the effectiveness.
Purchasing (V14)	2	Does not has total control over purchase.
Production and Service Operation (V15)	2	Does not have a well kept record on the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	2	Does not has a session on how to improve the system.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	3	Done once a week at which sometimes it may be too late for correcting any nonconforming products/services delivered.
Analysis of Data (V20)	2	Does not collect any quality management system data as well as provide any management information.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(E) Communication (Saifer) Unit

Management Commitment (V1)	1	No commitment at all levels.
Customer Focus (V2)	1	Both the leaders as well as members not only failed to address the customer requirements and needs but also lacks initiative in meeting the objective of the Unit.
Quality Policy (V3)	2	The policy failed to serve the purpose of the unit.
Planning (V4)	1	No planning on the quality management system for the unit.
Administration (V5)	1	There is no management representative for the division in overseeing its quality management system.
Management Review (V6)	2	Assessment on the system was not done accordingly and only occur once a year.
Provision of Resources (V7)	2	Needs extra resources in order to meet customer requirements.
Human Resources (V8)	3	Enough staffs but lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellent well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	2	The environment are likely to hinder the delivery of customer expectations as well as their needs.
Planning of Realization Process (V11)	2	Failed to identify and develop good product realization record keeping systems.
Customer Related Process (V12)	1	Failed to identify customers' requirement.
Design and/or Development (V13)	1	All were based on current practise which is by the way adopted traditionally without being questioned the effectiveness.
Purchasing (V14)	2	Does not has a well kept record.
Production and Service Operation (V15)	2	Does not have a well kept record on the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	2	Does not has a session on how to improve the system.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	3	Done once a week at which sometimes it may be too late for correcting any nonconforming products/services delivered.
Analysis of Data (V20)	2	Does not collect any quality management system data as well as provide any management information.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(F) Library

Management Commitment (V1)	3	The upper management are quite committed on the ISO implementation but the head does not commit towards it.
Customer Focus (V2)	2	Still needs some improvement especially in identifying and meeting the customer needs and requirements.
Quality Policy (V3)	3	There is still weaknesses in the implementation parts that need to be addressed by the policy.
Planning (V4)	3	Failed to adress the issue on modication aspects.
Administration (V5)	3	The level of the representatives are not accountable and not competent to implement/improve changes to quality system.
Management Review (V6)	3	Failed to generate the review outputs to members.
Provision of Resources (V7)	2	Needs extra resources in order to meet customer requirements.
Human Resources (V8)	2	Staffs are barely enough and lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	4	Excellent environment.
Planning of Realization Process (V11)	4	Excellently done.
Customer Related Process (V12)	3	Does not has a process of controlling the communications with customer.
Design and/or Development (V13)	1	All were based on current practise which is by the way adopted traditionally without being questioned the effectiveness.
Purchasing (V14)	2	Does not has total control over purchase.
Production and Service Operation (V15)	4	Record are well kept.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	2	Does not has a session on how to improve the system.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	3	Done once a week at which sometimes it may be too late for correcting any nonconforming products/services delivered.
Analysis of Data (V20)	2	Does not collect any quality management system data as well as provide any management information.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(G) Inspectorat & Management Unit

Management Commitment (V1)	2	The management are not quite committed and the head is not quite receptive for ISO.
Customer Focus (V2)	4	The management as well as its members not only understand but also meet the customer requirements.
Quality Policy (V3)	3	Has the quality standard policy but not widely implemented.
Planning (V4)	3	Failed to adress the issue on modication aspects.
Administration (V5)	3	Does not has a specific person to address the issue of quality system and improvement for the system.
Management Review (V6)	2	Assessment on the system was not done accordingly and only occur once a year.
Provision of Resources (V7)	4	Resources are well provided for the unit to support the quality system.
Human Resources (V8)	3	Enough staffs but lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	3	The environment may sometimes hinder the delivery of customer expectations as well as their needs.
Planning of Realization Process (V11)	3	Failed to develop good product realization record keeping systems.
Customer Related Process (V12)	2	Do not maintain the record of service requirement reviews and do not have the customer communication process.
Design and/or Development (V13)	1	All were based on current practise which is by the way adopted traditionally without being questioned the effectiveness.
Purchasing (V14)	2	Does not has a well kept record.
Production and Service Operation (V15)	2	Does not have a well kept record on the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	4	Management and members meet at year end to discuss and plan what need to be implemented to improve the current situation.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	3	Done once a week at which sometimes it may be too late for correcting any nonconforming products/services delivered.
Analysis of Data (V20)	2	Does not collect any quality management system data as well as provide any management information.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(H) Ticketing Unit

Management Commitment (V1)	1	No commitment at all levels.
Customer Focus (V2)	4	Excellently done.
Quality Policy (V3)	2	The policy failed to serve the purpose of the unit.
Planning (V4)	1	No planning on the quality management system for the unit.
Administration (V5)	1	There is no management representative for the division in overseeing its quality management system.
Management Review (V6)	2	Assessment on the system was not done accordingly and only occur once a year.
Provision of Resources (V7)	2	Needs extra resources in order to meet customer requirements.
Human Resources (V8)	3	Enough staffs but lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	2	The environment are likely to hinder the delivery of customer expectations as well as their needs.
Planning of Realization Process (V11)	2	Failed to identify and develop good product realization record keeping systems.
Customer Related Process (V12)	3	Well done in meeting what the customers want. However, failed to maintain the record accordingly.
Design and/or Development (V13)	1	All were based on current practise which is by the way adopted traditionally without being questioned the effectiveness.
Purchasing (V14)	2	Does not has a well kept record.
Production and Service Operation (V15)	2	Does not have a well kept record on the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	2	Does not has a session on how to improve the system.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	3	Done once a week at which sometimes it may be too late for correcting any nonconforming products/services delivered.
Analysis of Data (V20)	2	Does not collect any quality management system data as well as provide any management information.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(I) Service Division

Management Commitment (V1)	2	The management are not quite committed and the head is not quite receptive for ISO.
Customer Focus (V2)	3	Does not find ways to enhance the customers satisfaction.
Quality Policy (V3)	3	Has the quality standard policy but not widely implemented.
Planning (V4)	3	Failed to adress the issue on modication aspects.
Administration (V5)	3	Does not has a specific person to address the issue of quality system and improvement for the system.
Management Review (V6)	2	Assessment on the system was not done accordingly and only occur once a year.
Provision of Resources (V7)	4	Resources are well provided for the unit to support the quality system.
Human Resources (V8)	3	Enough staffs but lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	3	The environment may sometimes hinder the delivery of customer expectations as well as their needs.
Planning of Realization Process (V11)	3	Failed to develop good product realization record keeping systems.
Customer Related Process (V12)	2	Do not maintain the record of service requirement reviews and do not have the customer communication process.
Design and/or Development (V13)	1	All were based on current practise which is by the way adopted traditionally without being questioned the effectiveness.
Purchasing (V14)	2	Does not has a well kept record.
Production and Service Operation (V15)	2	Does not have a well kept record on the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	4	Management and members meet at year end to discuss and plan what need to be implemented to improve the current situation.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	3	Done once a week at which sometimes it may be too late for correcting any nonconforming products/services delivered.
Analysis of Data (V20)	2	Does not collect any quality management system data as well as provide any management information.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(J) Organizational Development Unit

Management Commitment (V1)	2	The management are not quite committed and the head is not quite receptive for ISO.
Customer Focus (V2)	3	Does not find ways to enhance the customers satisfaction.
Quality Policy (V3)	3	Has the quality standard policy but not widely implemented.
Planning (V4)	3	Failed to adress the issue on modication aspects.
Administration (V5)	3	Does not has a specific person to address the issue of quality system and improvement for the system.
Management Review (V6)	2	Assessment on the system was not done accordingly and only occur once a year.
Provision of Resources (V7)	4	Resources are well provided for the unit to support the quality system.
Human Resources (V8)	3	Enough staffs but lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	3	The environment may sometimes hinder the delivery of customer expectations as well as their needs.
Planning of Realization Process (V11)	3	Failed to develop good product realization record keeping systems.
Customer Related Process (V12)	2	Do not maintain the record of service requirement reviews and do not have the customer communication process.
Design and/or Development (V13)	1	All were based on current practise which is by the way adopted traditionally without being questioned the effectiveness.
Purchasing (V14)	2	Does not has a well kept record.
Production and Service Operation (V15)	2	Does not have a well kept record on the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	4	Management and members meet at year end to discuss and plan what need to be implemented to improve the current situation.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	3	Done once a week at which sometimes it may be too late for correcting any nonconforming products/services delivered.
Analysis of Data (V20)	2	Does not collect any quality management system data as well as provide any management information.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(K) Consular Section

Management Commitment (V1)	4	The head of units as well as the management of the Ministry are highly committed on the implementation of ISO system.
Customer Focus (V2)	3	Need to find ways to enhance the customers satisfaction.
Quality Policy (V3)	4	Quality policy is well planned and excellently executed.
Planning (V4)	3	Failed to adress the issue on modication aspects.
Administration (V5)	4	Has the specific person who takes care on the quality system implementation.
Management Review (V6)	4	Assessment were done often and correction towards the system is monitored well by the management and audit unit.
Provision of Resources (V7)	4	Resources are well provided for the unit to support the quality system.
Human Resources (V8)	2	Staffs barely enough and lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	2	Need further improvement as work setting are not customer friendly.
Planning of Realization Process (V11)	3	Failed to develop good product realization record keeping systems.
Customer Related Process (V12)	3	Do not have the customer communication process.
Design and/or Development (V13)	3	Work procedure were based on current review.
Purchasing (V14)	2	Does not have total control.
Production and Service Operation (V15)	3	Need some improvement on the validation of the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	4	Management and members meet at year end to discuss and plan what need to be implemented to improve the current situation.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	3	Done once a week at which sometimes it may be too late for correcting any nonconforming products/services delivered.
Analysis of Data (V20)	3	Failed to provide necessary information to members.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(L) Budget Section

Management Commitment (V1)	2	The management are not quite committed and the head is not quite receptive for ISO.
Customer Focus (V2)	3	Does not find ways to enhance the customers satisfaction.
Quality Policy (V3)	3	Has the quality standard policy but not widely implemented.
Planning (V4)	3	Failed to adress the issue on modication aspects.
Administration (V5)	3	Does not has a specific person to address the issue of quality system and improvement for the system.
Management Review (V6)	2	Assessment on the system was not done accordingly and only occur once a year.
Provision of Resources (V7)	2	Need more resource allocation to have excellent quality system.
Human Resources (V8)	2	Staffs are barely enough and lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	3	The environment may sometimes hinder the delivery of customer expectations as well as their needs.
Planning of Realization Process (V11)	3	Failed to develop good product realization record keeping systems.
Customer Related Process (V12)	2	Do not maintain the record of service requirement reviews and do not have the customer communication process.
Design and/or Development (V13)	1	All were based on current practise which is by the way adopted traditionally without being questioned the effectiveness.
Purchasing (V14)	2	Does not has a well kept record.
Production and Service Operation (V15)	2	Does not have a well kept record on the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	4	Management and members meet at year end to discuss and plan what need to be implemented to improve the current situation.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	4	The check on the budget was done efficiently as every budget preparations were check instantaneously for faults.
Analysis of Data (V20)	2	Does not collect any quality management system data as well as provide any management information.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(M) Procurement Section

Management Commitment (V1)	2	The management are not quite committed and the head is not quite receptive for ISO.
Customer Focus (V2)	2	Failed to proactively focus on the customers needs and requirements.
Quality Policy (V3)	3	Has the quality standard policy but not widely implemented.
Planning (V4)	2	Most activities involved were implemented without proper planning.
Administration (V5)	2	Nobody takes care of the quality system implementation except the head, who failed to perform the given tasks.
Management Review (V6)	2	Assessment on the system was not done accordingly and only occur once a year.
Provision of Resources (V7)	2	Need more resource allocation to have excellent quality system.
Human Resources (V8)	3	Staffs are enough and lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	3	The environment may sometimes hinder the delivery of customer expectations as well as their needs.
Planning of Realization Process (V11)	3	Failed to develop good product realization record keeping systems.
Customer Related Process (V12)	2	Do not maintain the record of service requirement reviews and do not have the customer communication process.
Design and/or Development (V13)	1	All were based on current practise which is by the way adopted traditionally without being questioned the effectiveness.
Purchasing (V14)	4	Excellently executed as it is the core business of the section.
Production and Service Operation (V15)	2	Does not have a well kept record on the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	2	Planning were done only once a year, subjected to the initiative taken by the members.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	2	No comparator and monitor.
Analysis of Data (V20)	2	Does not collect any quality management system data as well as provide any management information.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(N) Account Section

Management Commitment (V1)	2	The management are not quite committed and the head is not quite receptive for ISO.
Customer Focus (V2)	3	Does not find ways to enhance the customers satisfaction.
Quality Policy (V3)	3	Has the quality standard policy but not widely implemented.
Planning (V4)	3	Failed to adress the issue on modication aspects.
Administration (V5)	3	Does not has a specific person to address the issue of quality system and improvement for the system.
Management Review (V6)	2	Assessment on the system was not done accordingly and only occur once a year.
Provision of Resources (V7)	2	Need more resource allocation to have excellent quality system.
Human Resources (V8)	2	Staffs are barely enough and lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	3	The environment may sometimes hinder the delivery of customer expectations as well as their needs.
Planning of Realization Process (V11)	3	Failed to develop good product realization record keeping systems.
Customer Related Process (V12)	2	Do not maintain the record of service requirement reviews and do not have the customer communication process.
Design and/or Development (V13)	1	All were based on current practise which is by the way adopted traditionally without being questioned the effectiveness.
Purchasing (V14)	2	Does not has a well kept record.
Production and Service Operation (V15)	2	Does not have a well kept record on the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	4	Management and members meet at year end to discuss and plan what need to be implemented to improve the current situation.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	4	The check on the accounts was done efficiently as every account preparations were check instantaneously for faults.
Analysis of Data (V20)	2	Does not collect any quality management system data as well as provide any management information.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(O) Development Section

Management Commitment (V1)	2	The management are not quite committed and the head is not quite receptive for ISO.
Customer Focus (V2)	3	Does not find ways to enhance the customers satisfaction.
Quality Policy (V3)	3	Has the quality standard policy but not widely implemented.
Planning (V4)	3	Failed to adress the issue on modication aspects.
Administration (V5)	3	Does not has a specific person to address the issue of quality system and improvement for the system.
Management Review (V6)	2	Assessment on the system was not done accordingly and only occur once a year.
Provision of Resources (V7)	2	Need more resource allocation to have excellent quality system.
Human Resources (V8)	2	Staffs are barely enough and lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	3	The environment may sometimes hinder the delivery of customer expectations as well as their needs.
Planning of Realization Process (V11)	3	Failed to develop good product realization record keeping systems.
Customer Related Process (V12)	2	Do not maintain the record of service requirement reviews and do not have the customer communication process.
Design and/or Development (V13)	1	All were based on current practise which is by the way adopted traditionally without being questioned the effectiveness.
Purchasing (V14)	2	Does not has a well kept record.
Production and Service Operation (V15)	2	Does not have a well kept record on the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	4	Management and members meet at year end to discuss and plan what need to be implemented to improve the current situation.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	2	There is no comparator.
Analysis of Data (V20)	2	Does not collect any quality management system data as well as provide any management information.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(P) Internal Audit Unit

Management Commitment (V1)	4	The head of units as well as the management of the Ministry are highly committed on the implementation of ISO system.
Customer Focus (V2)	3	Need to find ways to enhance the customers satisfaction.
Quality Policy (V3)	4	Quality policy is well planned and excellently executed.
Planning (V4)	3	Failed to adress the issue on modication aspects.
Administration (V5)	2	Do not have specific person who takes care of the quality systems implementation for the unit.
Management Review (V6)	4	Assessment were done often and correction towards the system is monitored well by the management and audit unit.
Provision of Resources (V7)	3	Lacks financial resources to enhance the systems.
Human Resources (V8)	2	Staffs barely enough and lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	2	Need further improvement as work setting are not customer friendly.
Planning of Realization Process (V11)	3	Failed to develop good product realization record keeping systems.
Customer Related Process (V12)	3	Do not have the customer communication process.
Design and/or Development (V13)	3	Work procedure were based on current review.
Purchasing (V14)	2	Does not have total control.
Production and Service Operation (V15)	3	Need some improvement on the validation of the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	4	Management and members meet at year end to discuss and plan what need to be implemented to improve the current situation.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	3	Done once a week at which sometimes it may be too late for correcting any nonconforming products/services delivered.
Analysis of Data (V20)	3	Failed to provide necessary information to members.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(Q) Information & Communication Technology Division

Management Commitment (V1)	2	The head of division is not receptive but the management of the Ministry are highly committed on the implementation of ISO system.
Customer Focus (V2)	3	Need to find ways to enhance the customers satisfaction.
Quality Policy (V3)	4	Quality policy is well planned and excellently executed.
Planning (V4)	3	Failed to adress the issue on modication aspects.
Administration (V5)	2	Do not have specific person who takes care of the quality systems implementation for the unit.
Management Review (V6)	4	Assessment were done often and correction towards the system is monitored well by the management and audit unit.
Provision of Resources (V7)	4	Enough resources.
Human Resources (V8)	3	Staffs are enough and lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	2	Need further improvement as work setting are not customer friendly.
Planning of Realization Process (V11)	3	Failed to develop good product realization record keeping systems.
Customer Related Process (V12)	3	Do not have the customer communication process.
Design and/or Development (V13)	3	Work procedure were based on current review.
Purchasing (V14)	2	Does not have total control.
Production and Service Operation (V15)	3	Need some improvement on the validation of the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	4	Management and members meet at year end to discuss and plan what need to be implemented to improve the current situation.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	3	No comparator and sometimes the remedial actions were implemented too late.
Analysis of Data (V20)	3	Failed to provide necessary information to members.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(R) ASEAN Department

Management Commitment (V1)	1	No commitment at all levels.
Customer Focus (V2)	4	Excellently done.
Quality Policy (V3)	2	The policy failed to serve the purpose of the unit.
Planning (V4)	1	No planning on the quality management system for the unit.
Administration (V5)	1	There is no management representative for the division in overseeing its quality management system.
Management Review (V6)	2	Assessment on the system was not done accordingly and only occur once a year.
Provision of Resources (V7)	2	Needs extra resources in order to meet customer requirements.
Human Resources (V8)	3	Enough staffs but lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	2	The environment are likely to hinder the delivery of customer expectations as well as their needs.
Planning of Realization Process (V11)	2	Failed to identify and develop good product realization record keeping systems.
Customer Related Process (V12)	3	Well done in meeting what the customers want. However, failed to maintain the record accordingly.
Design and/or Development (V13)	1	All were based on current practise which is by the way adopted traditionally without being questioned the effectiveness.
Purchasing (V14)	2	Does not has a well kept record.
Production and Service Operation (V15)	2	Does not have a well kept record on the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	2	Does not has a session on how to improve the system.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	2	No comparator and monitor is not performing effectively.
Analysis of Data (V20)	2	Does not collect any quality management system data as well as provide any management information.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(S) Protocol Department

Management Commitment (V1)	4	The head of units as well as the management of the Ministry are highly committed on the implementation of ISO system.
Customer Focus (V2)	3	Need to find ways to enhance the customers satisfaction.
Quality Policy (V3)	4	Quality policy is well planned and excellently executed.
Planning (V4)	3	Failed to adress the issue on modication aspects.
Administration (V5)	4	Has the specific person who takes care on the quality system implementation.
Management Review (V6)	4	Assessment were done often and correction towards the system is monitored well by the management and audit unit.
Provision of Resources (V7)	4	Resources are well provided for the unit to support the quality system.
Human Resources (V8)	2	Staffs barely enough and lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	2	Need further improvement as work setting are not customer friendly.
Planning of Realization Process (V11)	3	Failed to develop good product realization record keeping systems.
Customer Related Process (V12)	3	Do not have the customer communication process.
Design and/or Development (V13)	3	Work procedure were based on current review.
Purchasing (V14)	2	Does not have total control.
Production and Service Operation (V15)	3	Need some improvement on the validation of the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	4	Management and members meet at year end to discuss and plan what need to be implemented to improve the current situation.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	3	Done once a week at which sometimes it may be too late for correcting any nonconforming products/services delivered.
Analysis of Data (V20)	3	Failed to provide necessary information to members.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(T) Legal Advisor Office

Management Commitment (V1)	1	No commitment at all levels.
Customer Focus (V2)	2	Failed to address the customers needs and requirements.
Quality Policy (V3)	2	The policy failed to serve the purpose of the unit.
Planning (V4)	1	No planning on the quality management system for the unit.
Administration (V5)	1	There is no management representative for the division in overseeing its quality management system.
Management Review (V6)	2	Assessment on the system was not done accordingly and only occur once a year.
Provision of Resources (V7)	2	Needs extra resources in order to meet customer requirements.
Human Resources (V8)	2	Staffs barely enough and lacks the competent personnel to ensure excellent quality system implementation.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	2	The environment are likely to hinder the delivery of customer expectations as well as their needs.
Planning of Realization Process (V11)	2	Failed to identify and develop good product realization record keeping systems.
Customer Related Process (V12)	3	Well done in meeting what the customers want. However, failed to maintain the record accordingly.
Design and/or Development (V13)	1	All were based on current practise which is by the way adopted traditionally without being questioned the effectiveness.
Purchasing (V14)	2	Does not has a well kept record.
Production and Service Operation (V15)	2	Does not have a well kept record on the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	2	Does not has a session on how to improve the system.
Measurement and Monitoring of Product (V18)	2	Failed to use the information gathered for improvement.
Control of Nonconformity (V19)	2	No comparator and monitor is not performing effectively.
Analysis of Data (V20)	2	Does not collect any quality management system data as well as provide any management information.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

(U) Institute of Diplomacy & Foreign Relation

Management Commitment (V1)	4	The head of units as well as the management of the Ministry are highly committed on the implementation of ISO system.
Customer Focus (V2)	3	Need to find ways to enhance the customers satisfaction.
Quality Policy (V3)	4	Quality policy is well planned and excellently executed.
Planning (V4)	3	Failed to adress the issue on modication aspects.
Administration (V5)	4	Has the specific person who takes care on the quality system implementation.
Management Review (V6)	4	Assessment were done often and correction towards the system is monitored well by the management and audit unit.
Provision of Resources (V7)	4	Resources are well provided for the unit to support the quality system.
Human Resources (V8)	3	Needed more staffs to enhance the implementation of quality system.
Facilities (V9)	4	Excellently well in identifying, providing and maintaining the needed facility for excellent quality system implementation.
Work Environment (V10)	4	Excellent work environment that not only facilitates the staffs in carrying out the tasks given but also meets customers needs.
Planning of Realization Process (V11)	4	Plans are well clarified and updated yearly.
Customer Related Process (V12)	4	Implemented accordingly to what the customers required.
Design and/or Development (V13)	3	Work procedure were based on current review.
Purchasing (V14)	2	Does not have total control.
Production and Service Operation (V15)	3	Need some improvement on the validation of the service given.
Control of Measurement Devices (V16)	2	No standard measures, only based on SSB which is by the way not being practiced/implemented correctly.
Planning - Measurement, Analysis & Improvement (V17)	4	Management and members meet at year end to discuss and plan what need to be implemented to improve the current situation.
Measurement and Monitoring of Product (V18)	3	Audit was done on regular basis but takes longer time to implement the remedial actions.
Control of Nonconformity (V19)	3	Done after the service has been delivered which in certain cases may be too late.
Analysis of Data (V20)	3	Failed to provide necessary information to members.
Improvement (V21)	2	Improvements are well planned but in most of the times failed to be implemented.

SUMMARY OF RESULTS
ISO 9001:2000 INTERNAL QUALITY ASSESSMENT - WISMA PUTRA (ADMIN & CONSULAR)

	V1	V2	V3	V4	V5	V6	V7	V8	V9	V10	V11	V12	V13	V14	V15	V16	V17	V18	V19	V20	V21	Means
TKSU III Office	4	4	3	3	3	2	4	3	4	3	3	2	1	2	2	2	4	2	3	2	2	2.762
Admin & Security Unit	2	2	2	1	1	2	3	3	4	2	1	1	1	2	2	2	4	2	3	2	2	2.095
Dip. Bag Unit	1	1	2	1	1	2	2	3	4	2	2	1	1	2	2	2	2	2	3	2	2	1.905
Filing Unit	4	4	3	3	3	3	2	3	4	2	4	3	1	2	2	2	2	2	3	2	2	2.667
Saifer Unit	1	1	2	1	1	2	2	3	4	2	2	1	1	2	2	2	2	2	3	2	2	1.905
Library	3	2	3	3	3	3	2	2	4	4	4	3	1	2	4	2	2	2	3	2	2	2.667
Inspectorat & Management	2	4	3	3	3	2	4	3	4	3	3	2	1	2	2	2	4	2	3	2	2	2.667
Ticketing Unit	1	4	2	1	1	2	2	3	4	2	2	3	1	2	2	2	2	2	3	2	2	2.143
Service	2	3	3	3	3	2	4	3	4	3	3	2	1	2	2	2	4	2	3	2	2	2.619
OD Unit	2	3	3	3	3	2	4	3	4	3	3	2	1	2	2	2	4	2	3	2	2	2.619
Consular	4	3	4	3	4	4	4	2	4	2	3	3	3	2	3	2	4	2	3	3	2	3.048
Budget	2	3	3	3	3	2	2	2	4	3	3	2	1	2	2	2	4	2	4	2	2	2.524
Procurement	2	2	3	2	2	2	2	3	4	3	3	2	1	4	2	2	2	2	2	2	2	2.333
Account	2	3	3	3	3	2	2	2	4	3	3	2	1	2	2	2	4	2	4	2	2	2.524
Devp. Sec.	2	3	3	3	3	2	2	2	4	3	3	2	1	2	2	2	4	2	2	2	2	2.429
Int. Audit Unit	4	3	4	3	2	4	3	2	4	2	3	3	3	2	3	2	4	2	3	3	2	2.905
ICT Division	2	3	4	3	2	4	4	3	4	2	3	3	3	2	3	2	4	2	3	3	2	2.905
ASEAN	1	4	2	1	1	2	2	3	4	2	2	3	1	2	2	2	2	2	2	2	2	2.095
Protocol	4	3	4	3	4	4	4	2	4	2	3	3	3	2	3	2	4	2	3	3	2	3.048
Legal Advisor Office	1	2	2	1	1	2	2	2	4	2	2	3	1	2	2	2	2	2	2	2	2	1.952
IDFR	4	3	4	3	4	4	4	3	4	4	4	4	3	2	3	2	4	3	3	3	2	3.333
MEANS	2.381	2.857	2.952	2.381	2.429	2.571	2.857	2.619	4.000	2.571	2.810	2.381	1.476	2.095	2.333	2.000	3.238	2.048	2.905	2.238	2.000	2.531

