Governance, Communications and Organisatonal Development

Governance, Communications and Organisational Development

OVERVIEW

Emphasis on governance, communications and organisational development initiatives in 2009 aimed at strengthening the performance and effectiveness of the Bank in delivering its mandate. During the year, focus continued to be on strengthening organisational capacity and capability through the further enhancement in the areas of strategic management, governance, risk management, communications and talent management. This is to ensure the Bank remains effective in discharging its mandate and well positioned to meet the challenges posed by the rapidly changing environment.

The communications function of the Bank continued to have a crucial role in sustaining stakeholders' confidence amidst the volatile environment. Greater strategic engagement with a wide range of stakeholders has heightened understanding and awareness of the Bank's policy actions and measures. The timely dissemination of economic and financial information has also facilitated the public and businesses in making more informed decisions.

As a strategy-focused organisation, high-level attention and interventions are continuously made to enhance the strategic orientation of the Bank. Of importance in 2009 was the successful commencement of the Bank's 3-year Business Plan. The Plan provides clarity to the organisational goals and the alignment of the resources of the Bank towards achieving these objectives. The implementation of the Plan also facilitated the evaluation and review of the Bank's strategies and performance to ensure the organisation is outcome-based and continues to achieve its desired strategic results.

A significant development during the year was the enactment of the new Central Bank of Malaysia Act 2009 (CBA) on 25 November 2009. A key aspect of the CBA is aimed at providing greater clarity on the Bank's mandates and to equip the Bank with enhanced capacity to undertake its mandate. It also institutionalises a more robust governance framework that ensures a high level of accountability and transparency. In line with this, the Board's oversight function was further strengthened through the establishment of two additional Board committees with specialised roles and functions to reinforce the checks and balances, and to contribute towards better decision-making in the Bank.

Risk management capabilities were also reinforced further through the enhanced Enterprise Risk Management (ERM) framework. The framework embeds risk management considerations in all areas of strategic importance such as policy making and key operations of the Bank and allows a more robust oversight of the organisation's risks and controls. This enables solid and informed decision-making by Management, particularly in light of the complex and challenging environment facing central banks today. In addition, efforts were also undertaken to review both the existing framework for Financial and Operational Risk Management, with the view of inculcating a strong risk management culture by increasingly empowering the business units to identify and manage risks within their functional areas.

The focus on talent management is aimed at ensuring a solid talent pipeline. Ensuring proper job fit reflects the Bank's continued commitment towards building a high performance workforce that will support the ability of the Bank to deliver the strategic outcomes. Towards this end, continued investments were made in the profiling and development of the talent pool, while the career growth policies and framework were reviewed to ensure the Bank's talent management strategies remain relevant. This was complemented by the learning and knowledge management initiatives to provide continuous support for talent development. Efforts were undertaken to ensure better alignment of learning solutions to the requirements of the Bank through increased customisation of learning arrangements, improved flagship programmes and e-learning.

During the year, ICT management remained focused on the use of technology solutions and leading-edge infrastructure to enable efficient operations in a number of business functions.

As part of the continuous effort to enhance regional and international cooperation, the Bank in collaboration with external agencies, expanded its technical assistance in the areas of institutional capacity building, financial inclusion and Islamic Finance.

GOVERNANCE

An essential component of a performance-based organisation is sound governance. Several key initiatives were undertaken in 2009 to further strengthen the Bank's governance to ensure that it remains effective and efficient in carrying out its functions.

Consolidating and enhancing the Bank's governance framework

The enactment of the new CBA on 25 November 2009 represented an important part of enhancing the governance framework of the Bank. It also strengthened the capacity of the Bank to enhance financial sector resilience especially in light of the increasingly challenging business landscape. Firmly embedded in this new and forward-looking legislation are the revised corporate governance framework and processes that have been further streamlined and strengthened while maintaining the governance principles of independence, accountability and transparency.

The CBA takes into consideration the changed environment within which the Bank is operating, and provides the enabling legal framework to address new and emerging risks and challenges. It enables the Bank to be in a greater state of readiness to function more effectively. A key aspect of the CBA is the adoption of a more holistic approach that provides greater clarity to the Bank's mandates and enhances the Bank's capacity in performing its functions. It also reinforces the existing governance practices and provides the necessary checks and balances to ensure accountability and sound decision-making.

To ensure the sustained effectiveness of the Bank in performing its primary functions, the CBA institutionalises the autonomy of the Bank in the formulation of monetary policy and provides greater flexibility in monetary policy implementation. At the same time, the legislation of the Monetary Policy Committee (MPC) also provides the necessary safeguards through the strengthened governance and accountability framework, which are important in further enhancing the quality of decision-making in the Bank. The operationalisation of the new MPC in January 2010 comprising committee members with the required skills profile and competency mix is aimed at further enhancing the Bank's effectiveness in achieving the objective of monetary stability.

The mandate of promoting financial stability is also made explicit in the CBA. Oversight of the Bank's mandate for financial stability is provided through the Financial Stability Policy Committee. The Committee is responsible for reviewing developments affecting risks to financial stability and deciding on actions, including macroprudential policy responses, to address systemic risks. Deliberations on micro-prudential measures to emerging risks within individual financial institutions with broader implications for financial stability are also consolidated under the Committee. This allows for more integrated assessments of appropriate responses to identified risks, particularly where the actions with respect to individual institutions will invoke exigent powers accorded to the Bank under the CBA. Recommendations by the Bank on actions that affect institutions that are not regulated by the Bank, or resolution actions involving financial institutions that are no longer viable, must be further approved by an independently constituted Financial Stability Executive Committee established under the CBA. The Bank's public accountability for financial stability is additionally supported by the publication of an annual financial stability report which provides an assessment of risks to financial stability, actions taken by the Bank to avert such risks as well as ongoing initiatives to strengthen the foundations for financial stability.

In strengthening the Board's oversight on the management and performance of the Bank, the new legislation has institutionalised the establishment of two additional Board committees and an existing Board committee whose members comprise non-executive directors of the Bank so as to ensure independent oversight over the Bank's operations. These are the Board Governance Committee, the Board Risk Committee and the existing Board Audit Committee. The Board Governance Committee was established to review the effectiveness and to recommend the principles and practices of governance in the Bank, to nominate members of the MPC and other

The Central Bank of Malaysia Act 2009

Introduction

The Central Bank of Malaysia Act 2009 ("the Act") which came into force on 25 November 2009 heralds a new era for central banking in Malaysia. The Act is a completely new piece of legislation which replaces the Central Bank of Malaysia Act 1958. The Act modernises the central banking law of the country and brings greater clarity and focus to the mandates of the Bank and provides the Bank with the necessary powers and autonomy to continue to undertake its mandates effectively. Commensurate with these powers and autonomy of the Bank, the governance framework has been strengthened with the accountability and transparency of the Bank significantly enhanced. Bank Negara Malaysia, the body corporate which was established under the Central Bank of Malaysia Act 1958, continues as the central bank for Malaysia under the new Act notwithstanding the repeal of the 1958 Act.

Mandates

The Act states the principal objects of the Bank are to promote monetary stability and financial stability conducive to the sustainable growth of the Malaysian economy. The Act also provides that the primary functions of the Bank are to:

(a) formulate and conduct monetary policy in Malaysia;
(b) issue currency in Malaysia;
(c) regulate and supervise financial institutions which are subject to the laws enforced by the Bank;
(d) provide oversight over the money and foreign exchange markets;
(e) exercise oversight over payments systems;
(f) promote a sound, progressive and inclusive financial system;
(g) hold and manage the foreign reserves of Malaysia;
(h) promote an exchange rate regime consistent with the fundamentals of the economy; and
(i) act as financial adviser, banker and financial agent of the Government.

In giving effect to the above objects and functions, the Bank is required to have regard to the national interest.

Monetary stability

The Act institutionalises the existing practices of the Bank for the formulation and implementation of monetary policy with the establishment of the Monetary Policy Committee ("MPC"). Monetary independence, which has been enjoyed by the Bank in the 50 years of its existence and which is key to the effective formulation and implementation of monetary policy, has now been legislated for in the Act. In promoting monetary stability, the Act requires the Bank to pursue a monetary policy which serves the interests of the country with the primary objective of maintaining price stability while giving due regard to the developments in the economy. To ensure the soundness of monetary policy decisions, the Act incorporates extensive safeguards that include setting the criteria for the appointment of MPC members, the requirement for the publication of a monetary policy statement following every MPC meeting and the processes for the decision-making by the MPC. To implement the decisions of the MPC, the Bank is accorded flexibility to conduct monetary operations through a broad range of instruments (see box article "Monetary Policy Process under the Central Bank of Malaysia Act 2009").

The exchange rate regime will continue to be determined by the Minister of Finance on the recommendation of the Bank. The Bank will autonomously conduct the foreign exchange operations to promote the efficient and effective functioning of the exchange rate regime and the foreign exchange market.

Financial stability

The duties and powers vested with the Bank under the Act establish the Bank as the financial stability authority for Malaysia. The Act gives the Bank the necessary powers to minimise the likelihood and impact of adverse developments that may affect financial stability including the financial intermediation process, the orderly functioning of the foreign exchange and money markets or public confidence in the financial system. The Bank continues to act as lender of last resort and may now additionally extend liquidity assistance to entities not regulated by the Bank but that are regarded as systemically important.

Expanded powers have been given to the Bank to promote financial stability including the power to obtain information for the purpose of identifying and monitoring risks to financial stability and undertake pre-emptive actions. The Act also empowers the Bank to facilitate the resolution of financial institutions which are in financial stress to ensure swift and orderly resolution, thereby minimising the impact and costs of the failure of a financial institution to the domestic economy and to preserve public confidence. Actions that may be taken by the Bank include purchasing capital instruments, financing the purchase of the business or capital instruments of such institutions, and transferring to and vesting the business or capital instruments of these institutions in the Bank, another financial institution or person. The Act further sets out a clear accountability framework for such actions and where such actions involve the transfer of business or capital instruments, the Act has put in place an independent valuation process.

Given the increased interconnectedness between the domestic financial system and the global financial system, the Bank has also been empowered to coordinate with other financial regulatory authorities on joint efforts in crisis prevention, management and resolution (see box article in Financial Stability and Payment Systems Report 2009 "Safeguarding Financial Stability under the Central Bank of Malaysia Act 2009").

Money and foreign exchange markets

The Act empowers the Bank to have oversight of the money and foreign exchange markets and the market for derivatives related to currency, securities and other financial instruments that are traded in these markets, to develop and maintain the orderly conditions and the integrity of these markets. These markets are core components of the financial system and have significant implications for the resilience of the financial system. The Bank is empowered to issue rules, codes, standards, principles or guidelines for these markets. The Bank may also appoint a self-regulatory organisation for the foreign exchange market and the market for derivatives related to currency, securities and other financial instruments that are traded in this market.

Financial inclusion

The Act makes an explicit provision for financial inclusion to be incorporated as one of the primary functions of the Bank. Financial inclusion is vital for creating balanced sustainable economic growth and provides the opportunity for all segments of the economy to benefit from economic progress. For this purpose, the Act empowers the Bank to establish funds to provide financing in exigent circumstances or to any segment of the economy to promote financial inclusion.

Islamic finance

Building on the existing legislative infrastructure for Islamic finance including the Islamic Banking Act 1983, the Takaful Act 1984 and the Government Funding Act 1983, the Act sets out a legal framework for the further development of the Islamic financial system in Malaysia. The Act gives due recognition to the Islamic financial system which operates in parallel with the conventional financial system and also mandates the Bank together with other agencies in Government to promote Malaysia as an international Islamic financial centre.

Under the Act, the Shariah Advisory Council which was established under the Central Bank of Malaysia Act 1958 continues to exist with its current members appointed by the Minister of Finance. The Act provides that new members to the Shariah Advisory Council will henceforth be appointed by the Yang di-Pertuan Agong in view of the enhanced role of the Shariah Advisory Council. Where a question concerning a Shariah matter arises in any court proceedings or arbitration relating to Islamic financial business, the court or arbitrator is required to refer such question to the Shariah Advisory Council for a ruling. The ruling made by the Shariah Advisory Council is binding.

Management of foreign reserves
The Bank will continue to manage the foreign reserves of Malaysia. The range of assets which the Bank can hold has been enlarged to include securities and financial instruments including derivatives that are approved by the Board of Directors. The Bank is required to manage the foreign reserves in accordance with the policies and guidelines issued by the Board of Directors.

Financial adviser, banker and financial agent to the Government
As in the Central Bank of Malaysia Act 1958, the Bank will continue to act as the financial adviser, banker and financial agent to the Government. In addition, the Act also provides for the Bank to advise the Government generally on economic matters that are within the competence and expertise of the Bank.

International co-operation
The Act empowers the Bank to engage in international co-operation by participating or providing financial resources in any arrangement or initiative with other central banks, monetary authorities or international financial institutions to promote monetary, financial or economic co-operation at the bilateral, regional or international level. The Bank shall also continue under the Act to exercise the rights and perform the obligations arising from Malaysia's or the Bank's membership, as the case may be, in the International Monetary Fund, Islamic Financial Services Board, Bank for International Settlements and any other international organisation as provided under federal law.

The Bank, with the approval of the Minister of Finance, is also empowered to issue regulations or directions to financial institutions to discharge the Government's international obligations under the resolutions passed by the United Nations Security Council.

Governance
The Act strengthens the general governance framework of the Bank, in particular, the oversight powers of the Board of Directors. The Board of Directors is responsible for the general administration of the affairs and business of the Bank and the approval of the budget and operating plan of the Bank. For the purposes of carrying out its oversight function under the Act, the Board is empowered to issue by-laws.

The Board in its oversight role is assisted by the Board Governance Committee, Board Audit Committee and the Board Risk Committee, whose members are non-executive directors.

The Board Governance Committee is responsible for examining and recommending the budget and operating plan of the Bank to the Board for approval. The Committee will also recommend the persons to be appointed to the MPC and other Committees of the Bank.

The Board Audit Committee is responsible for assisting the Board in its oversight of the integrity of the accounts and financial statements of the Bank, the effectiveness of the internal control system, the performance of the internal audit function and compliance with legal and regulatory requirements.

The Board Risk Committee is responsible for assisting the Board in the oversight on the management of the enterprise risks of the Bank.

Under the Act, the Governor and Deputy Governors are answerable to the Board for their actions and decisions. This is consistent with the Board's duty to keep under constant review the performance of the Bank in giving effect to its objects and functions and the use of the resources of the Bank (for a more detailed discussion of the governance aspect of monetary stability and financial stability functions of the Bank, see box article "Monetary Policy Process under the Central Bank of Malaysia Act 2009" and box article in Financial Stability and Payment Systems Report 2009 "Safeguarding Financial Stability under the Central Bank of Malaysia Act 2009").

Accountability

The Act provides for the accountability of the Bank to the Parliament, the Minister of Finance and the public in general.

The Bank continues to be accountable to the Parliament and the Public Accounts Committee under the Houses of Parliament (Privileges and Powers) Act 1952 and the respective Standing Orders of the Houses of Parliament. The Act also requires for the annual financial statements and report of the Bank to be laid in the Houses of Parliament within three months from the close of the financial year of the Bank. If the Houses of Parliament are not in session at that time, the annual financial statements and report of the Bank have to be laid at the next session of the Houses of Parliament.

The Bank is required to submit to the Minister, the Bank's statement of assets and liabilities on a fortnightly basis and its annual financial statements and report within three months from the close of the financial year.

The Bank is also required to keep the Minister informed of the policies relating to the principal objects of the Bank. In this respect, a mechanism has been put in place in the Act to resolve differences between the Minister and the Bank on such policies. In the event the differences are not resolved, the mechanism provides for the matter to be tabled to the Cabinet for a determination of the policy to be adopted by the Bank. In the event the differences remain, the matter is to be laid before the House of Representatives.

The Bank is required to keep the public informed of the monetary policy decisions of the Bank after every meeting of the MPC by publishing a monetary policy statement which shall include the rationale for the decision. Additionally, while the Bank is required to publish the statement of assets and liabilities of the Bank on a fortnightly basis, the annual financial statements and report have to be published within three months from the close of the financial year.

Conclusion

The Act provides a comprehensive legal foundation for the Bank to ensure monetary stability and financial stability and to foster a progressive, resilient and inclusive financial system to meet the challenges of the rapidly changing financial and economic landscape of the 21st century.

committees and to evaluate the roles of the Board and Board committees. Another key function of the Committee is to examine and recommend to the Board the budget and operating plan of the Bank for approval. Meanwhile, the Board Risk Committee assists the Board in the oversight over the Bank's management of enterprise risk through identification, assessment and management of risks that could affect the performance of the Bank. The function of the Board Audit Committee remains to assist the Board in its oversight of the integrity of the accounts and financial statements of the Bank, the effectiveness of the Bank's internal control system, performance of the internal audit function, and the Bank's compliance with legal and regulatory requirements.

Enhanced internal controls and risk management

In March 2009, the Board Audit Committee approved the Bank's revised Internal Audit Charter, which defines the purpose, authority and responsibilities of the Internal Audit Department (IAD). The charter was revised to better align the audit activities to support the functions of the Board Audit Committee and to support IAD's adoption of a risk-based auditing framework.

To balance the effectiveness and efficiency of operations with good risk management practices, the rationalisation of the management structure and the strengthening of the coordination between the risk management and internal audit functions were also carried out. Amongst the key initiatives was the transformation of the Risk Management Department, the conceptualisation of enterprise risk management approach and the adoption of a risk-based auditing methodology.

Within the area of procurement management, efforts were also expended in the review and rationalisation of the application of risk mitigating instruments by the Bank. While the objective of the exercise was aimed at managing the risks associated with procurement activities in the Bank, other key considerations included timely delivery of products and services by vendors and suppliers as well as ensuring fair business practices.

Governance in external engagements

As financial systems and economies become increasingly connected, activities that promote the Bank's engagements with external organisations have also been important in achieving the objectives of the Bank and its key stakeholders. With the activities being centrally coordinated by the International, Central Banking Services and Corporate Services Departments, the collaborative approaches adopted by the Bank include the conduct of bilateral meetings, entering into Memoranda of Understanding (MOU), particularly in the areas of trade and investments, financial surveillance and regulations, and the exchange of information to combat activities relating to money laundering and terrorism financing.

To further strengthen the governance in external engagements, the Bank centralised the management of its involvement in external committees and organisations. At the same time, the flow of information from the Bank's external engagements to the organisation was also enhanced through the development of the Management Insights, a centralised electronic repository to capture the relevant events and issues to the Management, with the view of enabling more robust and informed decision-making.

Risk Management Approach

Risk Management is an integral part in the Bank's governance framework to safeguard its reputation and to ensure the safety and soundness of the Bank's assets and operations. Since 2007, the Bank has adopted an Enterprise Risk Management (ERM) approach to better manage risks in a multi-dimensional manner in the achievement of the key objectives across areas outlined in the Business Plan and in the strategic initiatives, policy making and operations of the Bank. The implementation of ERM contributed significantly to the more robust oversight, controls and discipline that drive continuous improvement in the Bank's risk management capabilities.

Enhanced risk management governance structure

Best practices in risk management dictate the need for constant improvement in the governance and risk culture at all levels of the organisation. The Bank undertook periodic review and monitoring to ensure risks are identified and adequate controls are in place to mitigate these risks. In 2009, two significant changes took place in the risk management of the Bank; the establishment of the Board Risk Committee, and the approval of the enhanced Financial and Operational Risk Management frameworks by the Risk Management Committee (RMC).

The primary objective of the Board Risk Committee is to provide oversight on the management of risks faced by the Bank that could lead to financial losses, disruptions to operations, failure to attain objectives or damage to the Bank's reputation. The Committee also oversees the Management's activities in identifying, mitigating and managing credit, market, liquidity, operational, reputation and other risks while ensuring appropriate risk management processes are in place and functioning well.

The risk management function of the Bank is primarily driven by the RMC, which is chaired by the Governor. The RMC continues to be the main forum for focused and regular deliberation of organisational risks and also ensures effective risk management within the Bank. Significant risk issues are raised by two sub-committees under RMC i.e., Financial Risk Management Committee (FRMC) and Operational Risk Management Committee (ORMC). The two sub-committees, each headed by a designated Deputy Governor, provide important platforms to assist the RMC in making informed decisions on both financial and operational risks.

The Risk Management Department (RMD) is responsible for developing and maintaining the risk management framework of the Bank. This includes the development of policies, processes, tools and methodologies, as well as the operationalisation of the Enterprise, Financial and Operational Risk Management frameworks and ensuring all elements within the frameworks are functioning as intended. In addition, RMD also collaborates with all operating units in identifying, assessing, measuring and monitoring their risk exposures. It also gives an independent assessment of the significant risks from an enterprise-wide perspective and provides an evaluation on whether these risks are being sufficiently managed.

In 2009, the financial risk and operational risk frameworks were reviewed and enhanced further to strengthen the existing governance structure within the Bank. The initiatives are intended to build a strong risk management culture in the Bank by empowering line departments to manage risks within their own functions. To facilitate this, the Bank adopted a 'three lines of defence' mechanism. The line departments are the first line of defence in managing the risks and are responsible for identifying, mitigating and managing risks within their area of operations. These units are to ensure that their day-to-day activities are carried out within the established risk policies, procedures and limits, and risk issues are given due consideration. The second line of defence resides within the risk management function. This function assumes both the monitoring and advisory role, actively challenges assessments by the first line of defence, engages with risk owners/takers and looks at risk oversight across all risk types. The third line of defence resides within the Audit function. This function provides corporate assurance and verification of the efficacy in the implementation and overall validation of the Risk Management Framework.

Managing the Bank's financial risk

Financial Risk in the Bank is defined as 'the risks associated with the Bank's management of its financial assets and liabilities, including the financial sustainability of the current and future operations which include credit, market and liquidity risks'. The FRMC focuses on monitoring, reporting and assessing the sustainability of financial resources to support the Bank's operations, the management of financial exposures and commitments to external parties. It also provides an oversight function on key financial risk management processes. All financial risk exposures were consolidated and analysed in their totality in terms of their impact on the balance sheet and the need for provisioning, if necessary. In addition, the Bank's three year projections on major expenditure items were stress-tested based on various scenarios and further analysed and deliberated at the FRMC. Inputs for the stress-test model include the macroeconomic outlook and statistical assumptions to anticipate any significant variations in future expenditure.

Independent treasury risk management

The Treasury Risk Management section (TRMS) of the Investment Operations and Financial Market Department is responsible for managing the risks in international reserves in the key areas of market, credit and operational risk. These risks are monitored and managed to be within established policies and guidelines as approved by the Board of Directors. TRMS is independent of the investment activities and provides the necessary checks and balances through its direct reporting to a dedicated Deputy Governor.

Amidst the highly volatile and uncertain global financial markets in 2009, the overall credit exposure of international reserves remained low as the Bank's investments were focused on high grade assets. Investment transactions were conducted mainly with strong international financial institutions. For the Bank's investment portfolio, a review of the risk-return profile on the approved asset classes was also conducted in view of the significant changes in volatility and liquidity for some of the instruments. This was undertaken to ensure that the portfolio risk exposure of reserves remain within the risk tolerance of the Bank.

With the new CBA coming into effect, the investment guidelines for reserves management have also been revised to further strengthen the governance process and enhance its clarity covering all related reserves management activities. At the same time, a new performance attribution model was also implemented to allow more comprehensive and detailed risk-adjusted return analysis.

Moving forward, the Bank will continue to strengthen its risk management framework. Both the market and credit risk policies will be enhanced with granular analysis of risk factor and emerging trends. Further focus will also be placed on the governance framework to ensure continued effectiveness of the risk management process and the independent reporting line of the risk unit within the TRMS.

Managing the Bank's operational risk

Operational risk in the Bank is defined as 'the risk resulting from inadequate or failed systems, processes, people and external events leading to financial losses, reputational damage or inability to achieve business objectives'. In ensuring operational risks are well managed and amalgamated in the day-to-day operations, heads of departments continue to have direct responsibility in ensuring that risk management practices are integral in the daily operations and that all risks are sufficiently addressed. Key measures at an organisational level to address operational risks include effective budgetary controls, a sound procurement framework and a robust internal audit function that has a crucial role in monitoring operational risks.

In 2009, ORMC deliberated on significant risk issues affecting controls, efficiency and effectiveness of the main levers of the Bank's operations with specific focus on people risks and technology risks. Analysis and discussion on people risks covered a wide range of issues including on competencies and skills, manpower, adherence to the code of conduct and improvements in working conditions. The discussions on technology risks covered areas such as infrastructure, vendor management, security and access management as well as the relocation to the new data centre in 2009.

Business Continuity Management in enhancing Bank's readiness and response capabilities

During the year, much attention was given to the outbreak of Influenza A (H1N1). This external risk triggered some concern in mid-2009 given its implications on business operations as affected staff were required to observe the quarantine or 'work from home' requirements. In response to this risk, the Bank activated its Pandemic Influenza Plan and activated split operations for three months to minimize the risk of contagion whereby a number of staff from critical functions were stationed offsite for the period as a contingency measure. The Crisis Management Committee drew up a travel advisory for staff and monitored closely the severity of the pandemic on a weekly basis.

The Bank continued to strengthen the readiness and response capabilities of line departments to business disruptions. Periodic assessment of the Bank's Recovery Centre capacity was conducted through quarterly live-run exercises. Assessments were made to evaluate system readiness and the ability of the staff involved to respond appropriately to a crisis situation. Several initiatives were introduced such as the 'surprise people readiness' exercise which was also conducted for all critical departments. Selected staff were notified to head for the recovery centre with various modes of transport; car, taxis and train. To reinforce staff awareness, RMD organized Desktop Walkthrough Exercises for critical support departments so as to further enhance their Business Continuity Plans.

COMMUNICATIONS

Sustaining stakeholders' confidence in the challenging environment

The full impact of the global crisis was felt in 2009 and the Bank played a major role in ensuring the stability and sustainability of the economy and the financial system. The Bank continuously provided assessments of the global developments and highlighted their impact on Malaysia and the policy measures implemented to keep the business community and the public well informed.

The Bank increased the frequency of its communications on its assessment on the nation's economy and financial stability and continuously highlighted the various policy responses to strengthen public understanding and confidence. Communication efforts were also centred on the resilience of the financial system and the various measures undertaken to ensure continuous access to financing for businesses and households.

Monetary policy communications – key in anchoring monetary stability

The monetary policy statements (MPSs) released after each MPC meeting, contained a description of the Bank's assessment of global, regional and domestic economic and financial developments. It also provided the basis and considerations in determining the MPC's decision. Engagements with analysts and economists were also carried out to facilitate greater understanding of the Bank's policies and for the Bank to obtain feedback on issues, providing important information on areas of potential policy concern.

Greater engagements to sustain confidence during the period of uncertainty

In addition to MPSs, the Bank's communications outreach was expanded, through numerous engagements with the financial industry and businesses, the media and analysts as well as the public at large. These initiatives include extensive financial education to raise the level of financial literacy.

The Bank was actively involved in the dissemination of information on financing and related assistance to businesses. These included the RM2 billion SME Assistance Guarantee Scheme for viable SMEs adversely impacted by the economic slowdown and the establishment of the SME Credit Bureau towards ensuring greater access to credit for the SME sector. The establishment of Danajamin Nasional Berhad was also highlighted as part of efforts to ensure the continued flow of credit to businesses through the provision of financial guarantee insurance to private debt and Islamic securities issues. Attention was drawn to the re-commencement of operations and expanded scope of coverage of Corporate Debt Restructuring Committee, a voluntary forum for corporate borrowers and creditors to work out feasible debt resolutions without having to resort to legal proceedings.

Schemes supporting microfinance, including the RM200 million Micro Enterprise Fund (MEF) established by the Bank were publicised. As at 21 January 2010, the MEF had approved RM84.7 million of financing to 3,886 micro enterprises. Other initiatives to provide greater access to financing for local businesses, in particular to SMEs, include the Working Capital Guarantee Scheme (WCGS) and Industry Restructuring Financing Guarantee Scheme (IRFGS) which was part of the Second Stimulus Package. Although the guarantees covered RM5 billion of financing under each scheme, the WCGS was subsequently increased to RM7 billion (the additional RM2 billion reallocated from the IRFGS) benefiting 5,327 SMEs. The communication initiatives aimed at increasing the awareness of SME products and services.

The Bank carried out and participated actively in more than 90 road shows, by way of dialogues, exhibitions and seminars, across the nation to explain to the public and businesses on the availability of financing through the various mechanisms and alerting the public to be vigilant against various illegal deposit-taking and fraudulent schemes. It also provided advisory services to improve financial management and minimise the impact of the crisis on their businesses.

The Bank expanded its outreach to the public through three additional walk-in public service centers (BNMLINK) at branches of Kuala Terengganu, Kota Kinabalu and Kuching, bringing the total number of BNMLINK centers nationwide to six. The public can now also contact the Bank via SMS services and plans are underway to operate mobile LINK services in 2010. Reflecting the greater demand for the services offered by the Bank's Integrated Contact Centre (ICC), comprising BNMLINK, BNMTELELINK and the Complaints Management and Advisory Unit, the number of cases handled in 2009 showed a marked increase of more than 90% to 253,801 cases.

In addition to the ICC, the public also has access to the Financial Mediation Bureau (FMB) and the Credit Counseling and Debt Management Agency (AKPK). While FMB helps mediate disputes between customers and financial service providers, AKPK provides the public with free financial counseling and debt management services aimed at ensuring greater self-reliance in their financial affairs. In 2009, AKPK and FMB have dealt with 36,848 and 2,438 cases respectively, bringing the total to more than 39,000 cases.

Further strides in financial industry liberalisation

As the financial system remained intact despite the global crisis, the Bank confidently proceeded with further liberalisation of the financial sector to advance Malaysia's linkages with other parts of the world and to raise the level of performance of the financial system. Significant emphasis was placed on greater transparency of the liberalisation measures, with clear criteria and timelines to ensure the financial system continues to efficiently transition into this new phase of development.

Greater understanding on the roles of the central bank

The year 2009 also marked the 50th Anniversary of the Bank. Among others, the Bank hosted several international and regional high level meetings and conferences for leaders of the central banking and the financial fraternity to deliberate on current global and regional economic and financial issues. Several special supplements discussed the Bank's role in shaping the financial landscape and its contributions to nation building over the past 50 years.

With the coming into force of the new CBA, the Bank informed its stakeholders, including its staff, on how the new CBA has positioned the Bank to be in a greater state of readiness in the more challenging global environment. Greater clarity of mandates, enhanced financial stability powers, autonomy and the robust governance framework encapsulated in the CBA have set the stage for the Bank to deal more effectively with emerging risks and challenges.

The numerous briefings in conjunction with the release of the Annual Report 2008 and the Financial Stability and Payment Systems Report 2008 were another important communications channel for the Bank to engage with key stakeholders. These briefings served as a valuable platform in creating a better understanding of various economic and financial issues, as well as the economic and financial challenges on the domestic and global fronts.

The Bank's official website has also been enhanced to be more informative, comprehensive, structured and stakeholder-based to cater to the wide range of users. Reflecting these improvements, the number of visits to the website have increased significantly by about 40% to 4.2 million while the hits/pageviews rose by about 25% to more than 12.8 million. Moving forward, the website will be upgraded to broaden accessibility and to be equipped with interactivity and transactional features.

As part of staff engagement efforts, regular interactions were carried out with staff on the significance of the Bank's 3-year Business Plan, providing line of sight to the Bank's strategic focus and the required new work culture. These initiatives were important in ensuring greater alignment of staff and their roles in attaining the objectives of the Bank. Staff engagement with senior management has been stepped up with various face-to-face dialogue sessions on emerging economic and financial sector issues, in addition to the significant level of knowledge sharing activities through informal hi-tea sessions. The creation of a conducive communications environment has not only elevated the level of engagement but also contributed towards building an integrated internal team in the Bank.

ORGANISATIONAL DEVELOPMENT

Elevating Bank's Performance through Strategic Management

As a strategy-focused organisation, the Bank saw its performance driven orientation becoming more entrenched in 2009. With a new and robust strategic management process enabling the systematic planning and formulation of key priorities, execution and review of strategies at the organisational level, the Bank witnessed greater organisation-wide clarity and understanding of the Bank's objectives and goals. This was achieved through having greater line of sight on the Bank's strategic objectives by the staff and a higher degree of awareness of critical inter-linkages and inter-dependencies among the different sectors in the Bank. It has also facilitated efficient utilisation of resources to support the organisational goals. In addition, the enhanced integration of the strategic management and operational planning processes facilitated better prioritisation of financial resources to support the Bank's strategic objectives as outlined in the Business Plan. These were important factors in enabling the Bank to deliver its results during the year especially in light of more complex issues and challenges following the global financial crisis.

During the year, efforts were directed towards ensuring the effective implementation of the Business Plan. Robust mechanisms and processes were put in place to ensure the identified priorities, strategies and initiatives were effectively carried out within the specified timeframes through key performance indicators (KPIs) and other monitoring mechanisms that provided useful feedback on the progress in achieving the Bank's priorities. This is reinforced by a structured process of validation of key strategies and initiatives to ensure they remain relevant.

In line with this, the Bank conducted its strategic review of the Business Plan during the year to evaluate the overall performance towards achieving its strategic results. The strategic review process provided a platform for the management to deliberate and address both existing and potential issues that have implications on the achievement of the strategic results. The performance evaluation is based on a comprehensive assessment framework that combines both qualitative and quantitative outcome-based KPIs. This is also complemented by the use of proxy and process KPIs in gauging the achievement of outcomes that are not easily measurable in quantitative terms.

In ensuring that the Bank continues to remain effective in delivering its mandate, leadership development is given priority so as to enhance appreciation and internalisation of good governance and to enable the Bank to possess the necessary attributes to ensure the Bank is always in a state of readiness to face and address emerging issues and challenges. Towards this agenda, during the Senior Management Conference 2009, a simulation exercise was conducted to provide leaders of the Bank the opportunity to experience challenges that the Bank may face, set within a context of plausible future events. To successfully address the issues raised, participants were required to exhibit desired leadership attributes including having strategic insight, perseverance, sense of urgency and ability to manage conflicting issues, effective stakeholder management and the sense of collective accountability.

Building a High Performance Workforce

Given the dynamics of the human capital landscape, talent management continued to be a prevailing theme for the Bank in 2009. Efforts to align human capital practices to achieving the Bank's strategic objectives were enhanced during the year. Initiatives as outlined in the Integrated Human Capital Management framework (IHCM), the blueprint for the holistic development and enhancements of the Bank's human capital processes, continued to provide the impetus for talent management imperatives in 2009.

Ensuring job-fit for mission critical positions

A major focus in 2009 was to ensure that critical positions are held by the competent talents, where the talents will perform at their best to achieve the Bank's mandate and to create a healthy organisational climate. This entailed the robust and transparent assessment of talents to enhance job-fit for mission critical positions as well as strengthening the talent pool to ensure its readiness. The Bank continued to invest in both the profiling and development of its succession pool in promoting talent readiness, facilitated by the Leadership Profiling Centre (LPC) that evaluates the talent pool's potential for growth via a structured and robust profiling processes.

As the leadership strength in the Bank is being tightened and strengthened through more stringent criteria, coupled with focused leadership development and feedback, the Bank is also making concerted efforts to expand and reinforce its technical leadership capability. Career growth policies and frameworks were reviewed and enhanced to ensure the Bank's talent management strategies remain relevant. In support of the Bank's agenda to build a high performance workforce amidst the escalating performance standards, efforts are also being centered on enhancing clarity on the performance assessment ownership and processes, and reinforcing the differentiated reward and recognition structure.

Continuous building of talent pipeline

In addition to the strategic focus on leadership development, the Bank also continued with its scholarship programme aimed at nurturing young potential talent for the nation as well as deepening its own talent pipeline. The Bank Negara Malaysia Kijang Emas Scholarship award, among the most prestigious awards for high potential young talents in the nation, has continued to inspire the most outstanding Sijil Pelajaran Malaysia (SPM) achievers nationwide. Five of the country's top achievers were accorded this award in 2009 to pursue their respective chosen fields of study. These scholars are required, as part of their contractual obligation, to return to Malaysia and serve the nation.

In addition to this award, the Bank continued sponsoring students with high potential to pursue their pre-university programmes at local colleges and first degree programmes at foreign universities in disciplines relevant to central banking. In 2009, 72 talents were awarded scholarships to pursue their education at the pre-university as well as first degree level whilst 20 excellent students at the Penilaian Menengah Rendah (PMR) level were awarded the Secondary School Scholarship award as part of the Bank's ongoing efforts to hasten early identification of its talent pool and to provide financial assistance to students from lower income families.

As part of its nation building efforts, the Bank also embarked on coordinating a programme to enhance the employability of graduates by providing them with attachment opportunities with participating companies across all economic sectors. Under 'Graduates Programme 500', more than 500 successful graduates nationwide were placed, with the assistance of industry players, with companies for on-the-job training exposures for a period of two years. The programme includes development interventions focused on their skills based on industry feedback.

As a result of the restructuring and realignment of roles bank-wide, the total staff strength in the Bank increased by 3.60% to 2,709 as at end 2009 as compared with 2,616 as at end 2008, while the attrition rate due to retirement and resignation remained at four percent. The ratio of executive to non-executive staff remained at 3:2 and concerted efforts to focus on strengthening and deepening the professional and technical talent pool will remain a key agenda for the Bank.

Improving Bank's Performance through Learning and Knowledge Management

In 2009, learning and knowledge management (L&KM) initiatives continued to provide support for human capital development in the Bank through improved alignment in meeting the business needs of line departments, focusing on performance and business impact. The effectiveness of the L&KM initiative was further augmented, particularly with the new role-based organisational structure adopted by the Human Capital Development Centre (HCDC). The principle of value creation for line departments was embedded in the L&KM initiatives undertaken by HCDC, through the learning products and services provided.

Designing and implementing learning solutions that fulfil Bank's needs

In meeting the demands for development solutions that meet the requirements of the knowledge workers in the Bank, efforts were directed towards obtaining an accurate view of the development requirements of the Bank staff at all working levels. Hence, the number of L&KM demands that had been serviced in the form of design and implementation of customised solutions increased significantly in 2009. Apart from this, overall workforce competencies were also improved through 129 L&KM bank-wide events, ensuring positive development gains and the transfer of knowledge at the workplace.

In designing learning solutions, HCDC focused on the effectiveness and its impact to the workplace. A blended learning approach with a combination of learning methods was emphasised. Besides attending the typical classroom sessions, participants underwent a range of learning and knowledge interventions such as pre-session readings, viewing of related visual materials, e-learning solutions and were given opportunities to apply their new knowledge and skills at the workplace with coaching from their supervisors. In addition, various methods and tools were employed to address specific competency gaps. These included establishing cross-functional work teams, communities of practice and peer-assist groups to enhance collaboration across divisions and department boundaries, attachments as well as integrating after-action-reviews and storytelling into work processes to capture and share knowledge.

A competency-based core central banking curriculum was developed based on the Bank's competency model. With the curriculum in place, HCDC was able to design learning solutions that were customised to the learning needs of the organisation. During the year, HCDC successfully tested the robustness of the curriculum through a pilot programme conducted in close collaboration with subject matter experts from line departments. As part of ongoing efforts to align learning solutions to the learning needs of the Bank, focus also remained centred on enhancing central banking knowledge within the Bank. Emphasis was given to improvements in the design and implementation of flagship programmes. These programmes included, among others, the Central Banking Series, Banking Supervision Foundations Course (BSFC), Insurance Supervision Course (ISC) and Islamic Finance Course for Finance Regulators (IFFR). Apart from flagship programmes, the bank-wide learning programmes also covered a wide spectrum of knowledge areas to facilitate the generic and behavioural competencies requirements for the staff of the Bank. The quality of these programmes were measured and found to be satisfactory in meeting the intended objectives.

HCDC also introduced several new learning programmes in 2009. The BNM Executive Programme (BNMEP) was conceived and designed to accelerate the time-to-competence for all new hires of the Bank. The six-month programme comprises four main modules including on-boarding, personal development, fundamentals of central banking, as well as a four-month attachment programme. To ensure a healthy leadership pipeline, the Bank embarked on a new Leadership Development Blueprint (LDB) which aims to develop leadership effectiveness, and transition leaders into different phases of leadership to ensure a more healthy and ready leadership pool for the Bank.

Knowledge Management initiatives in promoting knowledge sharing culture

In 2009, the Knowledge Management Centre (KMC) continued to provide a comprehensive range of services and relevant resources in the form of physical collections and online information resources. The KMC offered value-added services such as information scanning, information alerts and repackaging of information to meet specific needs of stakeholders. In fostering collaboration, HCDC had taken the initiative to introduce and promote a range of L&KM tools. Tools such as World Café, Open Space Technology, After Action Review, Blogs and Wikis were made readily available.

Enhancements to the Learning Management System (LMS) were made in 2009 in terms of enriching its content and improving its infrastructure. E-learning contents were expanded to provide a broader selection of courses for on-demand learning while registration for all courses and events was centralised and captured in LMS. Similarly, learning programmes offered by HCDC were uploaded into the LMS for easy access and reference, and the annual directory of L&KM was lodged and opened for access by the Bank staff in LMS. These initiatives formed part of HCDC's strategy to inculcate the culture of self-directed development, by using the LMS as a tool to manage development, as well as making e-learning an effective complement to classroom courses.

Guided by the agenda of inculcating a knowledge-sharing culture within the Bank, new KM events have been introduced. The 'Central Banking Tea Talks' series were positioned as a series of sharing sessions held in an informal setting which encourage learning and sharing between the speaker and the staff. The series provide a platform for the Bank's subject matter experts to share their knowledge on current issues of interest with their colleagues within the Bank. In 2009, five sessions of Tea Talks were held. In addition, the 'Conversations with Senior Management' programme was initiated as a dialogue session to provide an opportunity for Bank staff at various levels to exchange views with the Senior Management of the Bank.

Engagement with the L&KM agents at the line departments was also an area that was given attention. Several engagement events were organised in 2009 such as the Training Managers (TMs) and Knowledge Management Officers (KMOs) day, informal session with the KMOs, L&KM tools hands-on sessions with the TMs and KMOs as well as establishing a Community of Practice (CoP) among the TMs and KMOs. These efforts were aimed at fostering a healthy and effective working relationship with stakeholders while at the same time creating higher awareness of L&KM products and services for adoption of use at the line departments. Other initiatives by HCDC in enhancing the knowledge culture included the Knowledge Fair, the Book Fairs and the 'Bulan Bahasa Kebangsaan' celebration.

Technical Assistance and Collaboration Programmes with External Agencies

In 2009, the Bank also offered a wide range of international learning programmes. Programmes offered under the auspices of the Government-sponsored Malaysian Technical Cooperation Programme (MTCP) included Banking and Insurance Supervision courses, Islamic Finance for Regulators and the Intermediate and Advanced Central Banking courses. The Bank also collaborated with the Islamic Development Bank in organising the popular Fundamentals of Islamic Finance Course (FIFC) twice during 2009. The FIFC was attended by central bankers, Ministry of Finance officials and securities commission regulators to enhance their knowledge and skills in Islamic finance operations, Shariah and regulatory framework towards effective implementation of a resilient Islamic financial system. A special workshop in Islamic finance was organised with BAFIN (The Federal Financial Supervisory Authority) of Germany where there is strong interest amongst banking supervisors to appreciate the features of Islamic finance as it continues to gain increased interest in the European financial system.

The Bank also focused on two other areas for its international technical assistance, namely institutional capacity building and financial inclusion. With respect to institutional capacity building, the programmes included organisational development and credit bureau for risk management. With respect to financial inclusion, the Bank conducted the Financial Inclusion Advisers programme for microfinance practitioners in Lusaka, Zambia, and organised a Microfinance Policymakers Forum for Asian regulators on the policy challenges posed by branchless banking for purposes of increasing access to financial services for the poor and those living in remote areas. A total of 279 international participants attended the international programmes conducted during 2009.

In addition, the Bank received 75 ad-hoc requests for knowledge sharing during 2009, and had the opportunity to engage with central bankers from Asia, Central Asia, the African continent and the Middle-East who visited the Bank to discuss a broad range of topics covering monetary and financial system stability, Islamic finance, currency management, talent management and central bank modernisation.

The Bank's initiatives in international technical cooperation stress the importance of sharing knowledge on central banking practices, and building collaborative relationships with other central bankers from developing economies in the face of globalisation and regional integration.

ICT Management in Elevating Bank's Effectiveness

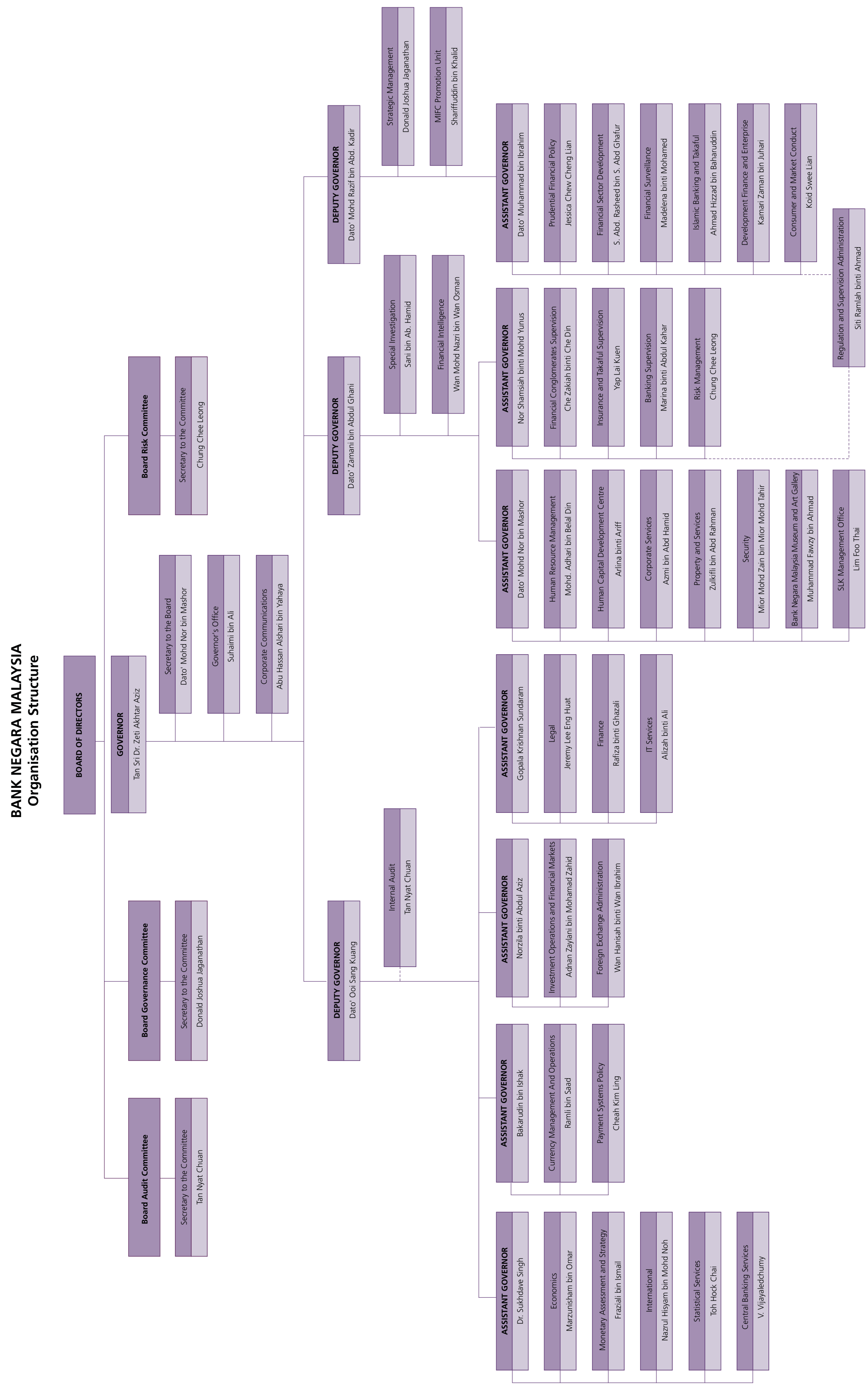
Information and Communications Technology (ICT) continued to function as an important enabler to achieve the Bank's strategic outcomes, serving as a key platform in supporting greater organisational effectiveness and the extension of the Bank's reach to its stakeholders.

The Bank's technology infrastructure has been enhanced and further expanded to enable integrated and efficient communication channels between the Bank and its stakeholders. In this regard, infrastructure to extend workplace mobility through accessibility to wireless Internet (Wi-Fi) in the public areas within the Bank's premises has been implemented progressively. On the external front, the efficiency and responsiveness of the Bank to the public was further enhanced by the deployment of Integrated Contact Centre (ICC) Customer Relationship Management to all the Bank's branches. An automated short-messaging service (SMS) was also implemented to complement the existing public service channels.

In 2009, the Bank also implemented several landmark ICT solutions that contributed towards the achievement of key objectives of the Bank. One key achievement is the successful implementation of nationwide image-based cheque-clearing, resulting in substantial improvements to the clearing process for the financial industry. With the advent of eSPICK, customers and businesses benefited from the speedier and more efficient cheque clearing system especially in the timing of the availability of funds from the deposit of outstation cheques, cheque conversion facility and the return of unpaid cheques to payees. Under eSPICK, outstation as well as local cheques are cleared on the same day and funds made available as early as the next business day, compared to between 5 to 8 business days for outstation cheques previously. Express clearing of cheques is also available under eSPICK which provides for same day clearing and availability of funds. The Bank also augmented the capability of its debt securities depository in the Real-Time Electronic Transfer on Funds and Securities (RENTAS) to support allotment, interest and redemption of foreign currency denominated bonds, completing the end-to-end ICT infrastructure for primary issuance, settlement of secondary trading and as depository of foreign currency denominated bonds. This ICT infrastructure had facilitated the first foreign bond issuance and deposit in RENTAS, marking an important step towards positioning RENTAS as a regional and international depository.

In its effort to enhance the information management infrastructure, the Bank has embarked on initiatives to provide a platform that is integrated and agile for better data sourcing, processing, delivery and visibility. The infrastructure will integrate financial and economic statistical data that provide comprehensive and consolidated views of the data. The architecture will comprise an enterprise data warehouse supported by centralised metadata repository and enterprise data model, information dashboard and a new data submission system using a standard reporting framework. As part of the initiative, the Bank implemented a robust infrastructure with the capacity to enable high-volume credit data analysis to facilitate better and more timely identification of emerging risks and vulnerabilities of the financial institutions and the financial system.

The use of technology solutions and leading-edge infrastructure has evolved into a strategic leverage to advance the Bank's agenda and aspirations. The journey to operationalise the new Data Centre in Cyberjaya was commenced in 2009, with relocation activities progressing as planned. Upon the migration of the infrastructure capabilities to the future-state architecture in year 2010, the new Data Centre is now equipped with technological specifications designed to cater for future business requirements, with optimum level of performance, agility and resiliency aligned with the aim of sustaining continuous operational excellence for the growing portfolio of ICT systems in the Bank.


BANK NEGARA MALAYSIA
Organisation Structure
BOARD OF DIRECTORS
Board Audit Committee
Secretary to the Committee
Tan Nyat Chuan
Board Governance Committee
Secretary to the Committee
Donald Joshua Jaganathan
Board Risk Committee
Secretary to the Committee
Chung Chee Leong
GOVERNOR
Tan Sri Dr. Zeti Akhtar Aziz
Secretary to the Board
Dato' Mohd Nor bin Mashor
Governor's Office
Suhaimi bin Ali
Corporate Communications
Abu Hassan Alshari bin Yahaya
DEPUTY GOVERNOR
Dato' Ooi Sang Kuang
Internal Audit
Tan Nyat Chuan
DEPUTY GOVERNOR
Dato' Zamani bin Abdul Ghani
Special Investigation
Sani bin Ab. Hamid
Financial Intelligence
Wan Mohd Nazri bin Wan Osman
DEPUTY GOVERNOR
Dato' Mohd Razif bin Abd. Kadir
Strategic Management
Donald Joshua Jaganathan
MIFC Promotion Unit
Shariffuddin bin Khalid
ASSISTANT GOVERNOR
Dr. Sukhdave Singh
Economics
Marzunisham bin Omar
Monetary Assessment and Strategy
Fraziali bin Ismail
International
Nazrul Hisyam bin Mohd Noh
Statistical Services
Toh Hock Chai
Central Banking Services
V. Vijayaledchumy
ASSISTANT GOVERNOR
Bakarudin bin Ishak
Currency Management And Operations
Ramli bin Saad
Payment Systems Policy
Cheah Kim Ling
ASSISTANT GOVERNOR
Norzila binti Abdul Aziz
Investment Operations and Financial Markets
Adnan Zaylani bin Mohamad Zahid
Foreign Exchange Administration
Wan Hanisah binti Wan Ibrahim
ASSISTANT GOVERNOR
Gopala Krishnan Sundaram
Legal
Jeremy Lee Eng Huat
Finance
Rafiza binti Ghazali
IT Services
Alizah binti Ali
ASSISTANT GOVERNOR
Dato' Mohd Nor bin Mashor
Human Resource Management
Mohd. Adhari bin Belal Din
Human Capital Development Centre
Arlina binti Ariff
Corporate Services
Azmi bin Abd Hamid
Property and Services
Zulkifli bin Abd Rahman
Security
Mior Mohd Zain bin Mior Mohd Tahir
Bank Negara Malaysia Museum and Art Gallery
Muhammad Fawzy bin Ahmad
SLK Management Office
Lim Foo Thai
ASSISTANT GOVERNOR
Nor Shamsiah binti Mohd Yunus
Financial Conglomerates Supervision
Che Zakiah binti Che Din
Insurance and Takaful Supervision
Yap Lai Kuen
Banking Supervision
Marina binti Abdul Kahar
Risk Management
Chung Chee Leong
Regulation and Supervision Administration
Siti Ramlah binti Ahmad
ASSISTANT GOVERNOR
Dato' Muhammad bin Ibrahim
Prudential Financial Policy
Jessica Chew Cheng Lian
Financial Sector Development
S. Abd. Rasheed bin S. Abd Ghafur
Financial Surveillance
Madelena binti Mohamed
Islamic Banking and Takaful
Ahmad Hizzad bin Baharuddin
Development Finance and Enterprise
Kamari Zaman bin Juhari
Consumer and Market Conduct
Koid Swee Lian