# UNIVERSITI TEKNOLOGI MARA FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDIES



# AM228 BACHELOR OF ADMINISTRATIVE SCIENCE (Hons)

# PRACTICAL TRAINING REPORT SIBU MUNICIPAL COUNCIL (SMC)

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**SEPTEMBER 2014** 

# THE DECLARATION

# **Declaration**

I hereby declare that the work contained in this report is original and my own except those duly identified and recognized. If I am later found to have committed plagiarism or acts of academic dishonesty, action can be taken in accordance with UiTM's rules and academic regulations.

Signed,

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#### **ACKNOWLEDGEMENT**

Assalamualaikum W.B.T. and greetings. Alhamdulillah and praise to Allah S.W.T. for his blessing all of us. To have the opportunity for internship at Sibu Municipal Council is truly an immense experience. Undoubtedly, the stay was great. It had taken my thoughts to a great level far beyond my perceptions. Above all, it is in line with my course, Bachelor in Administrative Science (Hons).

I wish to register my lofty gratitude to the management of Human Resource Management Department of Sibu Municipal Council (SMC), especially to my supervisor, the MissMichelle, for the advice, guidance and opportunity to undergone my industrial training at this department. Thank you once again.

I also would like to give the greatest appreciation to my lecturer, Madam Sharon Pearl for guiding me to construct this report. Her support and encouragements had indirectly cultivated perseverance and dedication in my mind to be a better man tomorrow. Her advice and patience also really makes me appreciate on any sacrifices that she had made for us.

I would like to thank my family members especially to my mother and my late father that always support in every aspect, advice motivate and willing to sacrifice for me all this while.

Thank you and I will never forget your advice and all sacrifices that you have done for me.

Lastly, I would to thanks my friends that always support me. All those support will be appreciate.

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# CHAPTER 1: INTRODUCTION TO SIBU MUNICIPAL COUNCIL (SMC)

#### 1.0 Introduction

In this chapter, I will discuss about the background of Sibu Municipal Council, vision, mission and responsibility, objective as well as will explain more about the logo of Sibu Municipal Council. Other than that, I also will show or present the organizational chart of the organization and also organization chart of my very own section.

# 1.1 Background of Sibu Municipal Council



Figure 1.1: Sibu Municipal Council at Wisma Sanyan

On 21 July 2014, I carried out my internship in Sibu Municipal Council (SMC) at Wisma Sanyan Building for 6 weeks. Before this, SMC was known as Sibu Municipal board since its establishment on 31 January 1925. Later, it was renamed as Sibu Urban Disrict Council and finally upgraded to become Sibu Municipal Council on 1 November 1981. The areas of overage increased from 50 km square to 129.5 km square. It includes the Sibu town enter, Sungei Merah Bazaar, extending from east bank of Batang Rejang and including Pulau Kerto up to KM 10 Teku Road, KM 12

Sibu Ulu Oya Road and approximately KM 8 Salim Road. Starting from 1 November 1981, Chairman, Deputy Chairman and 24 Councillors was increased to the total of 27. The administration of the Council is headed by Municipal Secretary who is also the Chief Executive Officer (CEO) of the Council. In 2001, SMC moved into new office at Wisma Sanyan building. The administration of the Council is headed by Municipal Secretary who is the Chief Executive Officer (CEO) of the Council.

#### 1.2 Roles and Functions of SMC

There are four roles and functions of SMC such as infrastructure development, municipal services, facilities management and developing sense of community. And, there are the development of the town done by SMC includes the completion of:

- Rejang Esplanade (1998)
- Mission Road Mini Park (1990)
- The Bukit Lima Recreational Park (April 1991)
- The Multi-Storey Car Park at the junction of Jalan Kampong Nyabor and Jalan Wong Nai Siong (1993)
- Jubli Bukit Aup Park Phase 1 (March 1993) and Phase 2 (July 1997)
- The new Sibu Central Market (1996)
- Other major projects completed include a modern pig slaughter house, a sanitary landfill dumping site at Kemuyang, a second multi-story car park adjacent to the Sibu Central Market, Sib gateway and others.

The population within the Sibu Municipality is approximately 126,000 according to the 1991 population census (Sibu Municipal Council).

# 1.3 Organization Mission, Vision and Objectives

It is normal for every organization to have their own vision and mission. This is because with having own vision and mission, an organization can plan activities that can help them improve their achievement as well as can target specific goals for the benefit of the organization. SMC is not excluded from having own vision and mission.

#### 1.3.1 Mission

- To deliver quality service through community engagement.
- To attain a sustainable social, environmental economic development.

#### 1.3.2 Vision

Towards a progressive and people-oriented local authority.

### 1.3.3 Objectives

- To improve quality of life.
- To develop civic consciousness.
- To improve quality and productivity.
- To strengthen and increase source of revenue.
- To improve transparency and public accountability.
- To improve organizational development.

#### 1.4 Motto

"Dynamic, Competitive and pro-active is our goals"

#### 1.5 Logo of SMC



Figure 1.2: The Logo of SMC

The logo of Hornbill represents the Sarawak State Government. The hornbill, as seen in the logo, is holding a local fruit that known as "buah sibau" with its beak. The "Keris" is a traditional weapon is pictured on the left side of logo represents the Malay community in Sibu. The tree represents the town's export plantations such as cocoa, rubber, pepper, sago, palm oil and timber.

Meanwhile, the shield on the right side of the logo represents the largest community in Sarawak, which is Dayak Community. The white hand with an axe represents the people in Sibu, in which it reflects them as very industrious, ambitious, honest, hospitable and generous, a dragon on the lower part of the crest represent the Chinese community. Furthermore, the blue water represents the Rajang River, which represents an united community in order to maintain and sustain a better city, Sibu.

all the staff in Administration and Human Resource department. The poster of the Majlis Ramah Tamah Aidilfitri was attached at the administration board.

#### 2.1.4 Week 4 (11th August 2014 – 15th August 2014)

On the first day of this week, my task is to give the letter to all the selected staff who attend the "Mesyuarat Jawatankuasa Pemandu Produktiviti and Inovasi (JKPPI). Regarding the Majlis Ramah Tamah Aidilfitri, our task is to filling the letter of "Jemputan Majlis Ramah Tamah Aidilfitri 2014". Continuing the 5S, we discussed the idea on how to decorate the notice board of the 5S section by visiting all level of SMC department of Sibu Municipal Council to get some ideas. Some of the frequent/daily task that I need to do are:

- Make photocopy of letter about "Notis/Agenda Mesyuarat Jawatankuasa
   Pemandu Produktiviti and Inovasi (JKPPI) that was held on 15/8/14.
- Received a complaint call from the public regarding about the road complaint.

On the second day of this week, I have received the task to make phone calls to the selected primary and secondary schools in Sarawak and regarding the "Bengkel Muzik and Tarian Tradisional 2014". The purpose of this phone call is to get their feedback whether they are going to participate in the workshop or not. Some of the frequent task that I do is using the shredder to shred some confidential documents that are not used.

On the third and the fourth day, some of my tasks are at the counter section. There are so many customers on that day. So I need to entertain the customer one by one. Later, I have received the call from the public complaining about the noisy sound by the factory. At the end of this day, I found out that dealing with the customer is not an easy task. We cannot satisfy all of them no matter how much we try. My daily task on that day are to photocopying and faxing some documents.

On the last day of this week, we have been assigned the task by Miss Teng to print the "Buku Program Borneo Cultural Festival (BCF) 2014. Since the festival is just around the corner, we need to help the staff in the preparation of BCF events on 15

# 2.1.3 Week 3 (4th August 2014-16th August 2014)

On the first day of this week, our supervisor, Miss Michelle discussed the task to be given to the trainee based on their expertise. She want us to identify the function of each department at Sibu Municipal Council which is related to our field of study, each of us is divided into a group of 2. The task needs to be submit next week. Since there is not much work to do, I along with other trainees volunteer to ask the task from Miss Teng. She wants us to distribute the customer satisfaction form at One Stop Service Centre which is located at level 18. The satisfaction form is important because we want to know are the customer satisfied with the service that been provided by the SMC or not? The task was quite difficult because not many customer want to fill in the form as they were busy. At the end of the day, we managed to distribute 40 out of 100 forms to the customer.

On the second day, we are continuing to discussing about the task given by Miss Michelle regarding the functions of each SMC department. So, in order to find the information, we are going to all SMC departments to know their functions better. We also interviewed the staff of each department in order to get more information about their department functions and roles.

On the third and fourth day of the week, I have learnt about Minute of Meeting format more clearly by observing how to do the minutes of Meeting of the company. I also make a phone call to "Ketua Masyarakat" at Sibu Division regarding the invitation to the BCF. In the evening, I helped the staff to type the letter of invitation to "Majlis Ramah Tamah Aidilfitri" which will be held on 26 August 2014 at Human Resources room. Not only that, I also helped to design the poster for the Majlis Ramah Tamah. On the fifth day, we are doing some 5S. We arranged the files based on the categories. This is very important so we can search the file faster and more accurate. We were also given the task to shred the unused confidential document. In the afternoon, I distributed the invitation letter for Majlis Ramah Tamah Aidilfitri to

#### 2.1.2 Week 2 (30nd July 2014- 1st August 2014)

Hari Raya holiday is started from 28 till 29 July, so, all of the public servant only return to work on Wednesday.

In this whole week, there are not many office tasks given to us as we need time to work on the Borneo Cultural Festival and 5S that given to us. Besides, the staffs in this department were on "Raya Leave".

On the third day of the second week, I continued to distribute the BCF poster to all government agencies and associations. The document need to be sort based on its destination. For example, Wisma Sanyan, Wisma Persekutuan, Chinese Association and all government agencies. Since many of the staff are still on leave, we are helping the staff to place the poster at the office notice board at all SMC department such as Customer Service department, Administration and Human Resource Section and more.

On the fourth day, I helped the staff at the counter section. Since there are not enough staff, I am helping them to distribute the PPKB cheques to the customers. I also learnt the procedure on how the PPKB works in the office. The cheque need to be signed and need to be stamped to make it legal. Today I learn that its not easy to entertain the customer. Sometimes the customer did not follow the instruction given. For example, the customer gets angry because their complaint are taking time without knowing the reason why.

On the fifth day, I helped the staff to type the reply letter to Miri City Council regarding the permission of permit to organize sports in the showtime events. Regarding the BCF, we are making a draft of the position of BCF stage. We also need to scan the tentative program, equipment that will be required and technical rider form. Later, we need to fax the documents about the "Permission of permit to organize sports in showtime" events to Miri City Council. We also been asked to make the photocopy of the permission permit and replies letter and it need to be send to the Miri City Council.

that not all that we learn at the University will be used when you are working. Experience is all the matters. Certificates are only a one way ticket to apply for the job.

On the second day, I along with other trainee am preparing the material for the office decoration for Hari Raya. We are make drafts for the decoration. Everyone gave their idea in order to make the decoration looks attractive. In the afternoon, I have been asked to photocopy some documents. Later, I learnt how to use the fax machines and I have faxed some documents to other department.

On the third day of internship, I helped the staff to make a phone call order by Encik Apohrozy Ezrie Bin Eallie to inform the staff in the department about the ISO's closed meeting which will be held at 11 a.m. at IGAN Hall. Later, I also helped the other trainees to edit the Borneo Talent Awards Roadshow Video.

On the fourth day, all of us were informed by our superior about Borneo Culture Festival (BCF) that will be held on 15 August 2014. So, our task today is to help the staff to send some documents by using fax machine and direct letter to all the government agency and associations that participated in the festival. Later, the entire trainee was given the task to create an idea on how to make a decoration of 5S. We will be involve in the administration department 5S till the end of our internship. Last but not least, I have been asked by the staff to distribute the cheque of Program Pembasmian Kemiskinan Bandar (PPKB) to the qualified applicants.

On the fifth day of internship, Puan Siti had asked me to type some information about the government agencies and associations before we are going to fax the Borneo Cultural Fesitval (BCF) posters to them which includes the organization name, address, telephone number and fax number. We also arranged the documents together with the BCF's poster according to the name list. The document later need to be sent to the government agencies and associations by hand.

#### **CHAPTER 2: SCHEDULE OF PRACTICAL TRAINING**

#### 2.0 Introduction

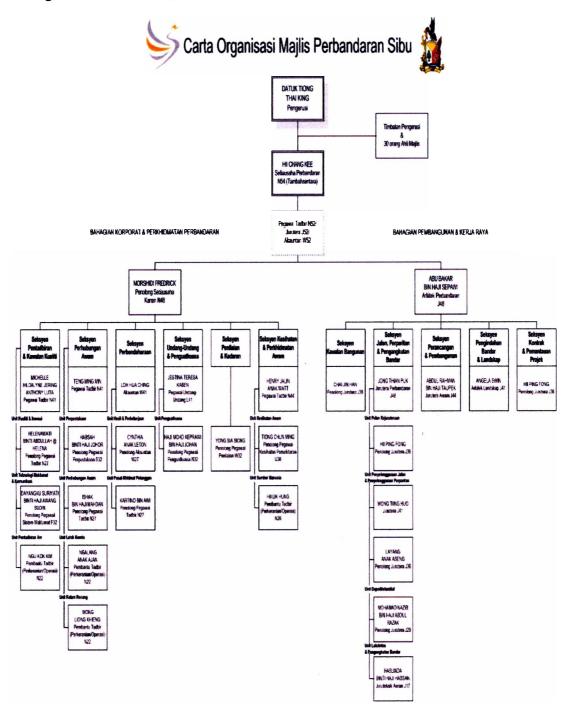
I undergo my practical training at SMC for 6 weeks. I was assigned to 2 departments which are the administration section and Human Resources Department. I was assigned at the administration for about 3 weeks and the Human Resources Department for 2 weeks. Below is my schedule during the internship:

#### 2.1 Summary Schedule of Practical Training

# 2.1.1 Week 1 (22<sup>nd</sup> July 2014 – 26th July 2014)

On the first day of my internship at Sibu Municipal Council, together with several other trainees, we reports at 7:30 a.m. The briefing session was given by Encik Henry Jalin, Health Inspector. He divided us into 2 departments which are Administration Department and Human Resource Departments. Each of the trainees will spend 3 weeks at Administration department and 2 weeks at Human Resources Department. For me, I have been attached to the administration Department for 3 weeks. There are nine Bachelor Administrative Science students that were attached this department. After the briefing, the trainees were told to sign the attendance. I have learned that, there are 2 types of attendance system that the office practices which are using the thumb print and attendance book. The thumb print system is only for the permanent staff while the attendances book is only for the trainees. So, on the first day, we did a ice breaking session with all the staffs. We get to know what is their position and role in the department. After that I learnt how to use filling system and how the SMC Filling system works. Luckily on this day, we have been asked to prepare the material for ISO meeting which will be held at 11 a.m. We prepared documents such as the Main Process, Manual Quality, Management Process and Support Process for the meeting. The ISO meeting held at Rajang Hall for 1 hour. Since Hari Raya Aidilfitri is just around the corner, we have been given the task to decorate the office with "Hari Raya Theme". At the end of the day, I learnt

# 1.6 Organization Chart



(2014)

August till 28 August 2014. The book need to be compiled as the reference for the VIPS and visitors. The program book later will be put in the box and will be sent to other departments.

#### 2.1.5 Week 5 (26th August 2014 – 30th August 2014)

Today is my first day at the Human Resource department. On the first day, I helped the HR staff to photocopy the letter of "Mesyuarat Jawatankuasa Pengurusan Aduan Awam 2014". The letter will be distributed to all the staff in the department. On the second, third and fourth day of this week, I have been assigned to do the 5S with the other trainee at the Human Resource Department. In the afternoon, I along with the other trainees filed some documents consisted of employee leave application, formation of local authority, Local Authorities of the project and so on. Today, I learned to use the Human Resource system which called HRMISS. First, we need to key in the date of leave application. The data also need to be classified. The HRMISS system is convenient and mostly been used by all the HR department in Malaysia.

#### 2.1.6 Week 6 (25th August 2014 – 29th August 2014).

On the last week of our internship, my task is to design the organization chart for the Human Resource department. On the second day, we prepared for Majlis Ramah Tamah. The event started at 10 a.m. to 1 p.m. In the evening, I did filling. I also needed to key in the application of staff leave, "cuti ganti" and "cuti rehat". The date need to be stored using HRIMISS. We also to continue with the 5S. Since this is my last week of internship, I cannot manage to finish the 5S of the Human Resources Department. The third and fourth day, I continued with the same task. The difference is on the fourth day, I need to entertain the customer at the counter. On my last day of the internship, we did a farewell for the trainees.

#### **CHAPTER 3: ANALYSIS**

#### 3.0 Introduction

Chapter 3 describes the analysis of the practical training. It specifically focuses on one area of task as covered in the practical training handbook. It also should reflect definition of concept, demonstration of practical and theoretical aspects as how to relate all concepts learned in classroom at the workplace and how to transforms knowledge gained at workplace to reinforce understanding on the concepts learned in classroom. Based on my schedule of practical working experience and tasks of job description given under chapter 2, it shows that, my practical training experience was more focused on human resource practices at Human Resource Management Unit in Sibu Municipal Council (SMC).

#### 3.1 Task Analysis

During the course of the six weeks of my practical training, I have completed several types of responsibilities such as filing, recording data, data updating, filling the various form, staff daily meeting, performing clerical tasks and so forth. As for this chapter, I will focus on the area of Human Resource Management, HRMS system which has been used on most of the Company in Malaysia.

#### 3.2 Human Resource Management

The Human Resource Management subject is really related to the Human Resource Management Information System (HRMIS) that I analyse. It includes many aspects of evaluations such as recruitment, employee payroll, and application of leave, remuneration and benefit aspect in this organization. Although in the Human Resources class, we only learn a little bit about this system but during the internship, I become so much clearer about how the system works. There are 13 modules in Human Resource Management Information system which are:

The first module in the system is the **Establishment Data Module** This module stores information such as service scheme and service group, units and activities, organizational structure, standard position, actual position, job description, competency level of postings, key result areas and the required logistical resources of a position.

The second module in the system is the **Personal Record Management Module**. This module stores basic information of employee such as personal particulars, family particulars, language proficiency, academic qualifications, driving license, bank account number, work experience prior to joining the public service and awards received. In addition, this module stores information on service profile and asset declaration.

The Competency Assessment Module is the module which its records and analyses the competency levels of individuals or teams. Officers or the management will be able to identify the competency gap between requirements of the position and the competency of the officer. Action can then be taken to address the gap through the Development Module. Information on competency can also be used in the Human Resourcing Module for purposes of recruitment, placement and promotion. This module also allows officers to carry out activities related to examination such as processing of applications, scheduling of examinations, recording of assessment results and updating of examination results.

The Career Management Module deals with the management's succession planning for strategic positions. In addition, officers can plan their career development either on their own or with the advice of career consultants at the agency level.

One of the modules is the **Performance Management Module** which enables officers to set their annual work targets in line with organizational goals, as well as to generate annual performance evaluation reports. Through this process, supervisors or the management will be able to link performance with career development, development requirements and selection of award recipients for excellent service within the organization.

The sixth module is **Resourcing Module** which it deals with the identifying the short-term human resource requirements, applications for positions and filling of vacancies through the process of recruitment, transfer and et cetera. It also aims to ensure that every employee placed in certain location is ready to perform the prescribed duties.

The seventh **Development Module** is about the competency development programmes for officers in line with organizational goals, and enables officers and supervisors to apply to attend the relevant competency development programmes. Additionally, officers will be able to apply for short- and long-term in-service training (diploma, master's, PhD), either with or without scholarships.

Other than that, the eighth modules are about the Employee Communication and Behavioral Management Module. This module enhances cooperation and harmonious relations between the management and employees through the process of reporting, monitoring and resolution of issues. Moreover, this module makes it possible to manage counseling and employee disciplinary activities.

The ninth module is the **Separation Module**, which the module provides a comprehensive process to manage the exit of officers from government service through compulsory retirement, early retirement, resignation, death, dismissal, and

so on. It also enables officers to prepare task handover notes and exit interviews before leaving the service.

This is the only module that I am familiar and can recall during the HRM class. The tenth module is the Remuneration, Benefit and Reward Module. This module helps administer remuneration records of officers for preparing salaries following placements, leave (half pay, no pay), promotion, competency level evaluation and change of service scheme. In addition, it administers the records of benefits enjoyed by the officers such as loans, medical benefit, claims and personal advances, scholarships and annual allowances. During my internship at HR Department, most of my task is to key in the leave application into the system. During the Human Resources Management class we are only learnt briefly about the remuneration, benefit and rewards module, but during my internship, I finally have a clear view how the procedure work.

Strategy Formulation and Review Module helps human resource managers in formulating and evaluating the effectiveness of the organization's human resource policies, procedures and strategies for continuous improvement. It is also useful for long-term manpower planning, organizational development, tactical planning, and storage of information on employment norms, task assessment processes and assessment of manpower use.

The Information Service Module HRMIS also provides users with information through six sub-modules comprising the Government Directory, Knowledge Base, Statistical Report, Executive Information System, Decision Support System and Web Publishing. The Government Directory sub-module provides information on officers' names, office telephone numbers and organizational units. The Knowledge Base sub-module contains a repository of knowledge on policies, procedures and best practices of human resource management relevant to the Malaysian public service. The Web Publishing sub-module provides online information on human resource management policies and procedures. The Statistical Report, Executive Information

System and Decision Support System sub-modules serve as business intelligence to the senior management in decision-making.

The last module is the **Security Administration** Module, which the HRMIS Security sub-module fully controls access to all modules and coordinates all functions of the HRMIS. The Workflow sub-module allows workflow administrators to maintain the inter-relationship between HRM processes in the modules and sub-modules.



(source:http://www.mmcsb.com.my/index.php/en/product/human-resource-management-information-system-hris-portal)

#### 3.3 What is HRMIS?

Although I only spent 2 weeks at the Human Resources Department, I learned a lot of new things. One of the things that I learnt is Human Resource Management System (HRMIS). So what is Human Resource Management System? The HRMIS project is a government initiative to ensure that human resource management in the public service produces skilled, trained and motivated workers. The HRMIS that has been developed is now being implemented throughout the Malaysian public service. The HRMIS is not only a human resource application system, but more importantly, it represents a new approach for more comprehensive and integrated human resource management in overcoming the many challenges of public sector management. The development of HRMIS is based on ten key functions of competency-based human resource management, as illustrated in Figure 1. So, based on my experience using the HRMIS system, I found out it is more convenient and faster to use compared to the traditional system.

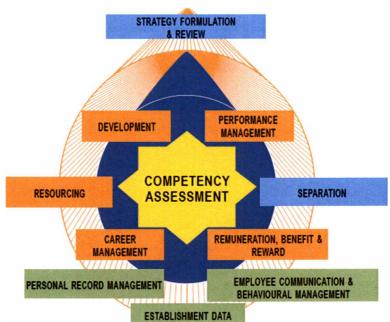


Figure 1: Public Sector Human Resource Management Model

Among the main features of the HRMIS are that it is process-driven, it provides for self-service facilities and it is web-based. The application allows all members of the public sector to update their personal records and to apply for the various available service benefits such as leave, travel claims and training courses.

In addition, the data of HRMIS public sector human resource processes stored in a centralized database will facilitate analysis and strategic planning of human resource, either at the department, ministry, state or national levels.

#### 3.4 Human Resource Management Information System (HRMIS)

# 3.4.1 Logo



The concept of the logo is based on the abbreviation 'HRMIS' which stands for 'Human Resource Management Information System'. HRMIS can also be defined as follows:

**H** Horizontal: Horizontal integration, as well as mainstreaming processes and precise communication, is achieved through a comprehensive system of cooperation among government agencies supported by the HRMIS system.

**R** Rightsizing: An effective public service supported by reliable information (i.e. accurate information in terms of time and place).

**M** Managerial and operational: Management and operational processes at different levels can be enhanced through a flexible, open and paperless system.

I Intuitive: Having reliable instinct and an increasing number of smart civil servants to ensure more effective work practices.

**S** Sophistication: The HRMIS system heralds a new era for the government and civil service system as the country marches forward to achieve Vision 2020.

#### 3.4.2 HRMIS Mission

As one of the government's flagship applications, HRMIS has a clear mission so that all public sector agencies implement it in line with the vision of public service human resource and e-Government aims. Therefore, HRMIS must remain relevant in public sector human resource management through its continuous application improvement.

#### 3.4.3 HRMIS Objectives

The objectives of HRMIS are designed to ensure that the developed application will be able to improve the performance of public sector delivery system. These objectives are designed to:

- Enable planning of the workforce and determine the effective size of public
- service through human resource management information;
- Automate the operation processes of human resource management;
- Develop integrated and updated human resource information for the purpose of effective human resource planning;
- Facilitate horizontal communication and integration, coordination of human resource processes and access through a single window;
- Contribute to the creation of a paperless environment;
- Make available a human resource information system that is open and flexible;
- Updated to meet the management needs of the various levels of agencies.

# 3.5 Launching Of HRMIS

On 12 April 1999, the launching ceremony of the HRMIS pilot project was held at the Kiara INTAN, which was attended by all the departmental heads and representative of the ten pilot agencies. It was conducted by the Director-General Public service, Tan Sri Samsudin bin Osman. With the launch of the project, the HRMIS Project Task Force began operations in the PSD as the lead agency. The ten selected pilot agencies to represent the five types of public sector services in Malaysia were

- PSD, Ministry of Health, Malaysia Administrative Modernization and Management Planning Unit (MAMPU), Prime Minister's Office, Department of Irrigation and Drainage and Department of Veterinary Services representing the Federal Public Services.
- Department of Sarawak Chief Minister representing the State Public Services
- Majlis Amanah Rakyat representing the Federal Statutory Bodies
- Selangor State Development Corporation representing the State Statutory
   Bodies
- Kuala Lumpur City Hall representing the Local Authorities

(Source:http://www.mmcsb.com.my/index.php/en/product/human-resource-management-information-system-hrmis-portal)

#### 3.6 Why HRMIS is needed?

Before the government arrived at the decision to develop the HRMIS, many studies had been conducted to identify the best practices and use of ICT as an enabler to improve public sector human resource management. As such, the implementation of the HRMIS takes into account the following factors:

# i. Optimal Use of Technology

Through the development of HRMIS, the government can optimize existing ICT infrastructure by automating human resource management in a standardized, without being narrowed to any particular function. The HRMIS has incorporated the entire process of human resource management from strategic planning, recruitment, placement, promotion and separation.

#### ii. Continuous Monitoring of Human Resource Management Policies

The use of a standard system in all public sector agencies will facilitate the monitoring of human resource management policy implementation on a continuous basis. Current and policy-making processes. Consequently, the improvement process of human resource policies can be carried out effectively and continuously.

# iii. Intra- and Inter-Agency Information Sharing

The Malaysian public sector human resource management has various levels in its organizational structure, with a large number of agencies and varying powers among the agencies. In this context, the human resource process usually involves a chain of authority at the various levels and agencies. An example is the exchange of officers between agencies, which entails both placement and management of salaries. Information sharing via the system will help avoid repeating the process of recording and this makes for a more efficient and effective management of human resources. The HRMIS allows online sharing of human resource management information among federal agencies and other agencies. Its use also facilitates the process of analyzing information and ensuring that work distribution among civil servants in terms of planning, strategy and operations is consistent.

# iv. Performance of Civil Servants

With HRMIS, the performance of civil servants can be measured against the goals and targets set by the key performance indicators (KPIs) agreed upon by the head of department or agency, and individual performance can be monitored and assessed in line with the agency's objectives and goals.

#### 3.7 HRMIS Application Features

There are eight application features that can be described in HRMIS which are process-driven, inter-Relationship of Three Data Components, Self-Service Facilities, Web-Based, Integration of Human Resources Functions, Knowledge-Sharing, In-build Human Resource Business Policies and Regulations, and Security and Workflow.

The first features that HRMIS should have are **Process-driven**. What is Process Driven? Public sector human resource management is driven by the built-in applications of HRMIS. This means that the updating of data in the HRMIS database is done directly through ongoing transaction processes.

The second features are the Inter-Relationship of Three Data Components. What is the three Data Components? It consists of personal data, establishment data and transaction data. Each of the human resource management processes utilizes both the establishment data and personal data as the basis for carrying out a transaction. The updating of the database is based on these transactions.

Other than that, **Self-Service Facilities** are one of the features in HRMIS. Through the self-service facilities available, officers will be able to do the following:

- Update personal records;
- Apply for and check annual leave;
- Submit claims;
- Monitor work performance;
- Apply for appropriate courses;
- Conduct competency assessment;
- Apply for transfer; and
- Apply for counseling.

In addition, The HRMIS is a **web-based** application and can only be accessed via the internet. However, government security policy requires all applications under the Electronic Government Project to use the ENet network.

Besides that, Integration of Human Resource Function is one of the features in the system. The human resource management functions have been integrated to take advantage of the concept of 'single entry, multiple users' so that data and information from a module can be used by other modules.

The sixth features in HRMIS are **Knowledge Sharing**. The human resource management policies enforced through circulars and regulations are stored in the Web Publishing and Knowledge Base sub-modules and can be shared by users to increase their knowledge and skills regarding the policies as well as to keep abreast of current developments.

In-Built Human Resource Business Policies and Regulations, The human resource management business policies and regulations are incorporated in the HRMIS application. The

advantages are as follows:

- Verification process is performed at point of entry;
- · Automatic checking of qualification of officers; and
- Reduced recurring reviews by human resource managers and administrators.

The last features are **Security and Workflow**. The HRMIS application design and technical architecture assure the integrity of information and security access, where upon any additions, amendments or repeals of data cannot be done without the permission of the authorizing party. In addition, human resource management processes are simplified by the setting up of workflow according to the roles and responsibilities of the officers.

# 3.8 Public Sector Human Resource Management To-Be Model and Philosophy

The Public Sector Human Resource Management To-Be model has been formulated for use by all agencies. It has ten main functions of public sector human resource management. The developed human resource processes in HRMIS modules are based on a fixed philosophy. This is to ensure that human resource management is efficient, effective, constantly relevant and responsive to current challenges.

One of the main functions is competency assessment as the basis for all human resource processes, which is also the key to organizing human resource management functions. This function promotes self-development and continuous improvement through a user-friendly approach. Competency assessment will also encourage individuals and line managers to assess competency levels using valid assessment methodologies.

The second function of this model is the development activities relating to the ongoing process of formal and informal training. The purpose of this function is to enhance a person's abilities to ensure continued contribution to the organization. At the same time, development opportunities are provided to promote self-learning and just-in time learning. This is clearly demonstrated when opportunities are given to employees and managers to plan, select and evaluate development programmes for employees to acquire new competencies or for career advancement.

The third function of this model is to be able to align individual goals with organizational goals, as well as monitor and evaluate individual performance based on the KPIs, the team and organization. This function also promotes personal monitoring to strive for continuous improvement and becomes part of the daily routine of the management. Performance management also links performance to career development, development requirements and rewards.

The fourth function deals with the remuneration, benefit and reward management function allows fast, accurate and timely automatic processing of remuneration and benefits. It also provides a mechanism to administer remuneration, benefits and rewards in the development and maintenance of public sector human resource. A system that is fair and in line with the ambition of the organization to develop intellectual capacity will also promote employee retention and enhance performance. Other than that, the fifth function deals with the career management which aims to provide a systematic approach in promoting human resource development in line with career pathways and organizational needs. It also promotes sharing and ownership between individuals and line managers in identifying career pathways and strategies to achieve goals as well as continuous monitoring of their progress. In addition, this function provides a sustainable, equitable, flexible and customeroriented framework for individuals to plan and identify strategies for career advancement. At the same time, it also provides opportunities to the individuals who constantly strive to improve their competency and performance to progress in the organization.

Besides that, human resource model need to change in line with the rapid change of the environment. This is to ensure that human resource strategies and policies remain relevant to the needs of the organization. So, the sixth function of the model is dealing with the formulation and evaluation of human resource strategy, to ensure that the mechanism for aligning human resource management strategies with the goals and objectives of the organization can happen quickly and effectively. Its main activities include the description of values created by the human resource function through its vision, thinking style, et cetera. This feature can also develop the human resource function through the determination of deliverable outcomes.

The philosophy of the human resource recruitment function is to provide a mechanism to integrate in a comprehensive manner the various human resource management functions such as manpower planning, recruitment, transfer,

development and training to ensure that the manpower requirements of the organization are met. This feature also serves to identify the short-term needs of human resource based on the activities of the organization. This process begins by identifying the roles, positions and competencies to carry out an activity and ends with the acquisition of resources.

The function of separation has the underlying philosophy of facilitating the exit of civil servants from government service. It will also facilitate attrition trends as well as provide a retention strategy to maintain skilled public sector manpower. Through this function, all logistical issues such as assets and security passwords can be resolved, and relevant human resource function operations such as human resource recruitment, retirement, benefit and reward management, and development will be triggered.

The personal record management the ninth function and it is more focused on a mechanism to put in order all public sector human resource personnel records. This feature puts the responsibility of updating personal records on each individual. This process involves activities such as updating personal details, information on family, health, education, language skills, declaration of assets and awards.

Last but not least, the final function is the employee communication and discipline management. Its philosophy is to create a good working environment between the management and employees. At the same time, this function can improve cooperation as well as promote harmonious employer-employee relations through the provision of reporting, monitoring and resolution of human resource issues.



#### **CHAPTER 4: RECOMMENDATION**

#### 4.0 Introduction

This chapter highlights the strength and the weaknesses of job or task assigned during training as discussed in Chapter 3. Furthermore, this chapter also will provide solution for improvement.

#### 4.1 SWOT Analysis

The SWOT analysis is conducted based on the direct and indirect experience that I have gain during the practical training session.

#### 4.1.1 Strength

The benefit of the HRMIS system can be divided into 2, which are organization and Individual benefit:

#### 4.1.1.1 Organization

The HRMIS System can benefit the organization in the term of the activities. The Human Resource activities will be carried out more easily and simply with a real time and online human resource information system. It means that you cannot access the system since the system is only available during the office hour. So the system will be much safe.

The second strength of this system is the uniformity of the system. Uniform human resource policies and procedures as well as the consolidation of human resource information in the centralised data bank will facilitate the use of this system by all agencies. Its mean that every government department are using this system.

The third strength will be in the term of productivity. By using this system it will make our work must faster. Compared to the old times, using HRMIS system can reduce the time wasted. Not only that, it also reduce the error and work overlap. It is because it is so simple and easy to use by everybody.

#### **4.1.1.2** Employee

From the employee perspective, the benefit of the system is User-friendly and flexible system. It means that it is easy to use by everyone. It is not too complicated to learn since it only takes me 10 minutes to know how the system operates.

Other than that by using this system, the entry of basic information and service profiles of personnel need not be repeated. It means that you will not accidently keyin the same data or information twice. The system will respond if you key-in the same thing twice.

In addition the user will be able to check the status of each transaction made through the HRMIS application. For example, the user can check their application of leave in the HRMIS application. They also can check their previous record of application.

Last but not least, it can increase the user satisfaction, motivation and productivity. It is because, if the employee finds the system is convenient to use, the will be more

motivate to improve their performance and productivity.

#### 4.1.2 Weaknesses

One of the weaknesses of HRMIS system is it need an "Offline Procedure". As you may know, the HRMIS is a real-time online application that can be accessed through the web. However, the probability of connectivity failure can still occur. For this possibility, the offline procedure has been established so that users can continue the process manually and upload it into the system when the problem has been resolved. This procedure will be carried out by the officer in charge of the system. Beside that, the Information on personnel, personal records and service profile is critical for the HRMIS implementation in an agency. The updating of such information of one million civil servants is a huge undertaking and requires a very efficient method. It also takes time to update the information. For example, the system need time to update the information since there are other people are also using and updating the information at the same time.

Moreover, one of the weaknesses on the system is we as the user will depend too much on the suppliers. The dependency on suppliers remains very high, particularly with respect to system maintenance, owing to either the lack of expertise or weaknesses in the transition plan, training and technology transfer. In the event of any disruption to the system, the agencies have to refer to the supplier for corrective actions, and this slows down the process and affects the effectiveness of the Government's delivery system. The cost of implementation ICT projects will also increase as it involves additional cost for overall maintenance of the system by the suppliers.

Last but not least, the weaknesses could be in the field of Software Technological Environment and Change. In the development of HRMIS, elements such as technology hardware, software, web browsers, programming tools, system integration, internet network, software copyright and system compatibility had to be taken into account. Every software and Internet browser developer would take the necessary steps to block access to ensure control of its company in the IT business world. For example, web-based systems such as the HRMIS can be accessed only using Internet Explorer, a product by Microsoft that currently dominates the market. Users or agencies using a more efficient Internet browser system such as Mozilla and Firefox are not able to access the HRMIS website owing to this restriction. Compatible systems that are supported by technologies commonly used in the market should be considered to ensure more effective use of the HRMIS. In early 2007, when the Internet Explorer (IE) 6 was upgraded to IE7, agencies using the IE7 were unable to access the HRMIS application. Subsequently, the architecture compliance of the HRMIS was reconfigured to allow access through IE7. This experience demonstrates the importance of ensuring that the development of infrastructure takes into consideration its capability to adjust to change in technology.

# 4.1.3 Opportunity

Continuous Improvement of Application is one of the elements of the public sector human resource management which are dynamic and constantly changing. The enforcement of changes through the issue of Service Circular Letters, Service Circulars, Treasury Circulars or Treasury Circular Letters requires that improvements and changes to the application be made immediately to align with the changes.

Future Career in the Human Resource Department is one of the opportunities that I have learnt in using the HRMIS during my practical training. These valuable experiences have built my interest to maybe build my future career in Human Resource Section. I may be able to use this experience to seek job in other company in the same industry.

## **4.1.4 Threat**

Changing the user mindset is one of the biggest threats. Although I was placed in the HRD, I found out that many users are still unfamiliar with the self-service concept of HRMIS. The HRMIS concept, which emphasizes on the implementation of human resource processes from a manual to an automated system, is still not widely accepted and used by the civil servants. Staffs are used to the manual system of applying for annual leave by filling up a form, found automated application difficult. To address this problem, awareness programmes and activities were carried out at all levels of the senior level should be carried out.

Besides that, the user also needs Knowledge to Operate System. The entire civil service workforce must know how to use the HRMIS application to ensure that the objective for its use is achieved. A comprehensive programme and training activities are the main challenge in ensuring that all civil servants understand and able to use the HRMIS. Towards this end, the *Training for Trainers* programme was conducted for representatives from the Ministries and State Secretary Administrations. These officers then extended the same programme for trainers at the agencies under the

Ministries or State Secretary Administrations. The trainers are responsible to ensure that users in the respective agencies understand and have knowledge to use HRMIS. Hands on sessions for the officers in charge of the implementation of specific modules in the agencies are also conducted.

In addition, the Transfer of Consultant Expertise can be the threat. The process of skill transfer such as programming from consultants to the Information Management Division officers in charge of the HRMIS was slow and not in accordance with the original plan. Any changes that had to be made to the HRMIS application for the purpose of improving the system still require the expertise of the consultants. To address this problem, a PSD Information Management Division officer placement programme at the premises of the consultants was conducted

Other than that, the Change of Officers can also be a threat. There is no way of ensuring that officers with the know-how of HRMIS would remain in the department. Personnel will change due to promotion, change of department, on study leave or retire. The change of personnel in the organization, whether from government or supplier, disrupts the development and implementation of the project as new staff members take time to learn the HRMIS application. Knowledge and expertise is not easily mastered within a short period of time. A total of 1,204 postings in the HRMIS Unit of agencies were approved to ensure unwavering focus on the implementation of the HRMIS at agencies. The strategy of increasing the number of module experts at the PSD was carried out through intensive training programmes in preparation for any transfer or promotion of officers.

Furthermore, coordination among Agencies had the potential to be the threat of the organization. The creation of an online human resource process requires the commitment and involvement of all agencies involved in the public sector human resource process. It was difficult to obtain the full commitment from all agencies on a regular basis to attend discussions and meetings to make policy decisions owing to cove job commitment and priorities of the officers involved.

Moreover, Supplier Stability can be one of the potential threats to the organization. Change in the senior management line-up of the consultants could also affect the smooth implementation of the project. The number of employees who participated in the project development was not sufficient considering the number of HRMIS modules involved. These factors together contributed to the delays in the development of HRMIS application. The BIP study for instance was supposed to be ready in 4 months as stipulated in the agreement, but took 17 months to complete.

# 4.2 Suggestion and Recommendation

In my opinion, there are some suggestion and recommendations that can be made in order to improve the HRMIS system.

# 4.2.1 The Problem with the Online System

Firstly, as I mentioned before, HRMIS is an online system. So, in order to use this system, the user must be online. So my suggestion is to build an offline procedure just in case organization should create more conducive and productive working environment.

# 4.2.2 Improving the System

To improve the system, my recommendation is also to create an auto save system just in case if the user loss his connection during his fill the information, then he does not to refill the information again. This will also give impact towards the mood of the users. This is because, If he unable to retrieve the data that he loss, his mood will be swing. As the effect, it will cause employee productivity decrease.

### **CHAPTER 5: CONCLUSION**

#### 5.0 Introduction

This chapter will summarize the entire chapter in this report. Furthermore, this chapter will also discuss on my experience in doing tasks that has never been taught in the class or any other subjects.

#### 5.1 CHAPTER 1

Chapter 1 is about the background of the Sibu Municipal Council. As I mentioned before, SMC is a public organization that deals with the public. During my internship, I learnt that SMC is divided into various departments such as administration section, Human Resource Section, Library, Counter Services and many more. This company operated in 1 January 1952. Every department has their own roles. As in SMC their roles are in the infrastructure development, municipal services, facilities management and developing sense of community. In this chapter also we discuss about the mission, vision of the company. Mission and vision of the company is very important for an organization so they know what they are going to aim or achieve.

## **5.2 CHAPTER 2**

Chapter two describes the flow of tasks that had been done during the six weeks of practical training. The chapter consists of description of tasks done by day and summary of the tasks by week. Also in the chapter, we can see whether the tasks that had been given relates to the subject learn in class. Besides, we can see in the chapter that most of the tasks that had been done are mostly related to the subjects learned in class. This is because the company's core business is to provide secretarial services. In providing secretarial services, most of the models and approaches used are related to the subjects learned such as in the subject of company secretarial practice.

Through the daily task, we can also identify whether the company misuse the practical student by giving them unnecessary tasks to be done such as sending document at other department and photostating. These types of tasks are called clerical works which are not suitable especially for practical degree student. This is because the task is not challenging as it is not in our scope of study. Practical training is provided for the final year students so that the student can apply the subjects they learnt in class in the working environment. Moreover, the students will also gain new experience in the real working environment. By analyzing to the schedule in this chapter, we can see that the company does not fully utilize the practical students because of factor such as giving the tasks which are sometimes not suitable and unrelated with our scope of study. In my opinion, SMC is not fully taking advantage from the practical student by giving the practical students unnecessary tasks. Sometimes the tasks that are given are relevant and sometimes it does not relevant at all. The good thing is, the company does bring me to the real work situation as not all the theory in the book are going to be use during work.

## 5.3 CHAPTER 3

Chapter three shows the relationship between the theories learned in class and the tasks that were given to me. In this chapter, we identifies which area of the tasks that had been done relate with the tasks given. The relationship can be in various fields of subjects.

During the practical training, the task that I have done is related to the subject that learned in Human Resource subject which is Human Resource Management Information System (HRMIS). For your information, all of the government sectors are using this system to fill in the information such as pension, reward, leave and many more. During my part 3, I took the Human Resource Subject. For your information, the HR subject that we take is not fully covering all of the HR area. During this internship, all of the staff in the HR department are using HRMIS to fill in the information. Although, I am taking the HR subject before, I do not know how the system works actually. So, the staff has taught us how to operate this system and my view about this system become much clear, Honestly, by using this system, all of the work can be done much faster and accurate compared to the manual ways. In the new era, the invented of the system has helped the HR worker to decrease their workload and job burden. All I can say is, the experience of working and learning at the same time in such a reputable organization is truly useful.

## 5.4 CHAPTER 4

In everything that we do, there are always its strengths and weaknesses. The strengths need to be strengthened and the weaknesses need to be eliminated. This chapter gives me the opportunities to list the strengths and weaknesses in delivering the task and the system and to recommend ways on how to strengthen and eliminate it.

The task that I have done have many good points rather than the bad points. It has taught me many different things such as how to be a competent and discipline worker that is able to do multitasking; how to handle stress and work under pressure; and how to divide time in completing many different tasks. The task has also measure the level of knowledge towards the theories that I have learned.

During my day in the HR department, all of the staff is using the HRMIS. As I mentioned before this system has helped the government servant a lot in term of leave, reward, pension and others. I found out that no matter how perfect the HRMIS is, it also full offlaws. As I mentioned in the previous chapter one of the main flaws of the HRMIS is that the user must online to fill in the information and sometimes the user cannot access the website. This kind of thing need to be improves so the work will become smoother without any problem.

So, as a recommendation, I recommend for the company provides guideline in completing in using this system as not many practical student are familiar with students. During my internship, only HR practical student are familiar and know how to use the system. So, in order for the new intern student knows how to operate this system, I suggest that the employee prepare guidelines so the new interns will know how to operate the system. This is because, if we fill in the wrong information, all of the data will be inaccurate and it will become trouble for the employee that we mistype the data.

Other than the system, I also found out the external factor that could have an impact when using the system in the department. In order to decrease the stress of the employee, the flexible working environment is needed. It will make the employees love working at the company. For your information, to update and fill the information cannot be finished in one day since sometimes the staff are many. So I thought that the working environment play an important role. Having good working environment could make the employees or practical more fun to work without any stress doing the work. This experience has made me fully utilize my knowledge.

# 5.5 Conclusion

This internship was a very nice experience for me because I had to cover many different fields. I have learned new concepts and new ways of working. Besides that, I have learned and experience in doing tasks that has never been taught in the class or any other subjects. This is a great rewarding experience for me.

# **APPENDICES**



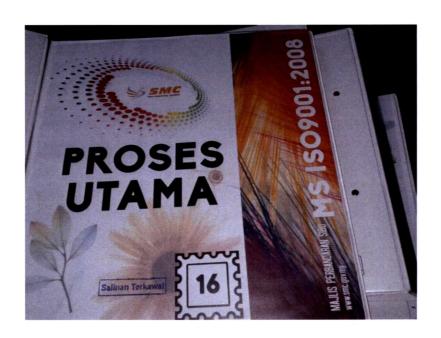
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