

**UNIVERSITI TEKNOLOGI MARA
ADMINISTRATIVE SCIENCE AND POLICY STUDIES**



**PRACTICAL TRAINING REPORT
CHIEF MINISTER DEPARTMENT,
HUMAN RESOURCE MANAGEMENT UNIT**

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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,

RICHMOND DICK ANAK SUDIN

ACKNOWLEDGEMENT

Thank to God and all praise is to God, without His grace and blessings I would not be able to finish my internship at Sarawak Chief Minister Department, Human Resource Management Unit and my practical report.

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CHAPTER 1

ORGANIZATION BACKGROUND

1.1 A BRIEF HISTORY

1.1.1 JAMES BROOKE ERA

Sarawak Civil service was first known as Sarawak Administrative Service (SAS) established by James Brooke when he was given the territory of Sarawak in 1841. In 1842, James Brooke proclaimed Rajah of Sarawak. Introduced by Rajah James Brooke, Sarawak administration depicts from European style of administration originated from India and Africa. The formation of Sarawak Administrative service and the selection of officers were mainly from Brooke relatives and colleagues. Two departments that

were established in 1864 are Post Office and Treasury department with a number of staff by only 4 Europeans and 2 Malays.



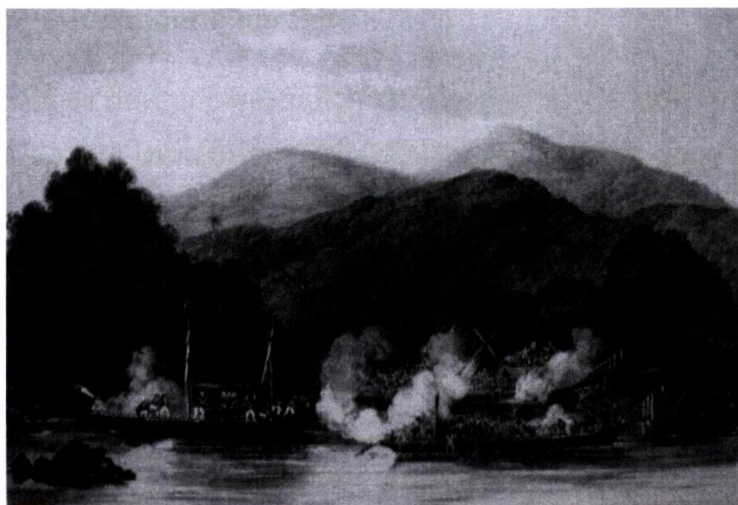
Source:

http://www.jkm.sarawak.gov.my/module_s/web/page.php?id=127&menu_id=0&sub_id=143

Below is Rajah Brooke Crest, the symbol of Rajah Administration and the Latin words "Dum Spiro Spero" that mean "While I Breathe I Hope".

Arthur Crookshank was among the early European officers. He was the 2nd Chief Secretary from 1846-1873.

On the right hand side illustration of Rajah James Brooke residency in 1843. This is where he held his meetings with the natives and conduct hearings for court cases. There were no proper buildings built due to the poor economy and Rajah James Brooke himself is



Source: http://upload.wikimedia.org/wikipedia/commons/b/bb/National_Museum_KI_2008_12054%25.JPG

struggling to maintain peace in Sarawak (or known as Kuching in Present time) (Sarawak Government, 2013).

The significant change was the introduction of European Residents, Assistant Residents (later known as District Officers) and cadets. Each division was under the administrative charge of a resident. The residents of the First and Third Divisions were more senior than the residents of the other divisions. They were Resident First Class, whereas the others were Resident Second Class.

State Civil Service in the early stages, divided into two (2) parts of Secretariat and District. Secretariat administrative centers, in 1937 headed by two people of the Europeans and assisted by one (1) clerk Malays, three Chinese clerks and three office assistants. During the formation of Malaysia, it has 2599 employees. This amount continues to grow, even today of 13060 civil servants from the category and service schemes. Office is located in a building adjacent to the Central Police Station.

1.1.2 Charles Brooke & Pre-Independence Era

Rajah Charles Brooke introduces new administration structure when he took over the region from his uncle, Rajah James Brooke on 3rd August 1968 as the second Rajah of Sarawak.

Due to this new administration reform, the administration levels were increased from five levels to seven levels. However, this new administration structure provides more communication from top to bottom and able to penetrate up to the root level.

Thus, the people of Sarawak during Charles Brooke era were able to voice their ideas and grievances to utmost level in the administration level (<http://www.hrm.sarawak.gov.my/> as at September 19th, 2012).

1.1.3 Post-Independence Era

In 1966, it moved to the building up Bangunan Seketeriat was taken over by Yayasan Sarawak on 23 November 1976. Simultaneously, Sarawak Civil Service operates in Wisma Bapa Malaysia until now.

1.1.4 Early 90's

Following the reorganization of the office secretary on 1 November 1995, the office known establishment starting with "Human Resource Management", headed by a Director and is responsible to TSUK (Human Resources). JKM dynamism continues to prevail with the restructuring of the organizational structure five years thereafter.

1.1.5 Year 2000's Era

Then, on August 25, 2001, was born the Human Resource Management Unit. Human Resource Management Unit, headed by a Director, is divided into eight (8) sections. Those sections are Organization and Audit Section, Personnel Management, Service Management & Career Development section, Customer Relationship Management Section, Facilities and Privileges Section, Human Resources Research & Management System, Competency Management Section, and Discipline and Integrity Section.

1.2 Vision, Mission and Shared Values of Sarawak Civil Service.

1.2.1 Vision

A world class civil service.

1.2.2 Mission

Our mission is to deliver excellent service through high performance teamwork

1.2.3 Common Shared Values

Based on the website (Sarawak Government, 2013), the organization proposed the following common shared values:

- Integrity
- Kind and Caring
- Professionalism
- Sense of Urgency and Ownership
- Team Spirit
- Result-Oriented

1.3 Human Resource Management Unit, Chief Minister Department

1.3.1 Background of Human Resource Management Unit

There are eight sections in HRM that will help to achieve the goals, mission and vision of this department. These sections will help to realize the main vision which leads to the greater achievement of the organization as a whole. Moreover, each section that exists in this department will help in giving world class service to the public. So, every section has their specific functions and roles in order to deliver excellent services to their customer which is the public.

1.3.1.1 Section 1 – Organization Development Section

- To amend the fundamental and guidelines of career post.
- To reorganize and empower the organization.
- To manage the post data.
- To study on the service scheme.
- To become secretariat of State Organization Development Committee
- To study and revise on the JPA Malaysia Circular regarding on the post of civil servant.

1.3.1.2 Section 2 – Recruitment and Selection Section

- To amend the guidelines of recruitment and selection matter.
- To manage the recruitment and appointment of the officers of "*Gred Lantikan Dalam Perkhidmatan Awam*".
- To manage the appointment of the contract basis officer.
- To process the application of "*Hadiah Kenaikan Gaji Baru*" for the new appointment personnel.
- Processing the retirement matter.
- To deliver consultation service regarding on the recruitment and selection.
- To become the secretariat of the Evaluation and Selection Committee

1.3.1.3 Section 3 – Career Development Section

- To amend fundamental and guideline of career development.
- To manage and processing, certification of service, promotion, acting and task responsibility.
- To manage and administer personnel key performance index.
- To manage personnel transfer and exchange plan.
- To give consultation regarding career development.
- To study and revise circular implementation and fundamental/principle of public service commission related with public servant career development.

1.3.1.4 Section 4 – Customer Relationship Management

- To manage files and registry in HRM.
- To handling customer service including HRM Call Centre.
- To manage office administration and management.
- To become secretariat for HRM quality management.
- To become the secretariat for MBJ for PANS.
- To manage and handle events and functions which assigned to HRM.

1.3.1.5 Section 5 – Facilities Section

- To amend the principles/foundation and procedures related with facilities and specialities in servicing.
- To manage budget and HRM assets.
- To manage facilities claims and PANS servant specialities.
- Become secretariat for state nomination award.
- Managing the *Pingat Perkhidmatan Setia* ceremony.
- To provide advice regarding the facilities and specialities for public servants.
- To review and revising implementation of circular and basis of JPAM regarding facilities and specialties in public service.

1.3.1.6 Section 6 – Information Technology

- Drafting guidelines and procedures for using Human Resource System Application.
- Planning and simplify the ways of Human Resource System Development.
- To manage and supply personal information in PANS.
- To manage and administer Human Resource application system.
- Giving council regarding procedure for updating the personal information.
- To manage and administer HRM World Wide Web.
- To manage facilities and HRM Information Technology software.

1.3.1.7 Section 7 – Training Section

- Drafting fundamental and guidelines for training in service.
- Handling induction courses for new personnel.
- Handling PANS examinations.
- To plan training for officers competencies improvement.
- To manage scholarship and officers training rewards.
- Becoming secretariat for:
 - a. Training authority and State Human Resource Development.
 - b. PANS examination Board.
 - c. LPKS programmes.
- To give advice regarding training and examination.
- To review and revising circular implementation and principles in JPAM regarding public servant training.

1.3.1..8 Section 8 – Discipline Section

- To amend the fundamental and the guidelines of discipline management and the integrity of Sarawak Civil Service.
- To implement the integrity increment program at department and state level.
- Become the secretariat for:
 - a. Department Integrity Committee.
 - b. State Governance Integrity Committee.
- Processing the discipline cases for the consideration of the Discipline Board.
- To manage the authorization of the 2nd Class Magistrate for the Sarawak Administrative Officer.
- To review and revising the circular implementation and the basis of JPAM regarding on the disciplinary matter.

CHAPTER 2

SCHEDULE OF PRACTICAL TRAINING

2.0 Introduction

I undergo my practical training at Chief Minister Department (CMD), Kuching, from the 22th of July until the 30th of August 2013. I was assigned to Human Resource department to assist the Human Resource Executive, Desmond Douglas Jerukan. Throughout my one month internship at Chief Minister Department, I was exposed to several daily tasks which including, answering telephone calls, arranging files on the shelf according to its code, colors and types of file, assist in opening and closing files, and completing our very own project. We were given a project which is regarding the 5 Star Rating that need to be completed during the internship period and need to be presented to the visiting lecturers.

2.1 Summary Schedule of Practical Training

2.1.1 First Week Summary (22th July 2013 - 26th July 2013)

My first week begin with a quick tour in within the human resource department which situated at three different level starting from level 9 until level 11. We were instructed to form a group in order to complete our internship project which is 5 Star Rating in CMD. I was chosen to bear the responsibility as group leader and assisted by Muhd Ammar Zafri as the deputy group leader. We were further given a minor task by Mr. Desmond Douglas Jerukan to pay a visit to the 50th Sarawak Independence show which is held at waterfront and need to collect as much as information as possible for our own understanding regarding Sarawak development in the past 50 years and development for the future. It was astonishing as we didn't expect that Sarawak will become the main hub in Malaysia to supply the electricity and we should thanks our Chief Minister as he can forecast the natural oil reserve will be decrease greatly in the next 20 years. To compensate that, we will supply electricity and who might know that we will only operating electric vehicle in the next 20 years due to insufficient natural oil supply or what we call fuel for vehicle now. Two of our biggest hydroelectric plant which is Bakun and Murum will enable us to supply enough electricity in Malaysia.

In addition, I also was being taught by Dayang Zam on how to perform labeling of file cases in order to make it more efficient and easier to search the items inside the files. This is to support the 5S practice in the office which the 5S will contribute to the 5 Star Rating. Small things in the office will make a great differences and it is needed to make the organization to run effectively and efficiently for their both internal and external customers. 5S will help the offices to become more organized, clean, and more productive as the worker will be able to work in comfortable environment. Filing is the next task that I and my group will need to learn. This is the most crucial part of our internship program as it can help us to organized the file accordingly to avoid misplace and time efficient to search the required file as the current filing method is obsolete and not meeting the standard filing method. This task begin with changing the file cover and write the name for the file with permanent ink marker so that it will not be able to be stolen or sabotage. Next is to indexing all items in the file for the purpose of easy search.

2.1.2 Second Week Summary (29th July 2013 – 2th August 2013)

My second week of internship start with assisting Candida Anak Sibong to edit her desk file before she submitted it to her superior which is Mr. Desmond Douglas Jerukan. Desk file which is first introduced by our former prime minister, Tun Mahathir Mohamad, to enable the civil servant to put on book their daily task. This is to ensure that they know what is their workflow or the procedure when they delegating their task. Most of the newly replaced computer did not come with Microsoft Office and due to that, Candida Anak Sibong use the freeware which is 'Open Office' software to perform her daily task which is hard for her to editing and updating her desk file as the Open Office Software is quite inconvenient to operate if compared with Microsoft Office. I personally can observe that the senior worker that is currently working is less computer literates if compared to the younger personnel and this may cause difficulty for them to use more modern, complicated and comprehensive working tools. This can be reduced if they are given the chances to undergone training to improve on their computing skills in order to enable them to deliver their task efficiently with the evolving world around us.

Other than that, I was ordered by Mr. Desmond Douglas Jerukan to set a target on the filing and keep on monitoring my colleague progresses on performing the filing instead of joining them too much. My task did not stop until there, me, Muhd Ammar and Mohd Azri helped our former director, Mr. Bakri Zaini to pack and move his belonging to level 5, which the State Implementation and Monitoring Unit (SIMU) as he is being transferred there replacing Dr Razali Abon which were then becoming our director. I have learned something that, not all of the personnel in the CMD were given the opportunity to gain access on the internet excluding those officers ranked from N27 and higher. This is due to the factors of those in the lower rank actually does not involved in the research for organization improvement and more importantly is to avoid the misuse of the internet access by logging into the social network such as Facebook during working hour. The CMD Science and Technology unit have come out with the report which showing that most of the internet traffic during working hour coming from the user ranked lower than N27 which showing that they are not really focusing on their task, but slacking around and misuse the internet at their workplace. As a solution, it is a policy

being set up by the organization to limit the internet usage for those officer ranked N27 and higher only to use the internet as they might involve in the research field.

Later, I learn on how to operate photocopy machine and using shared printer. Unfortunately, my computer was disconnected from the printer as the table is unoccupied before this. Things are getting more exciting as we are surprised with the Ad Hoc event which is to make a welcoming event for our new Human Resource Development Unit director, Dr Razali Abon. All of the interns are required to give a hand to rearrange the tables and chairs in the main hall before the director arrive and give his welcoming speech to the whole Human Resource Development personnel. Muhd Ammar was given the opportunity to become the speaker of the event and that was amazing as he is handling the event smoothly when promptly asked to do so. At the end of the second week, we perform our first presentation on the 5 Star Rating as Mr. Desmond Douglas Jerukan required us to do so for him to assess our progress regarding the task that him have prepared for the intern students from UITM. He gives a lot of tips and tricks when performing a presentation in front of other people especially the superior later when we step in the working environment.

2.1.3 Third Week Summary (5th August 2013 – 9th August 2013)

Third week at CMD , we are on leave for three days starting from 5th August until 7th August to do preparation for Hari Raya Aidilfitri. However, our task does not stop there even we are on leave. I and my other colleagues held a discussion regarding our project. We do brainstorming and delegate task to each person in the group.

On 8th August to 9th August, it is public holiday for Hari Raya Aidilfitri.

2.1.4 Fourth Week Summary (12th August 2013 – 16th August 2013)

My fourth week at CMD continue with the collecting data and information regarding our project 5 Star Rating. In order to collect more information for our project, me and my colleagues going to Pustaka Negeri to continue our progress on the project. Later on, we do a brainstorming on the information that each other have collected. Brainstorming is very important in work culture because through brainstorming, we can generate more ideas and correct the mistake that our colleagues have done. Besides that, brainstorming is also important to improve the communication among the employees in the organization.

In order to collect data and information correctly, there are several steps needed to be taken which is collecting, identifying, selecting, analyzing and implementing. This step is very important in order to ensure that the collected information is useful for our project. Apart from that, Mr. Desmond also told us that we have to practice "KISS" rule in our presentation. K is stand for "keep", I stand for "it", S for "simple" and another S stand for "short". This rule is very useful for our presentation later.

We also include the SWOT analysis in our project. The purpose using the analysis is to define the strength, weaknesses, opportunity and threat in 5 Star Rating. It is important to identify all of that because it is the key to the success of 5 Star Rating. Lastly, I and other colleagues starting to develop and writing report on the 5 Star Rating. Besides that, I also prepare materials for our mock presentation regarding our project with Mr. Desmond on 28th August.

2.1.5 Fifth Week Summary (19th August 2013 – 23th August 2013)

The fifth week at CMD become more interesting when me and other practical trainees from different universities have been assigned to do a performance for the upcoming Human Resource department's dinner on the 21st August. This is very exciting experience that I going to experience because we will perform in front of the high position people in the department. We start a discussion on the performance that we going to perform on that night. The crucial part is we only have two days to practice before the dinner.

We have decided to do some dance along with "Gadis dan Bunga" song during the dinner. While practicing for the performance, I have learned several things that are very important in work culture such as work as a team, organizing and also time management. Moreover, it also boost up my confident level to confront with many people and also it create a sensibility of each person to be more responsible to work as a team and perform well at that night.

Same goes in work culture, in an organization, the employees must work as a team and responsible in doing the job and task given. This situation later on will create a healthy work environment and also the employees will perform well in the organization.

Apart from that, I also help Mr. Tay to organize file for 5 Star Rating Meeting. I this week also, I gain new knowledge whereby I attend a meeting regarding "Majlis Pingat setia". The meeting led by Chief Assistant Director, Section 5, Mr. Fathi Haji Hambali. Matters that have been discussed is about the preparation for the ceremony, Mr Fathi checking the checklist for the ceremony that has been prepared by his staff. Each staff have their own task during that ceremony, it shows that they are implementing the delegation of task in their work culture. Delegation of task is very important to avoid overlapping or redundant work done by two people. According to Mr. Desmond, for every important event, this ceremony is a core function of the State Government so one needs to ensure the formulation of comprehensive checklist.

2.1.6 Final Week Summary (26th August 2013 – 30th August 2013)

This is the final week I undergo my internship at CMD. We are having the mock presentation on 5 Star Rating with Mr. Desmond. After finish presenting, Mr. Desmond commented several things on our presentation. He adds on some information that we not included in the slide. Apart from that, he also advises that we have must facing the audience during presenting. It is very important so that the audience will feels attracted to listen on what we going to present.

At the day of final presentation with Mr. Desmond and our visiting lecturer Madam Nadrawina, I have been assigned to present about Human Resource Development Panel (HRDP), one of the elements in 5 Star rating. HRDP is related with training program that be implemented in CMD. Besides that, training also related with one of my subject Organizational Behavior.

Later on, we are working on the report of 5 Star rating to be hand in to Mr. Desmond. Then, we compile the whole report, on this day I have learn how to use the binding machine, it gives new experience to me. The experiences that I gain from this place will be a good guidance for preparing myself in the future.

CHAPTER 3

ANALYSIS OF TRAINING

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 Star Rating practices at Chief Minister Department (CMD).

3.1 Task Analysis

During the course of the five weeks of my practical training, I have complete several types of responsibilities such as filing, recording data, data updating, filling the various form, meeting, performing clerical tasks, answering phone calls and so forth in order to achieve 5 star organizations. As for this chapter, I will highlight on the area of star rating as I found that star rating project as one of the most numerous tasks I had done in CMD. I choose star rating project as the area to be analyzed because in my opinion, CMD needs to improvise their achievement meaning that they need to do and maintain what have been written on paper. Star rating is the whole assessment for the organization which will be assessed by both internal and external bodies such as Malaysia Productivity Corporation (MPC) and Malaysian Administrative Modernization and Management Planning Unit (MAMPU).

3.2 Star Rating Implementation

3.2.1 Purposes

The purpose of Star Rating is as mechanism to evaluate and rate the performance of specific categories of Public Sector agencies. Our former Prime Minister has recommended the implementation of Star Rating in the Cabinet Meeting on 2 February 2005. Later on, the Special Cabinet Committee on the integrity of Government Management (JKKMKPK) Meeting chaired by our former Prime Minister agreed on the Star Rating implementation proposal which was on 1 December 2006.

On 8 February 2007, the Panel for Improving Public Administration (PANEL) Meeting has decided to implement the Star Rating for the purpose of rating the excellence of Government agencies towards improving public service delivery.

Based on the suggestion from the Secretary General and Head of Service Meeting on 22 January 2008 and also based on the observation from Malaysian Administrative Modernization and Management Planning Unit (MAMPU) Star Rating Inspectorate Team during the implementation of Star Rating evaluation.

MAMPU has taken steps to strengthen the ministry's Star Rating evaluation criteria for the year of 2008.

The 5- Star Rating was introduced by MAMPU for all Chief Minister's Offices throughout the country. The assessment is from the aspects of management and it will be reviewed every three years.

The Sarawak Chief Minister's Office has been awarded a 5- Star Rating by MAMPU. Sarawak was the first chief minister's offices in the country that had obtained the recognition apart from Pahang and Melaka.

3.2.2 Rational

The impact of the changes brought about by the globalization process is not limited to economic, social and political institutions of a country but a major impact on government administration and service delivery of public sector agencies. Reinforcement the country's institutional and implementation capacity is one of the main thrusts of the National Mission in order to boost national competitiveness

Globally, various international organizations issuing the rating report on the national competitive in accordance with certain areas. These include reports such as the World Competitiveness Yearbook (Institute for Management Development), Global Competitiveness Report (World Economic Forum) and the Annual Report Doing Business (World Bank). Findings based on the indicators used in these reports influence the decision of investors and traders in determining their preferred destination for investment and trade. The performance of the public administration machinery also affected a country's competitiveness ranking.

In line with this, the government agencies should strive to strengthen governance and service delivery systems, respectively. The Government has already introduced reinforcement in helping government agencies improve the performance of their service delivery. Rating based on Star Rating is an integrated mechanism to measure performance of government agencies towards creating a high-performance culture across the entire public sector.

3.2.3 Objectives

The main objectives on the implementation of Star Rating are as follows:

1. Assess and measure the performance of government agencies to ensure the delivery of public sector services are outstanding level.
2. Give recognition to the agencies that have demonstrated high standards of governance and continuously improve the quality of service.

3. Promote healthy competition among public sector agencies in the practice of organizational management and effective service delivery.

3.2.4 Evaluation Aspect

There are three component of 5 Star rating which is management, core service and customer management. Each of components has their own elements as shown as the following:-

3.2.4. A1 Organization Management

A1.1 Engineering processes and work procedures

A1.2 Excellent organization cultural

A1.3 Good relationship with the employer and other organization's employees

A1.4 Learning organization

A1.5 Risk management

A1.6 Result observer management

3.2.4. A2 Financial Management

A2.1 Duration of bill payment

A2.2 Financial and Account management

A2.3 Asset management

A2.4 Acquisition

A2.5 Spot check

A2.6 Result observer management

3.2.4. A3 Human Resource Management

A3.1 Fundamental/Strategy of HRM

A3.2 Management Panel of HRM

A3.3 Plan Replacement

A3.4 Recognition/Appreciation

A3.5 Supervision Values & Ethics

A3.6 Counseling Program/Motivation

A3.7 HR Information

3.2.4. A4 Project Development Management

A4.1 System Management, Monitoring & Assessment Project

A4.2 Committee Action Development/ Action Development, Committee Action

A4.3 The usage of system monitoring project II (SPP II)

3.2.4. A5 ICT Management

A5.1 ICT Management

A5.2 ICT Project Management

A5.3 Development and Implementation of ICT System

A5.4 Management and Admin ICT info-structure

A5.5 ICT Security Management

3.2.4. A6 Record Management

A6.1 Commitment of the Agency

A6.2 Implementation of the Programmed and Record Management Activity

A6.3 Termination of Record

3.2.5 Pathway of HRM toward Realizing the 5 Star Standards

3.2.4. A3 Human Resource is an important element in any department as it will determine effectiveness of the organizations performance. A good human resource management will help to achieve the organization objectives without any obstacles. In order to maintain the 5 Star Rating in UPSM, they have come out with many alternatives. Firstly, they focused on the element of Strategies of UPSM which mainly divided into 3 elements which are;

- I) Elements of Human Resource Strategic Plan
- II) The coverage of program and strategy based on HRSP
- III) Implementation of program or activity based on HRSP

3.2.6 Fundamental/ Strategy of HRM

Elements of Human Resource Strategic Plan The Sarawak Chief Minister Department use the Human Resource Management Plan 2011-2015 (HRMP2011-215) and SCS 10-20 Action Plan as their guide in order to achieve and maintain 5 Star Rating that they have achieved since year 2011. The HRMP 2011-2015 is based on the six thrust of the transformation strategies of CM Department which are;

I) Setting Up Strategic Goals

HRMP plays important roles in order for this department to achieve the vision, mission and goal of the department as the HRMP will be used as guidelines that need to be followed by the department.

II) Ensuring The Organization Competency

The capacity that exists in this organization must be enough so that all challenges that will be faced to achieve the mission, vision and goals can be handled and overcome systematically.

III) Managing Quality Worker

Creation of human capital with first class mentality will help the organization to achieve their target as this human capital will give 100% effort in delivering their work.

IV) Develop competency Worker

The development of good work ethic will lead to success as any task and responsibilities given to the staff can be completed efficiently.

V) Managing Performance, Recognition And Award

This can be created by implementing the performance management system so that the effectiveness and the efficiency of the workforce can be boost up and this will create a competitive environment among them.

VI) Development Of High Performance Working Culture

Maintaining good administration based on positive value and high performance work ethics will create a high performance working culture in the organization and this will enhance the productivity of the organization.

3.2.7 Program and Strategy Based on HR

There are programs and strategies that have been implemented based on the HRMP and it is divided into three elements;

- I) Recruitment
- II) Training
- III) Recognition

3.2.7.1 Recruitment

For recruitment, this department has their own specific method in searching top talent and to recruit them certain criteria must be considered such as the CGPA, psychometric evaluation, and presentation skills. In addition, there is also evaluation on the written examination conducted by this department in order to search for the best talent to fill any available position so that they can contribute to the department of the organization and it will help to achieve the vision, mission and goals of the organization.

3.2.7.2 Training

The training program is divided by this department to all the staff. Training program is important because it helps in providing skills and information to the staff. By attending training courses, it will help the staff to boost up their abilities and skills in performing their task and job. The training program that are provided such as;

- I) Strategic Leadership Training Program
- II) Government and Public Policy Exposure Program
- III) Professionalism Development Program
- IV) Self-Esteem Development Program
- V) Quality Management Initiative Program

3.2.7.3 Staff Recognition

Recognition is one of the ways to appreciate the employee that give their support and commitment to the organization. So, in Chief Minister's Department, they give the recognition to the staff by giving award. The implementation of the staff recognition is shown by giving the award "Pegawai Contoh" in Hari Perkhidmatan Awam. The recognition given to the staff will make them to become more proactive and competitive in delivering their works. Besides that, the recognition will also help to motivate the staff so that the productivity of the work can be uplifted.

3.2.8 Human Resource Development (HRD) Panel Management

Sarawak Chief Minister's Department is always committed to become a world class organization. That is why each policy and program is made to meet the human resource aspects that have been prescribed under reference of Human Resource Development Panel Management. Among the programs are recruitment, positioning, career development and training.

3.2.8.1 Human Resource Development (HRD) Panel Management Discussion Aspect

All aspect of Human Resource of Chief Minister's Department which is recruitment, positioning, career development, training, recognition and award are discussed in HRD Panel Management. There is small committee that will be responsible for the discussion aspect. They will conduct a meeting to discuss the aspect.

3.2.8.2 Implementation of Training Needs Analysis (TNA)

In the Chief Minister's Department, TNA has been done in a systematic ways whereby it involves whole committee in Chief Minister's Department. TNA has been done under the Competency for Career Development (CFCD) that has been introduced since 2011.

At the same time also, HRD Panel Management also take an action to compile the Competency Profiling for the whole employees of Chief Minister's Department. The purpose of Competency Profiling is to analyze the needs of TNA that will be use to improve the training and development program under CFCD.

3.2.8.3 Training Operation Plan (POL) Implementation Percentage

The implementation of POL is depends on the POL by year. On 2012, the total suggestion training program was 57 but the total implemented training program was 54. So, to calculate the percentage, the total of implemented training program will be dividing with the total suggestion training program and then times by 100%. The total percentage of POL for the year is 95%.

3.2.8.4 The Implementation of “7 Days Training Basis”

Sarawak State Civil Service do not adopt the “7 Days Training Basis” that required training atleast 7 days in a year for the employees. Chief Minister’s Department have their own ways in order to train their employees. Since 2012, Chief Minister’s Department adopt the “42 Hours Training Basis”. They focus more on hours than days. One days atleast 6 hours of training that need to be attend by the employees. 42 Hours Training Basis only be apply on 2013 based on Circular Perj. Bil. 16/2013 dated on August 1 2013.

3.2.8.5 POL Implementation Observation Mechanism

Each of Programme Proposal that have been received will be evaluate by Suggestion Evaluation Panel. After that, the Programme Proposal been recommended by the Review Panel, it must get approval from the Human Resource Management Director. Later on, each of the training program that has been approved shall be obtained the Service Order before the training program being implement. Each program that has been carried out must be accompanied by a training program evaluation report prepared by Centre for Modern Management (CMM).

3.2.8.6 Evaluation of the Level Competency before and after Attending Training

The Course Effectiveness Evaluation Form is used to evaluate staff competency levels before and after attending the training. Employees will attend courses required to complete the form. Meanwhile, the Supervisors are required to complete the form which is within three (3) months under the supervision of officers that returning from the course. In order to improve the level of competency of staff, the Chief Minister Department has introduced the Competency Profiling. This is to evaluate and close the competency gaps through training needs analysis. And today, the mentoring program is being implemented to improve the competence of work and achieve Individual Development Plan officials.

3.2.8.7 Implementation structures and mentoring programs

The Chief Minister Office has implemented the Mentoring programs. The implementation of this program was carried out in a systematic manner that based on Mentoring Programs Guidelines. The used in a mentoring mechanism is as a mentoring programs implementation guideline of State Civil Service, Implementation of flowchart, Mentor-mentee agreement, Mentee development plan and mentoring Log Book.

3.2.8.8 Range Level Mentoring Programs

In range level mentoring programs, the Chief Minister Office employee's that involved are the workforce who are less experienced in the tasks entrusted to them, whose performance needs to be improved, new employees, those workers who are newly promoted and new appointment. There are variety methods of mentoring, including mentoring in Group Mentoring and Peer Mentoring.

3.2.8.9 Assessment of Effectiveness of Mentoring Programs

The effectiveness of these programs is assessed through the log book. In the log book, the mentee is required to post reflections on the things that are discussed with the mentor. Next supervisor will review the entries in the log book. He later will come with comments or suggestions for the mentee's improvement.

3.2.9 Succession Planning

There are three aspect to be evaluate is the succession planning structure for strategic positioning, implementation of the nurturing leadership skill program and evaluation on the effectiveness of the nurturing leadership skill program.

For the succession planning structure for strategic positioning, state government used term of Continuity Planning to replace the Succession Planning as it has been stated through Sarawak Civil Service 2010/2020 (SCS) Action Plan. This term identify and develop Human Resource continuously to ensure they are ready for the main position. SCS 10/20 purpose is to be the World Class Civil Service, where in year 2011, SCS introduced the lab concept to gather the best ideas and thoughts on talent management. The outcomes and result from labs helped provide the journey of transformation with greater focus and drive. There are several processes in SCS Continuity Planning Model:-

- i. Identify the strategic position
- ii. Develop the Job Competency Profiling
- iii. Identify superior performance
- iv. Create Individual development program
- v. Implement Individual development program
- vi. Observe, Evaluate, Identify and Implementation

As for the implementation of the nurturing leadership skill program, the program is to develop and nurture the leadership for the strategic position that has been implemented. In year 2012, the are various program such as learning process, training, courses and seminar in order to maintain cooperation in national and international level. In UPSM, some of the officers have been sent to the activities or program where they need to be expose on the management and leadership skills. There are 15 strategic positions have been clarify at Chief Minister's Department where there are 2 State Secretary and 13 Director of each units. Besides, UPSM have their committee which is called as Search Committee. Their function is to recommend a qualified officer for the strategic position.

For the evaluation on the effectiveness of the nurturing leadership skill program, HRM perform the evaluation because every officer that has been joining the program will be given an evaluation form in order to identify the effectiveness of program.

As a conclusion, these three aspects must be followed in order to achieve 5 Star for the department.

3.2.10 Recognition/ Appreciation

Reward and recognition may help to boost both intrinsic and extrinsic motivation of personnel. Therefore, HRM take seriously the matter regarding reward and recognition toward those personnel. This is important to encourage the personnel to give their full commitment and dedication toward their duties and hence give better services toward the public.

There are specific guidelines for HRM to give reward and recognition toward their staff or personnel. For example, the official ceremony which were held at Kota Samarahan Civic Centre last Monday and Tuesday dated 26th August 2013 and 27th August 2013 to give rewards and recognition to those whom eligible and are selected to receive the awards. These including those personnel that have give their best effort in providing services to the public as well as their job duties. Specific guideline such as the usage of Article 60 Public Service General Order 1996 and public service progress circular 2002.

Anugerah Kebesaran Negeri such as Satria Bintang Sarawak will give the person the title of Pehin Sri. Meanwhile Panglima Negara Bintang Sarawak will give the person title of Dato' Sri. Public servant that have been in the service for 25 years will be entitled for Service Loyalty Medal which eventually will help the receiver to becoming more productive as he/she have been appreciated. For those whom didn't receive any medal, the personnel are given the certificate as appreciation.

Recognition including celebration of birthday party as well as the welcoming and farewell party for the personnel. This is to ensure that every staff was appreciated fairly without the concern of their ranking and status. Motivation can be cultivated if the department know how to show much of their empathy toward their own personnel. Productivity and quality of work may be uplifted if the personnel felt that they are appreciated by their department and this will lead to the increment of quality of services.

3.2.11 Supervision Values & Ethics

According to online oxford dictionaries, values refer to principles or standards of behavior; one's judgment of what is important in life. Meanwhile, ethics refer to moral principles that govern a person's behavior or while conducting an activity. In order to successfully achieve the five star rating, there are two programmed that been highlighted to be evaluated which is PIO and JKTUJKM.

PIO refer to "*Pelan Integriti Organisasi*" (PIO) or in English, Organizational Integrity Plan. This program is implemented in the year 2012 and it covers a period of time until 2016. Chief Ministry Department anchored Integrity, Good and Caring, Professionalism, Accountability and Instant Action, Teamwork and Achievement Oriented. Several programs have been implemented to achieve each of the goals outlined in the PIO. Thus, the review and implementation status can be monitored from time to time.

While, JKTUJKM refer to Integrity Governance Committee Chief Minister was founded in 2011. Thus, the existence of Organizational Integrity Plan (PIO) and Integrity Governance Committee Chief Minister (JKTUJKM) will be able to ensure excellent quality workforce and integrity.

The supervision of values and ethics in every management is important because emphasizes values and ethics and integrity at the human resource department itself and chief minister department as a whole. In addition, it will ensure a highly conducive working environment hence integrity in the administration can be achieved if public officials prioritize discipline and ethics in performing their duties. This meant not only to avoid any distortion but also protect the image and reputation of Chief Minister Department.

3.2.12 Counseling Program

Chief Minister always takes proactive action to help citizens in need of counseling. Through motivation and counseling, public servants will always be guided to improve productivity and performance. For officers who are delinquent, including those with low performance and not committed to his duties and responsibilities, counseling can help change their attitudes to be more positive.

Human Resource Management Unit has been dealing with Psychology Management Division, Public Service Department to obtain a qualified psychologist officer. Placement in the Human Resource Management unit is to manage matters related to psychology programs in the State Civil Service. Existing officer has been appointed as part-time to handle cases of counseling if needed.

In 2012, the Human Resource Management Unit conducted several program to reactivate the Personnel Supporting Programs with mentoring and counseling programs. Some of the programs include counseling and mentoring workshop was held for officials in the Chief Minister's Department and other agencies in the State Public Service. Structured mentoring sessions have been implemented

For long term planning, State Civil Service use psychological test. Human Resource Management has taken the initiative to provide training to internal officials through workshops which is in-house training with the cooperation of Psychology, PSD.

Accordingly, the psychometric tests were conducted for new hires in 2012. Outstanding Characterization Indicators (API) is used to identify candidate personality traits, and Index of Career Guidance (IBK) to adjust the placement of the candidate based on the candidate's career tendencies

3.2.13 Human Resource Information

HR information is one of aspect that needs to be evaluated in order to archiving 5 star rating. There are 2 important of updating HR information. First it is, for personal information and secondly is for profile of agencies. By having that information, the government can know with whom they work, what their background, position and so forth. The information re updated in IMPIAN and HERMIS which to ensure the plan can done smoothly and the out coming result is according to the plan. IMPIAN is stand for Integrated Management Information System while HRMIS stand for Human Resource Management Information System.

There are two aspects in hr information that need to be evaluated. First thing is the level of updating information in agency staff service book. So far, the level of updating information in agency staff service book is 91.08 %. HR adopted the method in Guideline to Managing the Agency Service Book of Government which helps and ensures the information are completed and standardize.

Second aspect is the percentage of human resource information updated in HRMIS. There are three information needed updated in HRMIS. There are profile of service, personal record and asset declaration. For profile of service, 99.24% information updated. The information of personal record is 97.54% while for the asset declaration is 91.86%. HR needs to fulfill that evaluation in order to achieve world class civil service.

CHAPTER 4

RECOMMENDATIONS

4.0 Introduction

This chapter highlights the strength and weaknesses of job or task assigned during training as discussed in chapter three that is Star Rating. Furthermore, this chapter also will provide solution for improvement in the future. Based on my internship at CMD, the Star Rating implementation seems to have many rooms for improvement. Both organization and employees show their dedication to improve their work quality in delivering services to the public by trying their best to follow what have been outlined in the Star Rating evaluation criteria. Employees are willing to adjust and adapt themselves by learning new things and improvise old things in order to make the Star Rating implementation become a culture and they are trying to maintain the 5 star that have been awarded to the organization where they are working.

4.1 Strengths Of Star Rating Implementation At CMD

When we are talking about the strength of the star rating implementation, there are plenty strength that can be identified. Amongst the strengths are, promotes continuous improvement of quality, promotes healthy competition among public sector agencies of organizational management and effective service delivery, assess and measure the performance of government agencies to ensure the delivery of public sector services at outstanding level, reflect employees intrinsic and extrinsic motivations, and lastly offer comprehensive working environment.

First strength of star rating implementation is to promote continuous improvement of quality. Having a good quality of service will create a reputable image of one particular organization and this is the same as what CMD will receive from the public. People are talking about service quality that government body possess and the CMD are ready to show to the public that they are the role model of state government body that really have the quality both in the service and the quality of their work. Continuous improvement is a long process and it need more space for research in order for the

organization cope up with rapid change of globalization. Quality in term of service is what government agencies always seeks for, this is important for the government to serve the public with the quality improvement from time to time so that the public feel that taxes collected from them were being spent wisely by the government.

Second strength of star rating implementation is it promotes healthy competition among public sector agencies of organizational management and effective service delivery. Healthy competition is where the agencies try to compete with each other but with the best mean to serve the public. Organizations with a big layer of administrative form need to be managed properly to avoid overlapping of task that will contribute to the both wastage of time and money for the government in their administrative sections. By applying the ideas of star rating, it will enable the government to reduce the cost where it is possible and in return, the government will get more but with lesser effort in their administrative unit. For example, proper filing system is implemented to support the star rating implementation in the government department or agencies in this country and this will help the government to keep their existing offices neat and tidy by eliminating documents or files which is unnecessary in the office itself to make up and save some space for the future. In the other hand, this will further lead to increment of service quality as the government agencies will have the best possible means to keep the files safely and it is easy for them to find the files when its need to be reviewed. Please take note that there are several ways of filing system that can be implemented in order to help the organization especially the government department to keep the files safe and easy to be assessed when they need the file. Star rating implementation will give a differentiation in term of the effectiveness of the service delivery as star rating will only focus to the sectors or area that can be considered as part of blue ocean strategy. They will create an area that is not being used by other government department but is proven with the reliability and quality its offer for the organization that applying the ideas.

Third strength of star rating is assessing and measuring the performance of government agencies to ensure the delivery of public sector services at outstanding level. This evaluation is almost the same of what luxury hotel received because star rating will then evaluate the involved public agencies to ensure the organization deliver

the quality service to the public and not mainly to get the glamorous title only. For additional information, not all of the government agencies dare to take the challenges to implementing the star rating program and Chief Minister Department is one of the agencies that take the challenge and implement the transformation for the benefits of the organization, public, and as well as the future generation of Sarawak people. Achieving the 5 Star title organization is rather easier than maintaining the title. All obsolete organizations settings were improved which is to emphasize on the effectiveness and efficiencies of process and procedures. This will further lead to a better and outstanding performance of the government agencies to deliver their service to the public as all the lacking is then improvised to ensure the public receiving their best service from the government.

Fourth strength of star rating implementation is to reflect employee intrinsic and extrinsic motivations. Level of motivation can affect the performance level of employee in one particular organization and this will extended to both public and private organization. Since the Chief Minister Department is a public department, employees should be motivated so that they can perform their task and services to the public at the peak level. Employee who is productive is always better than employees that only stick to the organization just because of the reason that leaving the organization is too costly, thereby they stick to the organization but did not give their full commitment to their work which is to serve the organization as well as the public. The blame is not only to the employee if the employee did not give their full commitment toward their work, and this is where it is the responsibility of the employer itself by taking corrective action to further motivate their employee to perform better at workplace. Star rating implementation assists the government department or agencies to make the government agencies are a better workplace for the people by defining what should be improved for the human capacity development. This includes the training for skill development as well as the opportunity for the personnel to pursue their education in the related field to help for their promotion in the organization. Human Resource Unit in Chief Minister Department redefining their policy to improve their employee skill by sending their employee for the relevant training. Each of the employees is expected to receive 42 hours of training to ensure that they are competent enough in the task and this is to further give them the

courage to perform their work in full of confidence. Low confident level will make the employee to have low motivation as they unsure of what they are doing and how to do it properly until they have received their training. That is why the training is one of the ways to enhance the employee motivation levels.

Lastly, strength of star rating implementation is to offer comprehensive working environment in the public organization. Comprehensive working environment is important for the employee so that they can perform their task and deliver it in the most efficient manner. Star rating implementation will help the organization to make estimation toward their expenses as the organization is required to provide necessary things for their employee to perform their task. Complete tools for the employee will enable the employee to enjoy the comprehensiveness of an office and this will motivate them to complete their duty to both organization as well as the public. In addition, comprehensiveness is not solely measured by the office equipment but it also includes the safety of the employee. In order to have a safe working environment, the organization should always inspect the building and perform maintenance regularly. As star rating is comprehensive in term of the evaluation aspect, 5 star organizations such as Chief Minister Department that consist of 23 level of office should possess the best security system as well as the comprehensiveness of the office so that employee as hassle free when they come to their workplace.

4.2 Weaknesses of Star Rating Implementation at CMD

Star Rating implementations in the Chief Minister Department have fewer weaknesses and it is hard for me to identify the defect clearly until detail study have been conducted regarding the star rating implementation. Although the organization have been rated as 5 star organization, there are some tiny defect have been detected, and these can be considered as the weaknesses of the star rating implementation in the Chief Minister Department. Those weaknesses are employee lack of compliance with the star rating evaluation, obsolete technology, and training weakness.

First weakness of star rating implementation is it employee lack of compliance with the star rating implementation. Star rating implementation is considered as one of the biggest and drastic effort by the government in order to transform the public organization to become better and organized which focusing on the processes effectiveness and efficiency. All other small detail such as filing system and 5s culture that help to realize 5 stars organization should be maintained as such the organization is proven its effectiveness and efficiency. Unfortunately, the employee in Chief Minister Department failed to comply with the star rating evaluation aspect by which to fully adapt the star rating culture in their workplace. As per evaluation, then only they started to show that they are 5 stars organization, and after that, they are rolling back to the old organization which is totally different from the star rated organization. For example, filing system for the organization should be done properly by the organization, and it is important for the organization to change the files cover from the obsolete style toward more efficient filing system and more importantly it is compliance with the standard filing system for the whole government department. Yet, the files cover were not fully changed, and employee did not take this matter seriously as they bother less with the numbers of the files that they need to work on. Meanwhile for the 5s, which is to make office environment more organized and tidy is not being practiced very well. The Human Resource Unit, the place I was attached during my practical training show that the employee did not take much effort to make their own desk tidy. Papers and other files was scattered on the table. The 5s were not being followed by the employee. Only the day before the evaluation, then the employee gets things done properly and this

indicate that the 5s were not being fully practiced by the employee. This incompliance culture seems to be only on papers and not being well practiced daily by the employees.

Second weakness of the star rating implementation in the Chief Minister Department, Human Resource Unit is the obsolete technology that they used in the office. In the office, technology means the tools provided by the employer for its employees to get the job done. Yes, the employer did provide the technology for their employees to get the job done but how does it feel when the technology is long used for the last ten years and still being used up until now. For example, the computers that have been used are far more outdated and it should have been replaced with the newer version computer. This may contribute to both lack of effectiveness and efficiency as the employee were not being exposed to the newer version of computer even though they are in the lowest position in the office. The old version of computer is aging up and it should be replaced with newer version of computer when it starts to show problem such as unable to start and lagging in the start up. This is important as the management can cut off or minimize the maintenance cost for repairing the problematic computer due to its age. Star rating implementation concern much on the effectiveness and efficiency, so the technology should be replaced to adhere to the star rating implementation as well as to enable the employee to work in the most effective manner with the aids of the technology.

Lastly, the third weakness of star rating implementation in the Chief Minister Department is term of the training. Even though the human resource unit in the Chief Minister Department has define that all employee from various group of management should undergone at least 42 hours of training, it seems to fail to develop the skills of the employees especially in term of the clerical skills while using the computer. For example, the employee getting a little bit slower when they are doing their work when they are using the computer, and they did not learn on how to operate the Microsoft Office software properly when they are opted to perform the editing their task. This problem should be fixed by the organization as a whole in order for the employee to enjoy the benefits of upgrading their own skills so that they can operate the computer and use the software inside the computer properly.

4.3 Recommendation

First recommendation that I suggest is that the Human Resource Management unit in the Chief Minister Department should give a proper and ample time for their employee to undergo computer clerical training. Some of the employee seems to have problem in term of their skills in handling their office task which includes preparing their own desk files. This may lower down their self confidence when they are opted to prepare other tasks which involve Microsoft Office usage as they have lack of knowledge while using the software. Even some of the senior employees have difficulties in operating the computer especially while using the Microsoft Office software. Their job performance may be affected if they failed to do their task as all task is limited to the time frame and it is crucial for the employee to master necessary computing skills in order to catch up with the time frame provided by their superior. The 42 hours training should be revised as it is necessary for the employee to receive appropriate and ample training to become more competitive when handling the public complaints and inquiries. Complaint and inquiries can be processed easily when the employee is familiar with certain software involved in their task and they can reduce the reaction time to solve the complaints and inquiries. Better reaction time will show a true image of a 5 star organization; hence the Human Resource Management unit in Chief Minister Department should be aware of the consequences if they failed to give appropriate and ample time of training for their respective employees to avoid inefficiencies to give responses towards complaints and inquiries.

Second recommendation is in term of the technology such as computers in the office. It is better for every employee to get used to the latest advancement of the technology as they need to be exposed to that kind of things to prove that they are being appreciated by the organizations and the unit where they are attached. From what I have observed, some of the employee still using old type of computer and sometime not functioning very well if compared to the newer version of available computer in the market. The older version of computer that have been used more than 10 years time should be disposed and replaced with newer version of computer. This can be considered as obsolete technologies and need replacement as it would become inefficient for the employee to use this kind of computer in spite of the modernization and globalization arousing around us nowadays. New version computer for sure will offer better functions and ability to the users and it is fair enough for the organization to provide what is better for their employee to perform their daily task. I believe that star rating implementation concern much about the response time for the employee to react toward their task and this will become a problem if the technology itself failed to help the employee to achieve the required time to show the efficiencies. Time will tell everything and a split second will change everything, computers that come with greater processor and random access memory which is only available for the newer version of computer will help much of the time limitation. For a better tomorrow, the obsolete computers should be disposed and replaced with a newer version of computer to avoid the inefficiencies of the employee to perform their tasks. Furthermore, I notice some of the computer did not come with proper software such as Microsoft Office which is necessary for every computer to have this software to be installed. For example, computer used by one of the employee in my section still using open office software in order to perform her clerical work. This may become a disadvantage for her to perform her task effectively as open office software offer less ability for editing document and its interface are more complicated to be used if compared to the Microsoft Office software which is more user friendly. I have try to use this software to experience the hardness in performing clerical task as I help that employee when she need assistance in editing her desk file.

Third recommendation, I would like to propose star rating implementation to become a culture and not for evaluation purpose only. I notice some of the feature such as 5s and filing system to support star rating implementation was not being fully exercised and become a culture. They only get ready when the auditor give the date to inspect them to ensure that the organization is following what have been outlined in the evaluation criteria. For instance, the 5s system was not fully implemented as the tidiness of the office was not good as being expected. Some of the employee desk was crowded with files and stationery which they did not take 5s seriously into their considerations. This will increase the chances for the important document and other important files to be misplaced due to the untidy table conditions. In addition, it would become stressful for the employee itself to have a conducive working environment when they did not organized their own things appropriately as all unnecessary things should not be put on the working table. For the filing system, the employee should start working on the files by changing its cover and labeling to comply with the standard filing procedure. From my observation, there are some files that have been taken out from the filing rooms which is the personnel file is not be placed accordingly to the specified place. The organization especially the Human Resource Management unit will facing a greater responsibility if they misplaced the personnel files as they are keeping state level personnel files. Any misplaced files will cause a headache for the Human Resource Management unit as they need to browse through more than 15 thousand files in the filing rooms. Hence, the star rating implementation should become a culture as it is good to have this culture to be maintained all the time for the benefits of both organization and its internal subsystem. By cultivating the acquired culture to support the star rating implementations, all things should have been running smoothly as the star rating implementation concern much regarding the effectiveness and efficiencies of the organization and its internal subsystem, to become a highly competitive organization that can serve their customer at a peak level at all time.

CHAPTER 5

CONCLUSION

5.0 Introduction

This internship was very fruitful to 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. Below are the conclusions that I've made during my internship.

5.1 Chapter 1

During my internship, I later learn that the Sarawak Chief Minister Department has several units distributed accordingly at every level in the building. That will include Information Technology Unit, State Security Unit, Implementation and Coordination Unit, Human Resource Management Unit, and others. This building was headed by the Chief Minister himself, assisted by his secretary, Datuk Amar Abdul Ghani Morshidi. The Chief Minister Department has 22 levels, and each of the level have their own specific task that they need to perform and report to the Chief Minister, Pehin Sri Abdul Taib Mahmud.

Meanwhile every unit has their own director whom will together manage the state thoroughly under one roof. I was attached in the Human Resource Management Unit which is headed by our director, Dr Razali Abon. Mr. Desmond Douglas Jerukan was my supervisor, and he delegates to us our task for me and other intern. We have been instructed to complete the Star Rating Implementation project as our main task in the organization. Other than that, there are other tasks that have been given to us so that we can learn as much as possible from the organization in the limited time frame. This will include the filing, as well as the event management and all of this really tests our team cohesion and leadership as if it was not be handle properly, quarrel and misunderstanding will arise and break us apart from one productive team.

5.2 Chapter 2

Chapter two describe the tasks that have been done in the organization where I have been undergone my internship. This chapter summarize all the important thing that have been learn and have been practiced during the internship program and the data from the log book is the main source that we need to refer in order to complete the chapter two.

For the first time ever I was enrolled in the office task and it was a very valuable experience to be shared to anyone. I never expect that little things in the office could result in big differences especially in the big organization such as Chief Minister Department. Our supervisor in the Chief Minister Department give to us the project title the star rating implementation and he expected us to complete the project in within the time frame and it is required to be presented to the visiting lecturer at the end of our internship. Other than learning the star rating implementation, I and my group also be exposed to the real working environment whereas I was separated from the rest of the team mates. Being a group leader during the internship was nothing extraordinaire, but it sure improves my confidence level when handling my own colleague in order to complete our project. I am sure that I was not that good in coordinating task as it was my first time of handling such project in the public department.

Gaining new knowledge and skills in the internship place is what we are seeking for. This is important as it could help us to be prepared with the real working environment later on after we have finished our study. That is why we are given the opportunity to spend our time to learn the things from the lower level supporting staff in the organization as well as the procedure of getting the job done. Ranging from photo copying, answering phone calls, prepare a letter, and dispatching letter are among the task that have been exposed to me. Now, with the little knowledge that I have learn in the Chief Minister Department, I have the confidence and preparation toward the career life later on.

Helping and assisting the staff within the department is the best part because we could further enhance our learning capabilities in the real world and not fully depending

on the learning of the theories in the classroom only. Some of the things could be applied and some might not be able to be applied in the real working environment and all the thing that we learn in the classroom can be applied when there is the necessary toward the changes. This is important because we are living in the society and all other sensitivity should not be raised as it could spark the hatred from other people. Changes are made necessary, but the changes need to be implemented accordingly stage by stage to avoid the stress thus lead to burnout among the employee.

5.3 Chapter 3

Chapter three determine what have been given to us during our internship is related with the theories that we learn in the classroom. This will further enhance our knowledge as we actually practiced what have been taught in the classroom by implementing it in the real world. For our project which is the star rating implementation in the Chief Minister Department, I have learn that this start rating implementation have a very close relationship with the Total Quality Management subject. Total quality management subject concerning on the ways of thing get done properly by one particular organization and the star rating implementation as been proposed by MAMPU give the same effect of which concerning on how things in the public offices is done properly to avoid wastage of both resources as well as the time.

Star rating implementation measure the organization performance to ensure that the Chief Minister Department can deliver a world class service for their customer inside and outside of the organization. This will ensure that the organization is doing the right things in the right time accordingly with the appropriate manner of getting the job done especially when they are serving the public. All the unnecessary processes was removed to avoid high bureaucracy redundant and this will reduce the cost where it is needed because the less bureaucracy redundancy could be avoided, it will indicate less waiting time for the result, and less monetary resources were involved. Total quality management is the practice that allows an organization to operate efficiently and effectively by removing unnecessary processes and procedure. In addition, total quality management also can be linked with the lean management which has been introduced by the Japan largest automotive company, Toyota. Lean management in Toyota is the practice of which the good management of the resources as the pile up of the automotive spare part will then increase the rate of the resources usage because more rooms is needed to store up the spare part that have been produced and more wastage will be created if the spare part cannot be used due to its age and defect while keeping it in the store.

5.4 Chapter 4

Every thing that we perform or do may have its lackness and we cannot expect everything is perfect. Same goes to a large organization such as Chief Minister Department as they are facing the same problem which is yet imperfect. In this subtopic, I will discuss on strength and weaknesses as well as recommendation of the star rating implementation in the Chief Minister Department.

Star rating implementation itself is perfect fits for the organization that concern on the long prosperity. People outside the organization may fail to observe the benefits of the star rating implementation, but the star rating for sure have improves the capacity as well as the management capability. The organization also tend to deliver better service to the public because they adhere to the process of getting the job done in the most effective and efficient manner. So, they can reduce the waiting time in dealing with the public and this will show their effectiveness in handling the public. Other than that, the star rating implementation also emphasizes on the uplifting the organizational performance and give outstanding level of service to the public. This is to ensure that the organization is highly competitive and are able to produce productive employee. In addition, star rating implementation also includes the employee intrinsic and extrinsic motivation by emphasizing on the reward and recognition. This is due to the fact that people will perform better if they feel that they are being appreciated by the others.

The weakness of the star rating is where the good culture of the star rating implementation is not well maintained by the employee inside the organization. The filing system and the 5s concept were not being properly adapted by the employee. This is the main problem of the people when they are only acting toward the achieving the goals of the star rated organization but don't have any effort to maintained it properly. It almost the same as they just doing it just for the evaluation purpose only and not fully adhere to the star rating culture which is expected to become the culture of the public organization. Moreover, not the entire employee were provided with the newer version of computer and this might affect their own job performance as they are still using the outdated or obsolete technology in their workplace. The responsibility is not only for the employee to maintain their best work performance, but also the employer responsibility

to ensure that their employee receive the best tools that they need in order for their employee to perform their best at the workplace. For training that the employee received, the time provided may be less efficient as the senior employees seem to have a little problem with the computer based clerical skills. The human resource unit should revise the training hour for the senior employee as they are not the group that familiar with the advancement of technology especially when dealing with the editing the file in the computer.

For the recommendation, I proposed that the organization to improvised the training hours for their employee. This is important for the employee itself to possess better skills in order for the employee performing their job and this will then motivate the employee to have a better effort toward their job because they will know how exactly thing should be done in the first place. Other than that, all the obsolete technology should have been disposed and replaced with the latest technology in order to help the employee to have better ability in handling the office equipment as well as while they are commence their duty. The outdated computer should be replaced as the computer might cause problem due to its age and might affect the employee performance that are using the computer.

Appendix



Figure 1: Mr. Zawawi assisting on filing process



Figure 2: Filing Process

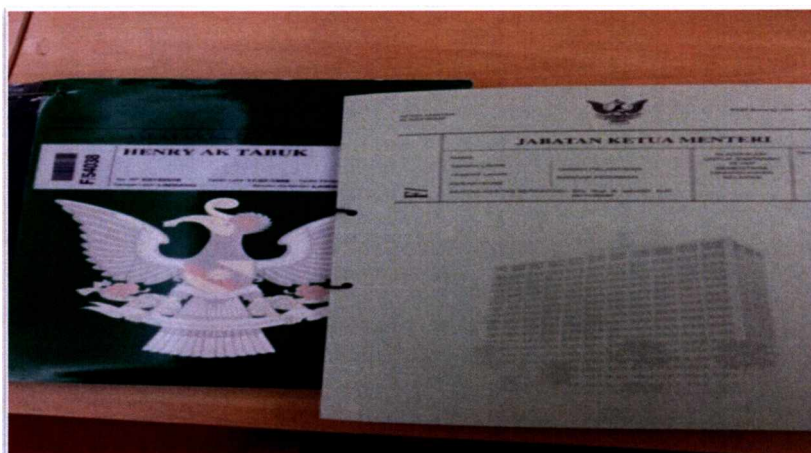


Figure 2: The old and new file cover



Figure 4: Bilik Gerakan



Figure 5: Meeting with Dr. Razali Abon (UPSM Director)



Figure 6: "Majlis Pingat Setia" briefing



Figure 7: Star Rating's mock presentation

