UNIVERSITI TEKNOLOGI MARA

FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDIES

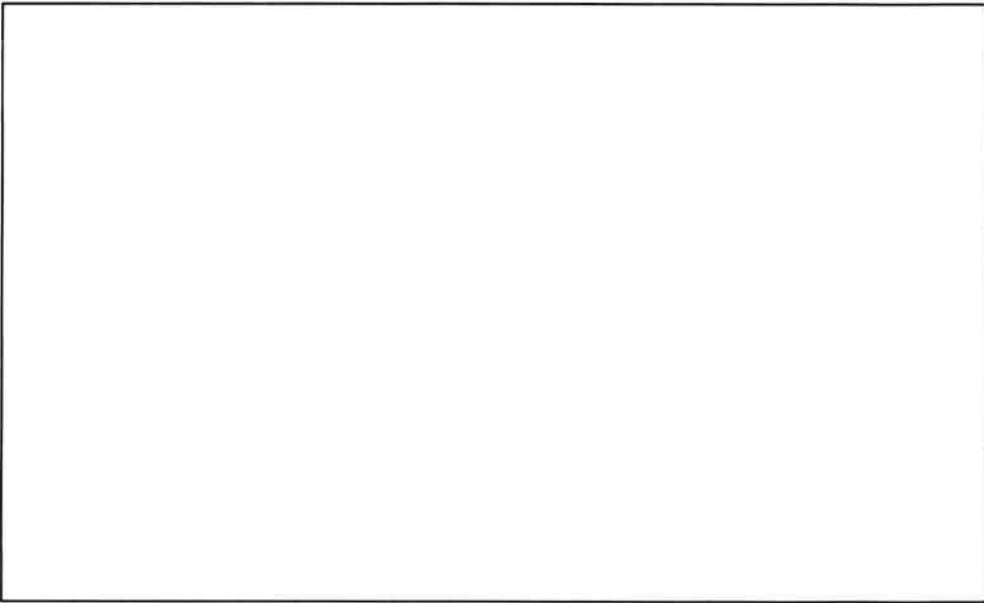## BACHELOR OF ADMINISTRATIVE SCIENCE (HONS.)

PRACTICAL TRAINING REPORT

MIRI CITY COUNCIL

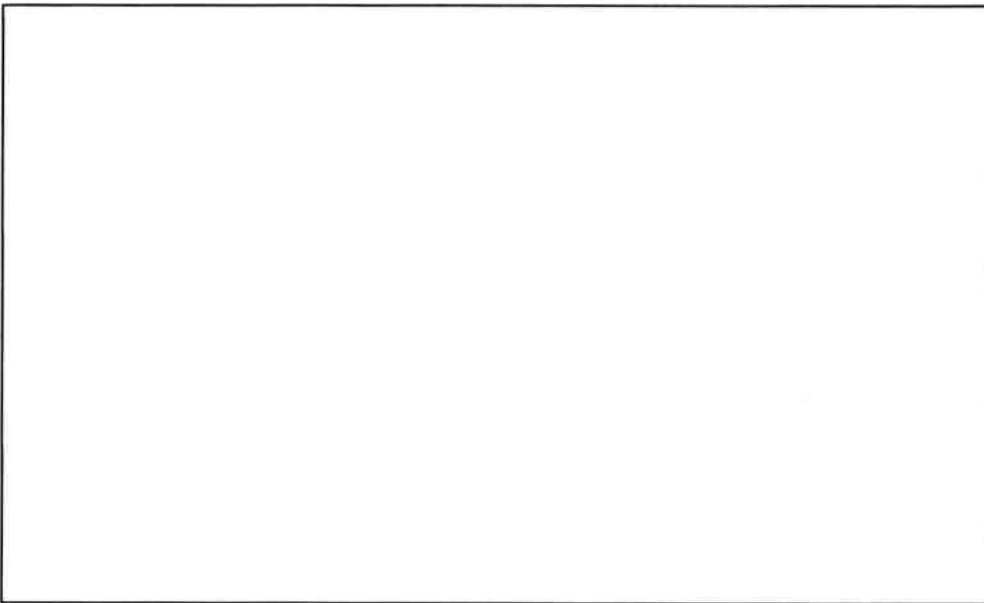"5S PRACTICE"

NAME OF STUDENT:

VALARIE AREN MERING

2010312899

SUPERVISOR:

MISS SHARON PEARL ANAK HENRY SHERUB

JANUARY 2013

Supervisor's Comments

Moderator's Comments

CLEARANCE FOR SUBMISSION OF THE PRACTICAL REPORT BY THE SUPERVISOR

Miss Sharon Pearl Henry Sherub

I have reviewed the final and complete practical training report and approve the submission of this report for evaluation.

_____

(Signature)

Date:

Acknowledgement

First of all, I would like to thank God for giving strength, intellectual and health to finish this practical report until it is successfully done. Not forgotten our family members for providing everything such as advice, financial support and everything that is needed to complete this practical report. They also supported me and encouraged me to complete this task so that I will be successful in my own endeavour.

I also would like to thank my supervisor for this practical report, Miss Sharon Pearl for guiding me throughout this practical report. And thanks to my host supervisor in Miri City Council, Mdm Roseni for guiding me during my internship training attachment to the Miri City Council. Their endurance, understanding and relentless guidance have accompanied me until I manage to complete the entire task required.

Last but not least, our friends and fellow council colleague who are willing to share their ideas, information and given me a lot of support and encouragement in completing this report.

Declaration

I hereby declared that the work contained in this practical training report is my own except those which have been duly identified and acknowledged. If I was later found to have committed plagiarism or other forms of academic dishonesty, action can be taken against me under the Academic Regulations of UiTM.

Table of Contents

Chapter 1:
Introduction of Organization

Chapter 1

Introduction of Organization

1.1   Background of Miri City Council

Miri City Council which under Ministry of Environment and Public Health (KASKA) is the main organization in managing the development of Miri city. Its jurisdiction area is about 997.43 sq. km. The responsibility of council has become more important when Miri was recognized as a city on 20th May 2005.

The main function of theMiri City Council is providing public services as well as managing events and affairs of Miri City. Services provided by Miri City Council includes rubbish collecting, providing street lighting, maintenance of roads and drains, managing the disposal and conservancy system, collecting of assessment rates, bills and others which are under the authority of theMiri City Council.

In term of achievement, Miri City Council won the award at the national level in beautiful landscape category competition. Miri City attracts visitors from all over the world. This brings income to prosper the economy of Miri.

Miri City Council is located at the centre of Miri City on Jalan Kingsway. TheMiri City building is in the middle of Miri Residential Office building and Miri Police Station building.
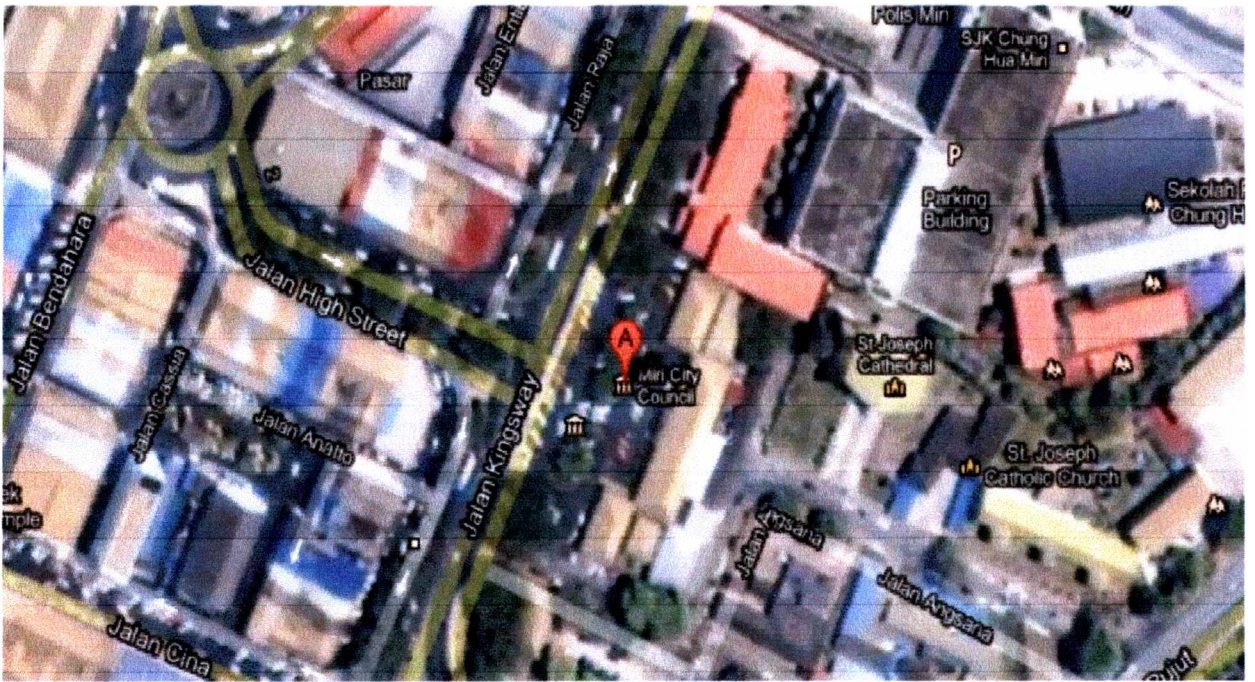
Figure1.1: Location map to Miri City Council.

(DigitalGlobe, GeoEye Map data@2012 Google Map)

1.2   History of Miri City Council

The establishment of the Council was in 1933, where the Miri Municipal Board was established following the enactment of the Municipal Order No. M-7, 1933. The Board consisted of the Resident, 4th Division as Chairman, together with the Municipal Officer and a few community leaders as members. It continued to function up to December, 1941 when it was disrupted by Japanese Occupation until 1945.

On 1st January, 1956 the Miri Municipal Board was reconstituted and became the Miri Urban District Council, financially self-supporting and managing its own local affairs. The Council consisted of 17 nominated members.

In December, 1960 a Council's general election was held for the first time in Miri. The fully elected Council constituted under the Local Authority (Miri District Council) Order 1960, began functioning on 9th January, 1961. Under the new constitution, the Council was changed from the Urban District Council to the status of a District Council in order to meet the requirements of new development in the field of local government, and with the object of extending its boundaries to include the whole of the Miri administrative sub-district. The Council consisted of 18 elected members. The Divisional Engineer, the Superintendent of Lands and Surveys, the Divisional Medical Officer, the Divisional Education Officer and the Superintendent of Police were advisers to the Council.(Miri City Council, 2012)

The second Council's general election was held in May/June, 1963. The district was divided into 14 electoral wards with 19 members. Five of the 19 members were elected to the Divisional Advisory Council. The Council area of jurisdiction was then 337 square miles, with a population of 24,049. (Based on the 1960 Census Report)

Due to the restructuring of local authorities in the State in 1981, the Miri District Council was upgraded into a Municipality and the new Councilors were sworn in on 6th November, 1981. The newly restructured Miri Municipal Council consisted of a Chairman, a Deputy Chairman and 24 Councillors, all of whom were nominated.

The Miri City Deputy Mayor since 1984 are:

Y.B Dato Seri Peter Chin FahKui

1984 – 1987

Tan Sri Dr George Chan Ho Nam

1987 – 1994

Datuk Wee Han Wen

1994 – 2009

Yg.BhgEncik Lawrence Lai Yew Soon

2009 – Current

1.3   Chronology of Miri City Council

- Miri Municipal Board (1933 - 1955)
- Miri Urban District Council (1956 - 1960)
- Miri District Council (1961 - 1980)
- Miri Municipal Council (6/11/1981 - 19/5/2005)
- Miri City Council (20/5/2005 - Present)

1.4   Miri City Council Vision and Mission Statement

Vision of Miri City Council is to be "A Vibrant and Green Resort City". The mission statement of Miri City Council is "We are committed to manage Council's resources efficiently and deliver quality services to the People". The Quality Policy of Miri City Council which is "To become an efficient local authority in quality services."

1.5   Miri City Council's Client Charter

The client charters of Miri City Council are:

- Pledge to provide basic services and facilities to the areas within the city
- Pledge to be courteous, efficient and responsible in providing services
- Pledge to respond to any enquiry, application of complaint within 7 working days
- Pledge to provide the community with a clean, beautiful and healthy environment.

1.6   Miri City Council Emblems

Figure 1.6: Miri City Council Logo(Miri City Council, 2012)

Blue	Is the official colour of the council
Yacht	Symbolizes Miri's status as a resort city
Oil Drop	Traces the humble beginning of Miri that started with the discovery of oil
Periwinkle	The official flower of Miri
Sea horse	The mascot of Miri
Grand Old Lady	Relates the history of the oil industry in Miri.
PustakaMiri	Symbolizes educational and IT excellence
Buildings	Represent housing and industries that are experiencing rapid development
Golf	Symbolizes sports and recreation

1.7 Objectives of Miri City Council

The objectives of Miri City Council are:

- To deliver reliable and efficient municipal services through competent and committed workforce.

- To provide and upkeep infrastructure, public amenities and facilities through strategic and systematic planning.

- To ensure orderly development of the building industry through enforcement of enacted legislations.

- To promote and safeguard public health through enhancement of environmental sanitation and personal hygiene.

- To strive for financial self-reliance by prudent financial management.

- To beautify the environment by providing more parks and greens.

- To complement efforts in preserving the environment through exercising environmental control.

- To instill and promote harmonies relationship between the Council and the Community through interactive activities.

1.8   Organization Chart of Miri City Council
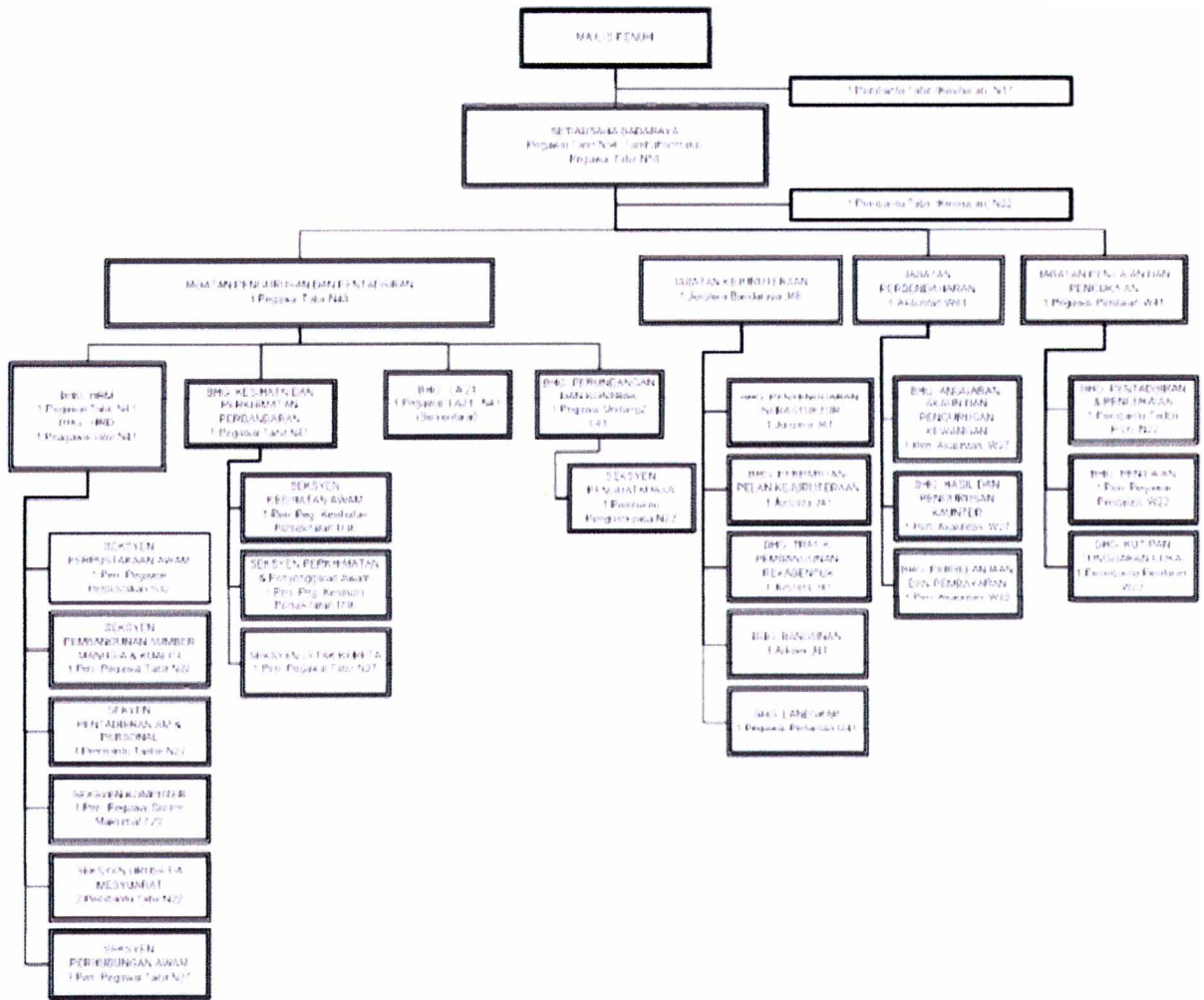
Figure 1.8: Miri City Council Organization
Chart(http://www.miricouncil.gov.my/modules/web/page)

1.9 Departments of Miry City Council

Miri City Council consists of 13 departments and each department carries specific task and functions for the efficiency of council's daily work and for the betterment of Miridevelopment and the people.

Department	Functions of department
Administration Department	Responsible for the administration matters of the Council, including the planning and coordination, recruitment of Council staff as well as providing a meeting secretariat, supervise and coordinating the computer system and ICT.
Engineering Department	Responsible for matters on buildings and building plans, construction and maintenance of roads and drains, maintenance of street lighting, regulation of traffic light systems and properties of the Council including office buildings and staff quarters. All development projects are undertaken by this department. It also runs a workshop which looks after a fleet of Council's vehicles and machinery
Treasury Department	Responsible for all financial and accounting matters.
Rating And Valuation Department	Responsible for the referencing of properties and the collection of assessment rates.
Public Cleansing and Maintenance Section	Responsible for public cleansing and dislodging, public toilets, poor burial, removal and disposal of refuse, control of unlicensed dogs and stray animals.
Landscaping Division	Responsible for landscaping and town beautification works as well as the maintenance of parks, children playgrounds and recreational areas. Matters on booking on the use of public parks, MCC's Stadium and decoration or rental of potted plants services also come under this Division.
Laws And Contracts Division	Responsible for the laws of enforcement to ensure vendors trading activities and small business in council areas are

	under control and property, besides regulatesenforcing the By laws and regulations of the council.
Public Health Section	Responsible for public sanitation, prevention and control of communicable diseases, vector control, abatement of public nuisances and food sampling. Licensing of trades as well as management of markets, hawkers' centres and slaughter houses are being dealt with through this section. The section works closely with other government departments such as the Department of Health and the Environment Division of the Ministry of Science, Technology and Environment.
Car Park Section	Responsible for the control of public car parking places gazetted under the Council.
Miri Public Library	Responsible for provision and maintenance of library services as well as promoting educational activities.
Enforcement Section	Responsible for controlling public places in particular the markets, five-foot-ways, pedestrian mall, and housing estates areas are free from illegal trading activities. They also control on the erection of advertisement banners in public places.
Public Relation Section	Responsible for handling press release, entertaining public complaints and serving as the Council's information center. The Section was officially launched by Tuan Resident of Miri Division, YBhg. Encik Denys Langs on 8 January 1997.
Local Agenda 21Unit	Responsible for conduct and monitor the execution of LA 21 activities to ensure the developments are executed effectively.

Chapter 2:

Schedule of Practical Training

Chapter 2

Schedule of practical training

2.1 Introduction of practical training schedule

First day in Miri City Council, I report duty by 8.30 a.m. at the Administration Section as requested by Miri City Council. My practical was handled by MdmZalifah a *PembantuTadbir*, in Miri City Council Administration Section. I was attached to the Administration Section and supervised under MdmRoseni, *PembantuTadbir* in Miri City Council Human Resource Department. I was introduced to the staffs in the Administration Section by MdmRoseni before I was given any task.

2.1.1 Administration Section

I spent three and a half weeks (17 days) at Miri Council's Administrative Section, and two weeks attached to other sections at the organization, including the Public Relation Section, Treasury Section, Information Technology Section, Counter Service Sections (One Stop Centre), and LA21 Section.

For each section, I was exposed and learned about the job and tasks that are being handled by an experienced Council's personnel. For instance, in the Administrative Section, or Human Resource Department, I was under MdmRoseni's supervisions', and she taught me regarding the staff's movement or transfer from one Council to another, staff's pension, disciplinary action taken towards Council's staffs and staff's resignation matters.

Also in the Administrative Section, under PuanZaharah's, a *Pembantu Am Rendah* in Human Resource Section, I was exposed to managing the Council's staffs leave process.

2.1.2 Public Relation Section

On the third week, I was attached to Public Relation Section under the Head of Public Relation Sections, MrTay Boon Pang's supervision in Public Relation Section for four days. I learned how to manage councils meeting processes such as preparing minutes of meeting, clarifying councilors attending the meeting and keying in the councilors' allowances on the meetings attended.

Apart from that, in the Public Relation Section, I also learned how to manage public complaints process (by phone calls, letters, memos, and walk-in complaints) attended to Miri City Council. Each complaint were sorted based on the matters and being sent to respective council's section for further action taken and to always update public on the complaints process of action taken.

2.1.3 Treasury Section

On the fourth week in Miri City Council, I was attached to the Treasury Section for two days under Ms Chang's LiewHiong's, *PenolongPegawaiAkauntan* supervision. Under this section, I was exposed to the process of preparation of Budgetary Control report and Trial Balance report. As well as learning the process of collecting the budget report from each council's section. Apart from that, I visited the collecting revenue counter, escorted by Mdm Veronica, the *Pembantu Am Rendah* in Council's Treasury Section.

Besides, I also experienced learning to manage the 'received payment' process with Mdm Hwang, *Pembantu Am Rendah,* who is in charge for the Council's receivable account, such as keying in the payment data and filing the receipts according to the payment matters with a proper folio number for future auditing references.

2.1.4 Counter Service Section (One Stop Centre)

Then, I was attached to the council's One Stop Centre (counter service section) for one day under MrPetrus's supervision. Under this section I was exposed on the process of the counter service and the policies and ethics to abide by the counter personnel in handling the customers.

Apart from that, I also learned that this section needs to cooperate with the Treasury Section for revenue collection and Rating and Valuation Section for reference on the exact amount of revenue to be collected such as the assessment bills, parking coupon and so forth.

2.1.5 Information System Section

The fifth week in Miri City Council, I was attached to Information System under Mr Thomas Ajun's, *PenolongPegawaiSistemMaklumat*supervision for two days. Under his supervision, I was briefed on the functions of Information System.

Apart from repairing the computer hardware and software in the council, Information Section also play its roles to manage e-LA2 system that was introduced by SAINS, Kuching, for effective data recording process. Information System personnel will access eLA to monitor the confidentiality level of every system.

Besides that, the Information System Section manage the council's website such as updating the council activities for the public, updating the MiriCouncillors' details, and receiving public complaints through email.

2.1.6 LA-21 Section

On the last day in Miri City Council, I was attached to LA-21 Section (Local Agenda) under Mr Simon Nawang's, Head of LA-21 Section supervision. Under this section, I was exposed to the process of planning on the Council's activities.

Due to the functions of LA-21 Section is to conduct and monitor the execution activities to ensure the developments of Mirian vision, therefore, this section handles activities which highly require the community support.

Apart from that, this section also exposed me in learning the ways in analyzing issues for getting public support towards Miri greenery activities besides instilling the sense of responsibility towards the environment.

2.2   Nature of work done

Week 1		Nature of work Done
Day 1	Monday 23/07/2012	**Attached to Administration Section** ✓ Received a resignation notice by Capacity Building for Graduates Sarawak, (CBG) candidates that attached to Miri City Council. ✓ Help MdmRoseni to prepare a letter to Secretary of Capacity Building for Graduates (CBG) in Kuching regarding the resignation notice handed by CBG candidates worked in Mri City Council. ✓ Print out the letter ✓ Faxed to Secretary Office of CBG base in Kuching ✓ Send the original copy to Secretary Office of CBG Kuching through mail. ✓ Photocopy the letter one set for each candidate to be filed in staff's personal file. ✓ Write a folio number at the right corner of the letter for future references. ✓ Helped council staffs to photocopy and fax any documents needed.
Day 2	Tuesday 24/07/2012	✓ Do Council personal file for Human Resource Section record. ✓ Key in all the new staffs name and Identification Number for 2011 and 2012. ✓ Print out the entire list name. ✓ Cut the staffs name and paste it in front of the files. ✓ Helped council staffs to photocopy and fax any documents needed.
Day 3	Wednesday 25/07/2012	✓ Do filings for Council staff annual performance evaluation form in Miri City Council's SecretaryRoom. ✓ Put the staff file according to the sections. ✓ Write a folio number at the right corner of the form after

		placed in the personal future reference.
		✓ Helped council staffs to photocopy and fax any documents needed.
Day 4	Thursday 26/07/2012	✓ Do filings for Council staff annual performance evaluation form in Miri City Council's Secretary Room.
		✓ Put the staff file according to the sections.
		✓ Write down folio number at the right corner of the form after placed in the personal future reference
		✓ Helping staffs for photocopy and faxed documents
		✓ Help staff th find personal file of staff for his references
		✓ Kept-in-view (k.i.v) the staff annual form that not yet has personal files in a box, until new files arrive.
Day 5	Friday 27/07/2012	✓ Do filing for all the documents hand in to Miri City Council and sent out by Miri City Council for future reference records.
		✓ Sort all the documents according to the matters involved.
		✓ Write down folio number at the right corner of the form after placed in the personal future reference
		✓ Helped council staffs to photocopy and fax any documents needed.
		✓ Attend Full Council Meeting for the month of July with four (4) others internship students and four (4) Capacity Building for Graduates candidates attached to Miri City Council.
	Week 2	**Nature of work Done**
Day 6	Monday 30/07/2012	✓ Do filing for all the documents hand in to Miri City Council and sent out by Miri City Council for future reference records.
		✓ Sort all the documents according to the matters involved.
		✓ Write down folio number at the right corner of the form after placed in the personal future reference
		✓ Blue ink pen used to write folio number for documents to be sent out from Administration Department and red ink pen used to record documents send in to Miri City Council's Administration Department.

		✓ Helped council staffs to photocopy and fax any documents needed.
Day 7	Tuesday 31/07/2012	✓ Sick Leave
Day 8	Wednesday 01/08/2012	✓ Sort documents from other sections according to the material matters. ✓ Filed all the documents according to the matters and write the folio numbers using red pen for any documents received by the administrative section and blue pen for documents sent to other organization for references. ✓ Helped council staffs to photocopy and fax any documents needed.
Day 9	Thursday 02/08/2012	✓ Sort documents from other sections according to the material matters. ✓ Filed all the documents according to the matters and write the folio numbers using red pen for any documents received by the administrative section and blue pen for documents sent to other organization for references. ✓ Helped council staffs to photocopy and fax any documents needed.
Day 10	Friday 03/08/2012	✓ Help MdmRoseni prepare a resigned letter of *Skim PerkhidmatanSingkat's* staff to Ministry of Local Government, Kuching. ✓ Prepare a notice and thanking letter to resigned staff upon his service in Miri City Council. ✓ Letters passed to MdmRoseni for signature and faxed to Ministry of Local Government before sent the letters through mail. ✓ Photocopies all the letters and filed it in respective personnel's files.

Week 3		Nature of work Done
Day 11	Monday 06/08/2012	✓ Prepare a response letter for staffs that applied to transfer to another council for MdmRoseni. ✓ Passed to MdmRoseni for signed and photocopy. ✓ Photocopy set will be filed with folio number for future references in personnel's file while the original copy was sent back to the staff through inter mail. ✓ Helped other staffs filing administrative documents such as letters, notice, minutes of meetings, etc.
Day 12	Tuesday 07/08/2012	✓ Help MdmRoseni to prepare a letter to Padawan's District Council regarding the former staff's 'LaporanNilaianPrestasiTahunan' ✓ Passed to MdmRoseni for to be signed and photocopy. ✓ Faxed the letter to Padawan District Council before sending it through air mail. ✓ Due to Private and Confidential matters, the letters envelop that attached with staff's 'LaporanNilaianPrestasiTahunan'will have 'Sulit' stamp, which means Confidential.
Day 13	Wednesday 08/08/2012	✓ Sort documents handed to Administrative Section according to it matters for filing. ✓ Exposed on leave application process from MdmZaharah. ✓ Help MdmZaharah on staffs leave process by sorting the staffs leave form according to sections. ✓ After MdmZaharah keyed in the details in eLA (Electronic Local Authority), pass to the head of section or Mayor for approval. ✓ Photocopy the leave that approved and filed it in personnel's file once keyed in eLA system.
Day 14	Thursday 09/08/2012	✓ Attached to Public Relation Section under MrTay Boon Pang (Meeting)

		✓ A brief explained about the functions of Public Relation Section in Miri City Council by MrTay Boon Pang. ✓ Attend Standing Committee for city services and Green City. ✓ Take notes for MrTay Boon Pang's the possible conclusion for the issues and agenda discussed in the meeting. ✓ Jot down plan of action considered in the meeting ✓ Prepared minutes of meeting for MrTay Boon Pang.
Day 15	Friday 10/08/2012	✓ Key in each city councillors meeting and fixed conveyance allowance for the month of July report with Ms Jenny. ✓ Print the report and passed it to MrTay Boon Pang for his approval. ✓ Explanation by Mdm Christina on the whole process of handling public complaints process. ✓ Photocopy the public complaints
Week 4		**Nature of work Done**
Day 16	Monday 13/08/2012	✓ Counting the number of public complaint reports request closed in the month of June. ✓ Sorting the public complaints case settled according to the matter case report. ✓ Make a report on number of days action taken by the council to solve the public complaints ✓ Help staffs photocopy documents.
Day 17	Tuesday 14/08/2012	✓ Counting public complaints settled by the council for the month of June and July 2012. ✓ Compiling data of public complaints for preparing month report for MrTay Boon Pang.
Day 18	Wednesday 15/08/2012	Attached to Treasury Section ✓ Briefly explained on functions of treasury section in Miri City Council by Ms Chang LiewHiong. ✓ Explained on how to prepare Expenses and Revenue

		reported to (KASKA) every year.
		✓ Learning on how receive budget from all Sections in Council
		✓ Helped council staffs to photocopy and fax any documents needed.
Day 19	Thursday 16/08/2012	✓ Explanation by MdmHwong on the process of managing receivable account in Treasury Section in Miri City Council.
		✓ Learn how to key-in the amount collected in counter at Council's One Stop Centre into e-LA system used by Treasury Section.
		✓ Kept all daily collected receipt payment in a box for proper filing and kept for future record and auditing purposes.
Day 20	Friday 17/08/2012	✓ Brief explanation on the functions of Counter Service Section (One Stop Centre) in Miri City Council by Mr Petrus and the ethics of counter personnel handling customers.
		✓ Passed the related documents to Rating and Valuation and Administration Section.
		✓ Re-print assessment bill for customers.
		✓ Help staff photocopy documents.
Week 5		Nature of work Done
Day 21	Monday 20/08/2012	✓ Public Holiday (Hari Raya Aidilfitri)
Day 22	Tuesday 21/08/2012	✓ Public Holiday (Hari Raya Aidilfitri)
Day 23	Wednesday 22/08/2012	✓ Attached to Information System Section under Mr Thomas's supervision.
		✓ Explained by Mr Thomas about the functions of Information System Section in MCC.
		✓ Help Mr Thomas prepare Information System Section budget report for September 2012.
		✓ Print and photocopy public complaints through email to Miri City Council email address and pass it to Public Relation

			Section.
Day 24	Thursday 23/08/2012		✓ Collecting documents from other Sections activity that needed to be updated in the council websites, such as Public Relation Section on '*Ramah TamahAidilfitri*'. ✓ Print and photocopy public complaints through email to Miri City Council email address and pass it to the Public Relation Section.
Day 25	Friday 24/08/2012		Brief explanation on Local Agenda 21 (LA21) Section by Mr Simon Nawang. Sort activities made and file it according to month. Help LA-21 staff photocopy documents that will be brought to upcoming Committee meeting.

Chapter 3:
Analysis

Chapter 3
Analysis

3.1 Introduction of 5S

Five S or 5S is a management tool from Japan, which focuses on establishing a quality environment in the organization, ensuring adherence to standards and in the process, and also fosters the spirit of continual improvement.(Razzak, 2012). It focuses on five management techniques that are the foundation for any organization's competitive initiative. In other words, it is a systematic approach for improvement of quality and safety by organizing a workplace. Apart from that, a 5S approach is to keeping an area neat and organized. Originally designed by Toyota and developed by Hiroyuki Hirano, it is now adapted by industries world-wide in both manufacturing and offices settings. (Rahman, Khamis, Mohd Zain, & Wan Mahmood, 2010)

5S is a systematic approach for improvement of quality and safety by organizing a workplace. It is a methodology which advocates, what should be kept, where should be kept and how it should be kept.

3.2 Concepts of 5S

5S derives from Japanese concept of housekeeping having reference to five Japanese words starting with the letter 'S'. According to (Razzak, 2012), this concept helps; identify and eliminate waste in the work place, organize the work place, increase space for storage, reduce time to search documents, office equipment, and stationary, improve activity timing, increase space for storage and improve safety in organization.

Figure 3.2 illustrates these 5 Japanese words with English equivalent words:

Japanese Words	English Equivalent Words	Stands For
Seiri	Sort	Keeping only essential items Sort out necessary from unnecessary and discard the unnecessary
Seiton	Set in Order	Keep items in a systematic manner to make easy traceability
Seiso	Shine/Sweep	Maintain cleanliness by arranging things in dirt free and tidy status making things always ready to use
Seiketsu	Standardize	Keep work area organized for operating in a consistent and standardized fashion
Shitsuke	Sustain	Maintain what has been accomplished

Therefore, overall workplace cleanliness will be created by removing waste from the work area, promotes internal organization and enhances visual communication. By reducing wasted time and materials, productivity and services are increased along with safety and costs which will be reduced.

3.3   Implementation of 5S in organization

Figure 3.2 Roadmap of 5S implementation in organization.
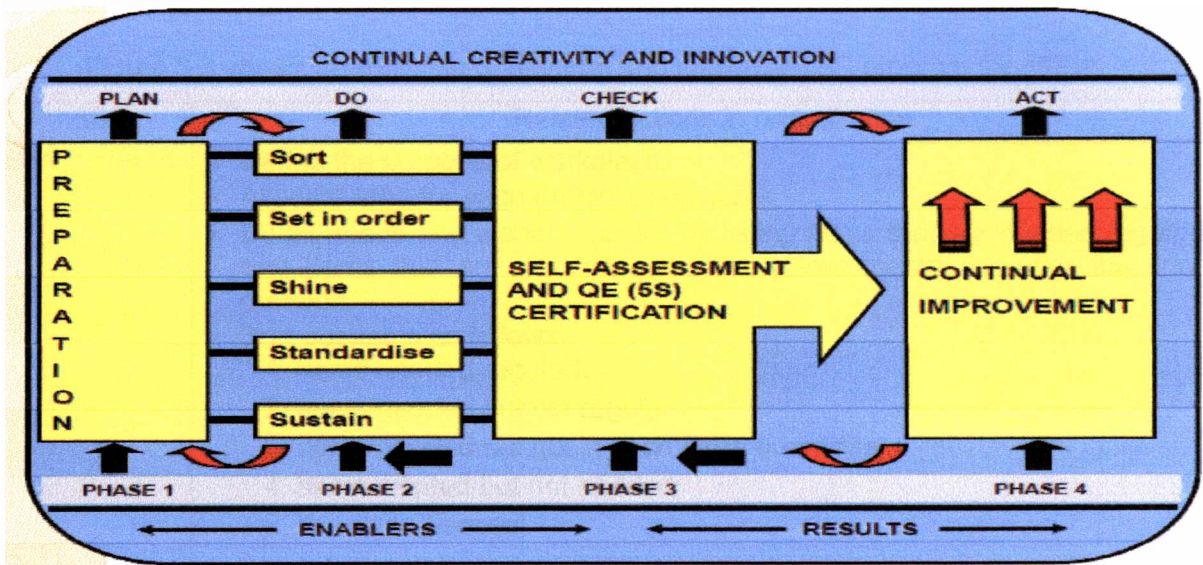
In implementing 5S program in an organization, there are four phases in achieving the result of 5S program. First phase is 'plan'. Plan is a process of preparation made by the 5S committee to introduce the objective and purposes of 5S towards the organization.

Second phase involved the action by the 5S committee made to implement the 5S program in an organization and this phase is called the 'do'. Do is a process where all the 5S action (sort, set in order, shine or sweep, standardize and sustain) are implemented in the organization by the help of 5S committee members in all section and department of the organization.

After the 5S program were introduced to the organization members, the third phase comes in which is 'check'. Check is a process of self-assessment by organization members in the implementation of 5S. The organization members themselves know how to imply the implementation of 5S in their daily work routine and understand the benefits they gain through abiding the 5S program.

Final phase of 5S implementation is 'act'. In this process, every staffs in the organization already adapt 5S action in their department or section. And to make the program run more

efficient in the organization, each staffs will train and supervise the new comers and their subordinates to adapting 5S for a continual quality improvement in the organization.

Figure 3.3 shows an example to develop and implement 5S program for offices.

5S	Related actions in organization

Sort	• Define the purpose of workplace.
	• Allocate area for each project documents.
	• Detail needs and wants analysis by listing items that are needed regularly and items that are needed once every few months or after the linger duration.
	• Sort out items as follows:
	  1. Items needed regularly
	  2. Items needed but not regularly
	  3. Items needed but not in such large quantities
	  4. Items wanted but not needed
	  5. Items for disposal

Set in order	• Arrange items in a way that their movement shall be easy to facilitate an efficient working. • Make proper layout of the work place. • Identify and detail what is to be kept where and how space can be utilized. • Assign areas for different type documents • Identify the areas that can be used to store items • Store and arrange items logically i.e. according to year, location or section. • Mark or tag all the files and documents. • Allocate suitable color to files for separation. • Place files in the cabinets.

Shine	• Clean workplace on daily basis by removing dirt and dust.
	• Inspect files and documents on regular basis for;
	  1. Missing pages
	  2. Files and documents nearing their expiration
	  3. Files or documents whose retention period is over

Standardize	• Standardize and allocate separate areas to be used by different departments or sections. • Standardize time for document retention. • Standardize filing system. • Standardize disposal procedure.
Sustain	• Train everyone in organization on 5S program. • Follow the system repeatedly communicating the purpose and benefit of workplace organization.

3.4   5S in Miri City Council

The Ministry of Local Government and Community Development (LGCD) has introduced the practice of 5S concepts to every council in Sarawak. 5S Quality Environment is a method for an effective management tool for creating a quality work environment, comfortable, clean and safe in council.

Implementation of 5S in the ministry began in October 2009 in which the new Permanent Secretary, Dr. Penguang Manggil, hope that a change conducted on the existing work environment to be more cheerful and systematically in providing service towards the local people. Therefore, Miri City Council (MCC) also responds to this concept by implementing the 5S practice in every MCC department.

As I was undergoing the practical training in MCC, I noticed that MCC is practicing 5S concepts in every section. The needs of MCC to implement 5S are for the development and delivery of a new performance framework for local services. The new framework is to sharpen the accountability of local authorities around real priorities. It has two aims which are improving the quality of life in local communities and provide better public services.

Before the existence of 5S in MCC, there is a lot of time wasted in searching for the related documents. This will create a bad image and jeopardize MCC staffs' reputation since MCC main function is providing public services for the public. Some public need urgent action and if MCC fails to provide the service, it may cause dissatisfaction by public towards the local authority.

5S is important for filing and recording documents. With the implementation of 5S in MCC Administrative Section, some successful work process which facilitated is to increase the productivity of workforce and services provided.

Based on the previous analysis found, the staffs were only able to find the file after 30 minutes. After implementing the 5S practice, the time was reduced to 5 seconds which allows them to carry out other tasks such as, update file records, laying out a record, repairing damaged skin file and carry out the disposal of inactive files.

3.5   Miri City Council's 5S Policy and Objectives

The 5S policy of MCC's is "5S is a catalyst for improving the quality of work, service and productivity through friendly work environment, clean, healthy, and safe environment."

The objectives of 5S in MCC are:

- Creating a work environment that is safe, clean, tidy and comfortable at all times.
- Help increase self-discipline and teamwork among employees.
- Help raise the level of customer satisfaction with the services offered.
- Creating a vibrant work culture and effective

3.6 Implementation of 5S Concepts in Miri City Council

Figure 3.6 5S Steering Committee in Miri City Council
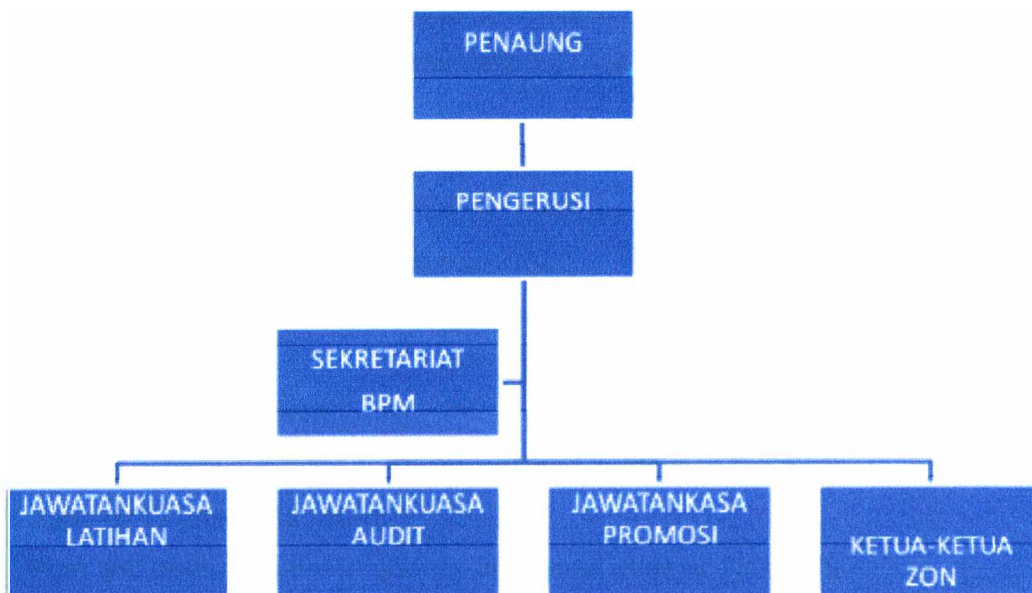
There are three main committees in MCC's 5S Steering Committee which is Training Committee, Audit Committee, and Promotion Committee and also Head of each Zone (Section) whom directly reported to 5S steering committee in MCC.

Functions of 5S Steering Committee are:

i. Determine the overall direction in the implementation of 5S.

ii. Developing plans for implementation.

iii. Determine budgets and identify financial resources.

iv. Set of policies, regulations and guidelines.

v. Identify the members of the committee, facilitators and leaders.

vi. Setting the accolades and awards.

vii. Monitor and evaluate progress in the implementation (with the help of the Audit Committee)

viii. Provide incentives for participation in 5S activities (with the help of Promotion Committee).

ix. Train and guide employees towards the formation of practices hygiene (with the help of Training Committee).

The roles of the Training Committee are:

i. Identify and plan training and awareness programs to MCC's staff.

ii. Provide training plan for fostering understanding of the concepts and practices 5S to all employees MCC. 5S Implementation Guide Headquarters of the Ministry of Health Malaysia.

iii. Identify the types of training required from time to time for firmed 5S activities and other quality improvement practices. (Requirements required of the training may be referred to the results audit activities 5S).

iv. Coordinate and ensure every employee has the opportunity to attend training.

The roles of the Audit Committee are:

i. Provide criteria checklist audit process and guidelines the audit.

ii. Appoint 5S internal auditors.

iii. Plan and determine the frequency of internal audit activities 5S.

iv. Recommending improvements to the weaknesses identified during the audit process.

v. Conduct inspections and corrective actions if necessary.

vi. Provide overall audit report to the Steering Committee MCC 5S practices.

vii. Reviewing audit criteria from time to time as necessary.

viii. Ensure 5S activities are carried out systematically and continuously.

The roles of the Promotion Committee are:

i. Prepare an implementation plan promotional activities 5S practices.

ii. Ensure the implementation of promotion plans on building awareness 5S practices to all employees in the organization.

iii. Planning and allocation of expenses to ensure that activities campaigns can be conducted as planned.

iv. Planning and organizing 5S (hygiene, posters, banners etc.).

v. Propose appropriate reward to eligible

vi. Analyze the effectiveness of promotional activities that have been implemented.

vii. Reporting the status of the implementation of 5S activities and the level of awareness among MCC staff to the Steering Committee.

3.7 Creation of the 5S Zone

The purpose of the creation of the 5S zone is to facilitate the implementation and monitoring 5S practices. There are 13 zones of 5S in MCC; each section represents each zone of 5S in MCC.

Figure 3.7 5S Committee Chart for Each Section in MCC
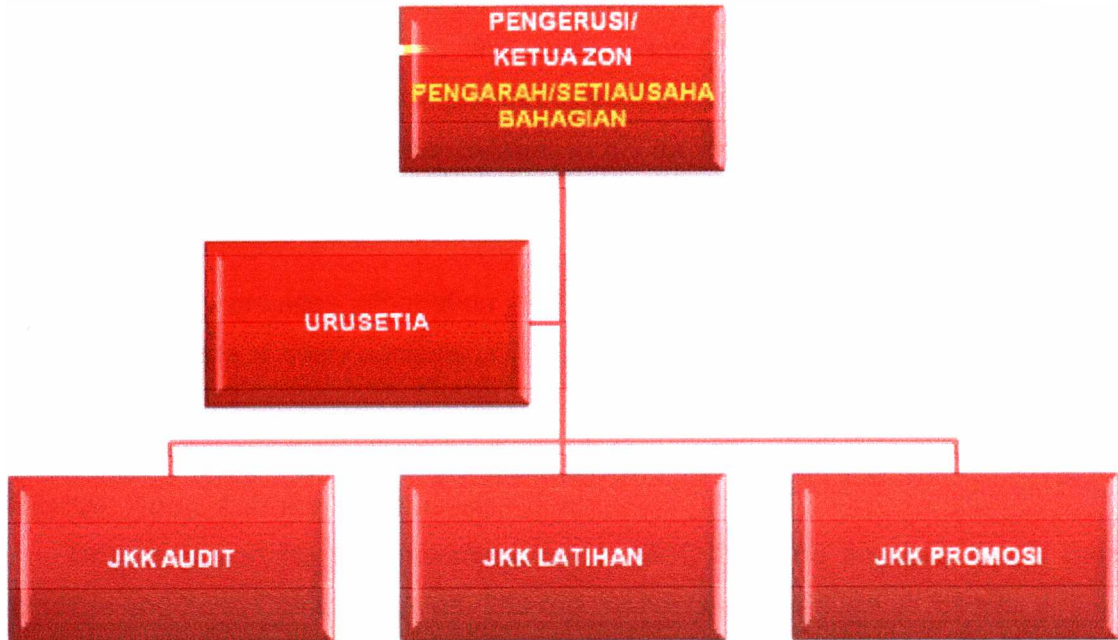
The role of the Zone Implementation

    i.   Shaping the direction and development plans at the sectional level;

    ii.   Form a committee at the sectional level;

    iii.   Identify the zones (section) 5S implementation;

    iv.   Implementing 5S activities at the sectional level;

    v.   Monitor the implementation of 5S sections, and

    vi.   Ensure consistency of 5S implementation as outlined in the council.

3.8 Implementation Action of 5S Practice in Miri City Council

MCC emphasize on implementation of 5S in nine categories that covers entire working environment in MCC. The categories are:

3.8.1 Requirements of 5S Corner *(Keperluan Sudut 5S)*

In MCC, 5S corner of each zone must contains the objectives and policies of MCC 5S, the 5S organization chart (MCC and zone), Gantt Chart Zone, floor plan for 5S zone, record of activity before and after implementation of a 5S activity (pictures), for example, *5S 'gotong-royong'* in MCC, information related to 5S for promotional purposes, 5S logo and slogan in MCC and any related bulletin on 5S System.

5S corner not only provides information to MCC staffs on 5S, but also beautify the bulletin board for every zone in every sections of MCC itself.

3.8.2 Requirements of Master File, Audit, Training, Promotion and Zone *(Keperluan Fail Induk, Audit, Latihan, Promosi dan Zon)*

Documentation for 5S implementation in MCC is to be provided at 5S Steering Committee and Zone Committee level. The requirements in 5S file are as follows:

i. Introduction of 5S – 5S policy and objectives as well as 5S guidelines in MCC
ii. 5S Organization Chart - master file, and zone committee
iii. Floor Plan
iv. Mileage Chart - master file, the committee (as applicable) and zone
v. Meeting Minutes - master file, the committee (as applicable) and zone
vi. Pictures 5S Activities
vii. Photos Before and After - Master and Zone File
viii. Audit (audit criteria and results) - master file, the committee zone.

3.8.3 Office Space *(Ruang Pejabat)*

5S implementation in MCC emphasize on office space in terms of their office equipment. The office equipment must always be in good condition and can always be used safely, kept clean and arranged to look neat, and ensure lighting and electrical plug always works and is labeled accordingly.

Office equipment layout is als important in implementing 5S in MCC where all furniture's and office equipment are neatly arranged, and does not threaten the safety and health of MCC staffs.

Creativity in arranging furniture and equipment is encouraged so as to create a more comfortable and cheer up the office environment, and technical equipment arrangement can shorten the processing time of a job. For example, all the file cabinet placed is near the work station.

3.8.3.1 Files Arrangement

All the MCC files were sorted regularly, easily available and stored systematically. The file management system that facilitates the searching of related files in a period of time for example 30 seconds per file, and ring file must be labeled in accordance with the following procedures:

i. Reinforcement ring file contains: Arranged according to the name of the ministries, divisions, sections or units; numbers of files; header files, and file sequence number

ii. Front ring file contains: Serial Number or name of the unit

iii. Use font and the size of the file accordingly

3.8.3.2 Interior Decoration

The decorations must be appropriate to the department's image, easy and economical position maintained. The corporate information can be displayed but not excessive in terms of quantity and are constantly updated (For example: organizational charts, customer charter, the basis of quality and others). The walls should be cleaned from the effects of patches. The use of decorative plastic flowers and live flowering plants is not recommended. It is to prevent trapped dust and damage to the carpet. Ornamental water features such as landscaping concept and aquarium in the office space is not recommended as well. MCC 5S committee must ensure that all decorations are not dusty, dirty and always in good condition so as not to impair the view. This is why by ordering neat, organized, easy movement, and does not causing dangerous and hazard decoration is needed for the safety of MCC's employees and clients.

3.8.3.3 Marks / Warning

An appropriate warning sign placed at-risk equipment such as "CAUTION" to the buildings plugs and "KINDLY SWITCHED OFF THE LIGHT AFTER USED" at the lights plugs. Signs should also be placed in of each room partition, and mark all the direction, guidance and a reminder must be placed in strategic places and so that it will easily viewed by the public.

3.8.3.4 Classified Work Space

Classified Workspaces includes Server Room and Prohibition Work Area. The area of this room should always be neat, organized, clean, not dusty and uncomfortable. Classified workspace management system should practice a safety features for example the procedure prescribed in the safety rules and regulations. The officer in charge was appointed to manage the cleanliness of the room. Therefore, the name of the officer in and telephone number shall be displayed at the entrance of the room.

3.8.3.5 File Room

Layout plan or file room floor plan must be prepared and placed in a strategic space. A cabinet file is labeled with the type of documents and put an index number for reference purposes. All files must be compiled in the original place after use before the end of working hours. A system of file movement should be established for the purpose of tracking the files being used for example, list card users and the card in and card out of the files. Employees must refrain from eating, drinking and smoking in the file room. Stairs, trolleys and chairs should be placed in a safe space. The officer responsible must be appointed to manage the cleanliness of files. Name of personnel in charge and telephone number shall be displayed at the entrance of the file room.

3.8.3.6 Counter space

Office equipment and facilities at the counter section must be in good condition and can be used safely. Environment in the counter must stay clean, organized and neat. Mark the direction and guidance must be placed in strategic places so that it will be easily seen by the public. Corporate information such as organization charts, charter, notices or instructions to be delivered to customers can

be displayed but not excessive in terms of quantity and constantly updated. If the service counters involves related forms, it must be properly organized and labeled, and a friendly customer service should always being practiced by MCC's counter personnel. Apart from that, sofas or chairs and any electronic device such as television and reading material should be provided in the MCC's customers waiting area.

3.8.3.7 Help desk Room / Call Centre

Helpdesk room or call centre in MCC's office equipment and facilities provided must always in good condition and safely used. Mark the direction, guidance was placed in strategic places and is easily seen by the public. Corporate information such as organization charts, charter, notices or instructions to be for communication must be displayed but not the extremes in terms of quantity and are constantly updated.

3.8.4 Work Space or Officers' Room *(Ruang Kerja atau Bilik Pegawai)*

Work space must always clean from any dirt, and not wet. There shall be no unnecessary items scattered on the floor around the work area.

3.8.4.1 Table (On the Staffs Desk)

On the MCC's staffs and officer's tables, there should be:

i.   One (1) letter tray (if any) and labeled.
ii. A mini corner decoration site were encouraged, a phone book or list of directory.
iii. Active diary or organizer must be placed neat and orderly at all times.
iv. Active Rubber stamp must be labeled and listed.

3.8.4.2 Table (Under / Side table)

A special place was marked for trash can under each MCC staff's table. Each wire or cable (for ICT and electricity) should be trimmed by using appropriate materials such as black tape or cable casing. And not forgotten, recycling box for recycled papers can be created for each section.

3.8.4.3 Desk Drawer / Cupboard

If the MCC officer was supplied with desk drawer, drawer space utilization can be as follows:

i. Top drawer labeled "STATIONERY" and were used to place stationery and were arranged according to officer's creativity.

ii. Middle drawer labeled "DOCUMENT" and were used for the official documents such as diaries, planner and record book

iii. Bottom drawer labeled "PERSONAL" and was used for the personal belongings such as handbags, wallets, and cell phones and so forth.

MCC officers should comply with labeled drawers of items related to official business and personal items to avoid misplaced of their belonging.

3.8.4.4 Wall / partition officers

Documents to be displayed in the officers spaces were include officer's full name and position in MCC. All documents presented must be organized and in proper order.

3.8.4.5 Chair

Guest Chair and office chair should be well organized when not in use. Make sure the seat is safe, comfortable and clean.

3.8.4.6 Computer and printer

In applying 5S, MCC should apply as following:

i. Computer and any related ICT equipment should always be ready for use.

ii. Officer's computer arrangement must always comply with safety features.

iii. Make sure that the computer was shut down before leave the office.

iv. Printer and scanners should not be dusty and ready to be used

v. MCC officers' computer monitor must use 5S Objectives and Policies as wallpaper and the 5S Logo for screen saver.

3.8.4.7 File System

In the file system, the MCC files have to be managed in compliance with File Management Procedure. Ring-shaped files must be labeled using the format that has

been standardized and then, the files were sorted according to the serial number and index specified in a file cabinet which have been labeled and organized.

3.8.5 Production Division *(Bahagian Pengeluaran)*
3.8.5.1 Printing and Documentation Room

The MCC staffs must keep the floors clean, not dusty, no holes, cracks or any other defects on the floor. They must ensure that the machines and equipment in this room are always in good condition, functioning and must be labeled with the name or symbol of the equipment. The equipment and materials must be compiled and labeled with the name of the device and stored in cupboard provided so that it will be easily acquired when needed and restored. It is important to use the appropriate label so that it is easier to distinguish activities or products or services (For example: label finished goods, goods in process, damaged and disposal).

3.8.5.2 Machinery and Equipment

Machine but be placed in a suitable and safe manner in order to have an efficient movement of work processes. The MCC staffs must always make sure that the machine is in a clean, non-dusty, oily, rusty condition to avoid from shortening the life of the machine. In addition, they must make sure that no items are placed at the top or bottom of the machine, particularly a liquid substance. Caution signs like (ALERT) at any dangerous part of the machine as a reminder to other employees. The useable machine must be placed separately from the damaged machine for maintenances or disposed of. Other than that, maintenance schedule for the machine should be provided for monitoring process of ICT staff.

3.8.6 Store *(Tempat Penyimpanan)*
3.8.6.1 Door

Store doors shall have the following things:
i.   Store floor plan
ii. Stock application form
iii. Warning sign "No entry" prominently displayed
iv. Production timetable was displayed outside the store

3.8.6.2 Inside the Store

The MCC staffs must make sure that the store is always clean, not dusty and neatly arranged. There are signs or labels suitable for every material or component products and this is according to the store management procedures. In addition, appropriate record system is needed for recording goods taken or required. There is no garbage or materials which were not required to be in stores. Equipment in the store must be in good condition and functioning (for example, ladder and trolley). Any creativity elements are allowed subjected to the rules and guidelines in the management and also symbolize the corporate image. The most important things are the direction, guidance and reminder to be placed in strategic places so that it can be easily viewed by the public or the staffs.

3.8.7 Public Place *(Tempat Umum)*

Public space includes *Surau*, meeting rooms, training rooms, toilets and other is the space that should be emphasized because this space is always being used. So, the following should always be practiced to ensure the comfort of the users especially the staffs.

3.8.7.1 *Surau*

The following items need to be implemented to make the *Surau* a comfortable place to perform their prayer:

  i.   Ensure that all equipment or facilities in perfect condition
 ii.   Always make sure the floor is not dusty, not wet and clean for the comfort of the public
iii.   *Telekung, sarong* and *sejadah* should be organized, neatly folded or hung
 iv.   The entrance shall be labeled with the word *Surau* or Prayer Room
  v.   Cupboard, cabinet and shelf are allowed according to the need
 vi.   Any religious books should be stacked neatly in the closet or cabinet or rack provided
vii.   *Kiblat* indicator shall be marked on the ceiling of the *Surau* or prayer room clearly
viii. Slippers or shoes should be well organized
 ix.   *Solat* timetable were displayed in the space provided
  x.   Mirror is provided for the convenience of the public
 xi.   The uses of air freshener are encouraged to obtain fresh air

xii. Wall clock are provided for guidance

xiii. Sleeping is not allowed in the *Surau*

xiv. MCC officer must be appointed to manage the cleanliness of the *Surau*

3.8.7.2 Meeting Room

Meeting Room should be kept according to the following circumstances:

i.   Always make sure the floor is clean, no dust and no dirt

ii.   Equipment or facilities are in perfect condition and can be used

iii.   Ensure all the equipment or facilities are always clean, not dusty and arranged neatly when not in use

iv.   Equipment are kept according to the inventory system

v.   Any information regarding the meeting shall be displayed at the entrance of the meeting room.

vi.   Decorations of any corporate information can enhance the meeting room and there should be regular maintenance (For example: photos, Ministries or Divisions' performance information, quality or direction disclosures, charter, programs of the Ministry or Division and others)

vii.   White board should be cleaned after completion of the meeting

viii.   Any related stationeries are placed in the spaces provided (For example: white board rubber, marker pen and others)

ix.   Wall clock should be placed in the appropriate place

x.   Ensure electronic goods such as LCD projectors, microphone and power supply are shut down before leaving the meeting.

xi.   MCC officer must be appointed to manage the cleanliness of meeting room

xii.   Ethics in using the meeting room should be made and placed in the appropriate location.

3.8.7.3 Training Room

The MCC staffs must make sure that the training room is always clean, not dusty and neatly arranged. Decorations of any corporate information can enhance the meeting room and there should be regular maintenance (for example: photos, Ministries or Divisions' performance information, quality or direction disclosures, charter, programs of the Ministry or Division and others). Equipments in the room must be in good condition and functioning. Any creativity elements are allowed as

subjected to the rules and guidelines in the management and also symbolize the corporate image. The most important things are the direction, guidance and reminder to be placed in strategic places so that it can be easily viewed by the public or the staffs. MCC officer must be appointed to manage the training regarding room cleanliness

3.8.7.4 ICT and Multimedia Room

The MCC staffs must make sure that the ICT and multimedia room is always clean, not dusty and neatly arranged. Decorations of any corporate information can enhance the meeting room and there should be regular maintenance (for example: photos, Ministries or Divisions' performance information, quality or direction disclosures, charter, programs of the Ministry or Division and others). Equipments in the room must be in good condition and functioning. Any creativity elements are allowed as subjected to the rules and guidelines in the management and also symbolize the corporate image. The most important things are the direction, guidance and reminder to be placed in strategic places so that it can be easily viewed by the public or the staffs. MCC officer must be appointed to manage the ICT and Multimedia room cleanliness.

3.8.7.5 Pantry

The MCC staffs must make sure that the floors are kept clean, dry and odorless. All equipment and appliances are arranged neatly and orderly after use. There are also no appliances allowed on the table and sink after use. Any plates or bowls that are still wet should be cleaned and stacked neatly in cabinets or shelves. All the dirty wipe clothes are neatly washed and hanged. The staffs must make sure the sink is clean and foods such as Milo, coffee, sugar, milk, tea, and any others should be placed in containers and the containers should be labeled. There are rubbish bins being provided and sealed because a pantry should always be clean, neat, tidy and free from insects, pests, dirt and unpleasant odors. In handling the odor, the uses of air freshener are encouraged to avoid unpleasant odors. The staffs are being told to switch of the lights and closed the door after use. The pantry also provide with an informative corner to display the work schedule, rules, notification or any other related instructions. Strictly, the staffs are not allowed to smoke in the pantry. MCC officer must be appointed to manage the hygiene pantry.

3.8.7.6 Washroom

Lists of equipment needed in the washroom:

i. Rubbish bins
ii. Sanitary bins (for the ladies washroom)
iii. Hand dryer
iv. Air fresheners
v. Soap dispenser
vi. Tissue paper

Washroom should be kept according to the following circumstances:

i. Floors are kept clean and dry
ii. The walls are clean, including wall tiles and the main door
iii. The ceilings are in perfect condition and no leaks
iv. All lighting works well
v. The doors work perfectly which are complete with latches, hangers and looks clean
vi. The toilet bowls are in perfect condition and can be used safely
vii. The toilet bowls are clean and the flushes are functioning
viii. The urinal bowls are clean and the flushes are functioning
ix. The sinks are clean, not clogged and the pipes are functioning
x. The sinks and mirrors are clean and dry
xi. The soap dispenser works perfectly and there is soap in it
xii. There are tissues in the toilet;
xiii. Checklist of cleaning and maintenance work was attached in the bathroom
xiv. MCC officer must be appointed to manage the cleanliness of toilets

3.8.7.7 Main Route or Public Access

The MCC staffs must make sure that the floors are clean and no waste along the route. Decorations like flowers that are along the route (if any) are arranged in a neat, clean and orderly way so as not to block the passage. The equipment that is placed on the main route should be organized properly so as not to disrupt the passage. Emergency exit is not blocked and is always closed. The notice boards that were placed along the route should be regularly maintained and updated with current situations.

3.8.7.8 Customer Service Counter and Lounge

Customer service counters must be clean, neat and organized. The MCC staff must make sure that seats are available in the foyer for the convenience of the customers or guests. So, any equipment or furniture in the foyer must be sorted out appropriately and are in good condition. The most important is the directional signs which must be displayed in a noticeable area for the convenience of the customers.

3.8.8 Regions Environment *(Kawasan Persekitaran)*
3.8.8.1 Signboard of Departments or Directions

Signboard of departments and signboard of directions to be placed at critical locations of the admin rooms, Secretary rooms, restrooms, exits and meeting rooms. All the signboard must be in good condition, not dusty and clean with the right size and easy to understand. It must be displayed in a noticeable area so that it is easily to be seen by the public because the signboard does represent the corporate image of the department.

3.8.8.2 Media Materials Presentation

Media materials media or exhibits that are on display on the notice board or bulletin boards throughout the Division must be in good condition, not dusty and clean. All the materials should be updated according to the current situation. As an addition, the appearance of the media materials must display quality, corporate image, neat and tidy. The use creativity in presenting these materials is encouraged so that it can attract the attention of customers.

3.8.9 Human Resource Capabilities *(Keupayaan Sumber Manusia)*
3.8.9.1 In terms of appearance and image:

The MCC staffs must exhibit a cheerful character, enthusiastic, attire, grooming, normal and tidy hair fashion and hygiene in accordance with the IMEI of civil servants.

3.8.9.2 Relations with colleagues:

The MCC staffs must exhibit teamwork with colleagues such as cooperation in doing works, sharing their creativity, in meetings and others.

3.8.9.3 Relationships with customers:

The MCC staffs must exhibit good relationship with customers such as smiling, courtesy, manners, and helpful.

3.8.9.4 Efficiency and skill in carrying out tasks:

The MCC staffs must demonstrate efficacy in managing tasks such as loyalty and commitment to the task, proactive, knowledgeable and skilled to official duties and initiative.

3.8.10 Human Resource Capabilities *(Keselamatan Persekitaran)*

The following safety precautions must be taken to ensure a safe working environment:

i. The main routes are not blocked with goods or equipment that is not needed (For example: flower pots, fire extinguishers, boxes, and many others)

ii. Emergency exit should always be closed and not blocked

iii. Do not make any additional wiring without permission

iv. No cooking is done in any other room except in the pantry

v. Safety warning signs shall be clearly displayed (For example: No Smoking signs, EXIT signs and CAUTION signs)

vi. Emergency lane and stairs are not blocked

vii. No smoking activity in external and internal environment of MCC (For example: pantry, cafeteria, storage, file room, washroom, stairs, public spaces, and other places)

viii. Damaged equipment must be reported and maintained immediately

ix. Building evacuation procedures and training (fire-drill) should be implemented

x. Fully complied with the provisions of the Security Directive.

3.9　Before and After 5s implementation in Miri City Council

The picture below shows some of Miri City Council's area that has changed ever since the implementation of 5S in Miri City Council.

'RuanganMenyimpan Fail' in Miri City Council (Administrative Section)

Pigeon Hole in Miri City Council (Public Relation Section)

'RuanganBekerja' in Miri City Council's Office

'RuanganMenunggu' in Miri City Council (Administrative Section)

'BilikCetak' in Miri City Council (Administrative Council)

'RuanganGunaSama' in Miri City Council (Public Relation Section)

Miri City Council's Washroom (Administrative Section)

Chapter 4:

Recommendation

Chapter 4:

Recommendation

4.1   Benefits of implementing 5S in MCC

There a several advantages of implementing 5s in organization. According to (William, 2005), the benefits of implementing 5S system in organization are:

i.   Increases in productivity and service provided.

5S may reduce lead times thereby improving product and service delivery times. It also may reduce equipment downtime, maintenance and cycle time in organization. Apart from that, it will definitely reduce the amount of time wasted searching for tools; any related documents and equipment due to all tools or document were sorted in order.

ii.   Increases in quality.

5S can help to improves quality by reducing the amount of errors made by the staffs. Through implementation of the standard, it may result in achieving output consistency. Moreover, the pleasant work environment of the simplified may also increases employee's moral.

iii.   Reduction in cost:

5S may provide cost-savings by reducing inventory, storage fees and space requirements. It also improves safety thereby reducing the cost of worker injuries in the workplace. And yet, reduces the amount of scrap thereby reducing production and service deliverance cost

4.2   Advantages of 5S implementation in Miri City Council

There are several advantages of 5S implementation in Miri City Councill. According to (Williams, 2009), the advantages are stated as below:

i.   Productivity

In terms of productivity of the service provided. 5S are able to improved service productivity, as it increases local communities' level of satisfaction on services provided. The 5S implementation process frequently provides this improvement. The removal of unnecessary items and maximization of workspace efficiency alone can help to create improved MCC service productivity by limit the amount of time wasted. The less time spent searching through unnecessary items or moving through poorly organized workspace means more time spent actually working.

For example record management. Before the implementation of 5S, the MCC staffs spent about 30 minutes searching for files. And After the implementation of 5S, the staffs manage to search the related files in just 5 seconds.

ii.   Safety

Improved safety represents another benefit of 5S implementation. A clean working environment can significantly reduce the number of injuries sustained by MCC workers. Reduction in the amount of travel through the work environment also minimizes this risk by limiting unnecessary exposure to hazards elsewhere in the council. This provides an added benefit of improving morale, as a low incidence of injury conveys a concern on the part of the councils for MCC staffs safety.

For example any equipment or boxes were placed accordingly and not being placed anywhere that may leads to accident in work place. Apart from that, at pantry are was also kept in a dry condition to prevent floor from getting wet and might cause staff slip and fall.

iii.   Reduced Waste

5S implementation typically yields a reduction in lost and damaged items. A workspace with clear organization and labeling allows the workers to replace items in a designated position, minimizing the number of lost documents. Sustaining the cleaning and organization practices makes this waste reduction possible in the long term.

iv.   Staffs Commitment

Achieving worker commitment to the principles of 5S is a major goal of a 5S implementation, as they will be largely responsible for using it on the ground. However, 5S also encourages worker participation in the workplace design and maintenance. This involvement serves to engage the workers in the long-term sustainability of the workplace and can enhance their commitment to and pride in the work. Improvement in pride and sense of belonging has the benefit of lower absenteeism in the workplace.

4.3   Challenges in implementing 5S in MCC

There are also many challenges implementing and sustaining a 5S System.

One of the major challenges in implementing 5S in MCC is that a 5S System represents changing behavior. Each organization is different as are the people who work in them. Some people are resistant to change this can be the biggest obstacle to overcome because the organizations have to deal with the employee's behavior.

Some of the MCC staffs are not following the implementation of 5S and the effect of one staff may cause other MCC staffs difficulties. For example, putting back any related files at the right place after used. The other staffs that need the files for references may too spend much time to search for the file and this will affect the efficiency of his or her works. Apart from that, some of the staff that ignore to the 5S safety rule may cause harm to other MCC staff as well.

Another challenge is that, the lack of interest of the employees to participate in the 5S committee zone. This is due to the fact that, it might just waste their time to maintain the cleanliness of their work place as there is a cleaner and janitor at the council. They did not have the interest to maintain their work environment as they only emphasized on their responsibility to do their routine work.

Next challenges of implementing 5S in MCC are costs. The 5S system cannot be implemented without adding any on-going implementation cost. The amount required depends on the current status.   An initial investment in man-hours, training for 5S implementation, storage units, cost of labeling systems and cleaning products. As for the decoration, plants, furniture for 5S implementation to create conducive environments in the council will also increase the cost in the council.

4.4   Suggestion to overcome challenges in implementation of 5S in MCC

One way to make the change easy for employees is to use a slow and steady method of implementation. By using the slow and steady approach it will be able to gradually change the culture. For a 5S System to be successful, it must be successful at changing the culture and the behavior of employees and management.

The key is to start small and never stop improving. Start with one area of the office, department or other area you want to implement a 5S System in. For example, the Administrative Section in Miri City Council starts implementing 5S in standardizing their documents and filing system to make it easier for the other section in the organization to refer files from the Administrative Section.With this type of implementation the 5S System will be better received and be more sustainable. Then gradually work through the organization step by step. This makes it much easier to plan for and implement. Working with smaller groups and educate them about 5S is less of a burden. Once one have that area squared away and running under a sustainable 5S System move on to the next one

Before moving to the next area, an idea to place 5S system to be sustained must be cleared. Therefore, the first 5S System implementation should be the best. It will be the showcase of how much better the work environment is. Learn what works and what does not. This will help to avoid mistakes when moving on to other areas and improve 5S System as a whole. A successful implementation of a 5S System in the first area will show the rest of the organization that there is nothing to fear in implementing the 5S System. Once they see how much better the sustained 5S area is and how well the employees like it, it will make it much more acceptable by others as well.

Another ways to overcome the 5S challenges in MCC is by getting management and supervisors onboard. This can be done by spending a lot of time with the management staffs and supervisors. Educate them on 5S and the benefits of the 5S System and get them onboard early. They will be the ones who will help sustain the 5S System and provide valuable insight into how it will best work in their department and to the staffs under their supervision.

4.5 Impacts on 5S implementation in MCC

The 5S implementation in MCC was a change physically seen through the physical layout of the MCC building and in their department but also the changes of behavior of the MCC staffs to abide with the 5S concepts. The impact each area of 5S concepts in MCC are as below;

4.5 1 Impacts of First S (Sort)

- Necessary items are identified and positioned in the right workplace and location.
- Unwanted items are eliminated.
- Searching time is reduced.
- Working environment is improved.
- Space utilization is maximized.

4.5.2 Impacts of Second S (Set in Order)

- Items easily returned to its designated location after use.
- Required items easily located, stored and retrieved.
- First-In First-Out (FIFO) is practiced.
- Retrieval time is reduced.
- Right Item, Right Place, Right Quantity and Right Method (4R) are in place.

4.5.3 Impacts of Third S (Shine):

- Higher quality work and products.
- More comfortable and safer work environment
- Greater visibility and reduced retrieval time
- Lower maintenance cost
- Creates positives impression on visitors and during customer inspections

4.5.4 Impacts of Fourth S (Standardize):

- Better workplace standards.

- Better Visual Control Systems.

- Establishment of Rules and Standard Operation Procedure (SOP).

- Information sharing on required standards.

- Improvement in operation and workflow.

4.5.5 Impacts of Fifth S (Sustain):

- Compliance to workplace rules.

- Team spirit and discipline are developed.

- The 'Kaizen' mentality is inculcated in the employees.

- Adoption of best practices.

- Enhance operation effectiveness in a better working environment.

Chapter 5:
Conclusion

Chapter 5:
Conclusion

5.1 Introduction

This chapter is to conclude all my practical report in Miri City Council according to the chapters.

5.2 Conclusion on Chapter 1

Chapter 1 is an introduction on the organization I was attached on during my practical training period. Basically Chapter 1 includes the background of the organization such as the history, vision and mission, client's charter as well as the objectives of MCC. I also include theCity Council Emblems, and briefly explained on the meaning of the Miri City Council's logo. Basically MCC's function is same as the other local authority organization which is to maintain the public services for the public. Their function is to provide public service such as rubbish collecting, maintenance of roads and drains, collecting assessment rates, providing streets lights and managing events and affairs of Miri City.

I also include the pictures of Miri Deputy Mayor since the year of 1984 and the chronology of Miri City Council in this chapter. Through this chronology shows that Miri City Council was started as Miri Municipal Board since 1933, it turns into Miri Urban District Council in 1956 and in 1961, it became Miri District Council, and it became Miri Municipal Council in 1981 until 2005, where it officially became City Council in the year 2005.

Apart from that in my Chapter 1, I also include the organization chart of Miri City Council and the departments of the Miri City Council. Miri City Council consists of 13 departments and each department has its own function and in Chapter 1, I explained the function of each department through table format.

5.3 Conclusion on Chapter 2

In my chapter 2, I explained my five weeks experience in doing my practical training in Miri City Council. I started with my first day experience where I went to the Miri City Council's Administration Section to report duty at 8.30 a.m. I was assisted during my practical training matters in MCC by MdmZalifah, PembantuTadbir in MCC, under MdmRoseni's supervision. On the first day, I was introduced to the staffs by MdmRoseni before I was been given any task in the office.

In this chapter, I briefly explained my experience during my practical training by sections to which I was attached to. It was basically on what are the nature of work am I doing, who I received order to during my attachment in different department. During my practical training period, I was attached to six section namely, Administration Section, Public Relation Section, Treasury Section, Counter Service Section (One Stop Centre), Information System Section and LA-21 Section.

5.3.1 Administration Department

In my first three weeks in MCC, I was attached to Administration Section, Human Resource Department under MdmRoseni's supervision. In this section, I was exposed on prepare a formal letter to other organization and employees such as response of transfer letter, reply letter regarding the Capacity Building Graduates (CBG) and et cetra. The letters to be sent out to others organization and employees are different according to the confidentiality of the letters.

Apart from that, I was also experienced on the process of filing related documents in Miri City Council. This is regarding on how they collect the documents received, how to put the folio number for references and how to filed it in a proper manner according to MCC 5S's policy. Thus I also exposed in working on any other administrative works such as photocopy documents, faxing, printing and so forth.

5.3.2 Public Relation Section

As I attached to the Public Relation Section on the third week of my practical training in MCC, I was under MrTay Boon Pang's, the Head of Public Relation Section supervision. In this section I was exposed on managing the council's meeting for example, preparing

minutes of meeting, clarifying the councilors and key in some councilor's allowances on the meeting they attended.

Apart from handling meeting, in Public Relation Section also dealt with the public complaints through various ways. Such as complaints made by phones, letters, memos and walk-in complaints.

Eventhough the Public Relation Section normally dealt with steering and standing committee meeting and complaints, but this section still comply with the MCC 5S's policy in terms of filing documents, placing their stationery and maintaining cleanliness in their section. This section always stays neat, tidy and also have the efficient way of cabinet arrangement so that the staffs can work faster.

5.3.3 Treasury Section

On the fourth week in Miri City Council, I was attached to Treasury Section for two days under Ms Chang's LiewHiong's, *PenolongPegawaiAkauntan* supervision. Under this section, I was exposed to the process of preparation of Budgetary Control report as well as process of collecting the budget report from each council's section.

Apart from that, I also visited the collecting revenue counter accompanied by Mdm Veronica, the *Pembantu Am Rendah* in Council's Treasury Section. And learning on managing 'received payment' process with Mdm Hwang, *Pembantu Am Rendah* who is in charge for Council's receivable account, such as key in the payment data, filing the receipts according to the payment matters with a proper folio number for future auditing references.

5.3.4 Counter Service Section (One Stop Centre)

Then, I was attached to the council's One Stop Centre (counter service section) for one day under MrPetrus's supervision. And in this section I was exposed to the process of the counter service and the policies and ethics to abide by the counter personnel in handling the customers.

Apart from that, I also learned that this section needs to cooperate with Treasury Section for revenue collection and Rating and Valuation Section for reference on the exact amount of revenue to be collected such as the assessment bills, parking coupon and so forth.

5.3.5 Information System Section

The fifth week in Miri City Council, I was attached to Information System under Mr Thomas Ajun's, *PenolongPegawaiSistemMaklumat*supervision for two days. Under his supervision, I was briefly explained on the functions of Information System. Under this section, it was much on technical skills, such as repairing computer hardware as well as software.

Apart from repairing the computer hardware and software in the council, Information Section also play roles to manage e-LA2 system that introduced by SAINS organization, Kuching for effective data recording process. Information System personnel will access eLA to monitor the confidentiality level of every system.

Besides that, Information System Section managing the council's website such as updating the council activities for public, updating the Miri Councilors' details, and receiving public complaints through email.

5.3.6 LA-21 Section

Last day in Miri City Council, I was attached to LA-21 Section (Local Agenda) under Mr Simon Nawang's, Head of LA-21 Section supervision. Under this section, I was exposed to the process of planning on the Council's activities. Due to the functions of LA-21 Section is to conduct and monitor the execution community activities to ensure the developments of Mirian vision, therefore, this section handling activities which highly acquired for community support.

Apart from that, this section also exposed me in learning the ways in analyzing issues for getting public support towards Miri greenery activities besides instilling the sense of responsibility towards environment.

5.4 Conclusion on Chapter 3

As I was undergoing my practical training section by section, I observed that MCC is practicing 5S system to make the office looks neat and tidy. Therefore, in my chapter 3, I was explaining on the concepts of 5S. 5S (Sort, Set in Order, Shine, Standardize and Sustain) is which focuses on establishing a quality environment in the organization, ensuring adherence to standards and in the process, and also fosters the spirit of continual improvement.

I also include in this chapter on ways of 5S implementation in MCC. Which it will involves four phases (Plan, Do, Check, Act) in achieving the result of 5S program. Apart from that, I relate the action in MCC office to implement 5S program in the council.

In this chapter I explain on 5S Policy and Objectives in MCC, the committee of 5S in MCC and the functions and roles of each committee in 5S Committee in MCC in (Figure 3.6) and on the 5S zone for each section in the council in (Figure 3.7).

In this chapter, I explain on how this council implements their 5S in council's areas which are; Office Space *(RuangPejabat)*, Work Space or Officers' Room *(RuangKerjaatauBilikPegawai)*, Store *(TempatPenyimpanan,* Public Place *(TempatUmum),* Regions Environment *(KawasanPersekitaran* Human Resource Capabilities *(KeupayaanSumberManusia),* Environmental Safety *(KeselamatanPersekitaran).*

There are lot of differences before the implementation of 5S and after the implementation if 5S in the council. I also attached some pictures that I obtained from the MCC from the council's presentation on 5S.

Therefore, overall workplace cleanliness in MCC will be created by removing waste from the MCC work area, promotes internal organization and enhances visual communication. By reducing wasted time and materials, productivity and services are increased along with safety and costs are reduced.

5.5 Conclusion on Chapter 4

In this chapter I explained on the benefits, advantages, challenges and some suggestion to overcome the challenges in implementing 5S in the council.

There are many benefits and advantages of implementation of 5S in the council. The benefits of this 5S includes increase the productivity and service provided, increase the quality and reduce in cost especially when it comes to safety precaution on work place. The advantages of 5S implementation in MCC are to increase the employees' productivity, safety, reduced waste within the council and also increase the employees' commitment.

However, eventhough the implementation of 5S brings many benefits and advantages in the council itself, there are still some of the employees that resisted this change. As for the record, the 5S represents changing behavior. The 5S program can only be achieved successfully with full cooperation and commitment from the council's employees.

5.6 Conclusion

I had a great experience during my practical training in Miri City Council especially in managing the office works and meeting people in MCC. It was not only developed my practical skills in doing my work in the council, but I also can relate all the theory I had learnt in my class and adapt it to my practical training. For example, I focused on quality management (5S).

Through this practical training also, I can developed myself for making a decision for problem solving, work independently with less guidance and click with my colleague to maintain a good relation and healthy work place.As this practical training exposed me meeting with people, either the publics, clients or the councils' employees itself, it also help me to build my self-confidence and improve my communication skills with others.

This practical training is a platform that creates an opportunity and giving me a chance to have a good relation and knowing and meeting some of the councils' employees that might come useful for me to seek work after I graduated.

References

References

Miri City Council. (2012). Retrieved September 15, 2012, from Miri City Council: www.miricitycouncil.swak.gov.my

Rahman, M. N., Khamis, N., Mohd Zain, R., & Wan Mahmood, W. (2010). Journal of Applied Science. *Implementation of 5S Practices in Manufacturing Companies*, 1182 - 1188.

Razzak, D. R. (2012, October 20). 5S for Offices. Kuala Lumpur, Malaysia.

Williams, L. (2009). Strategist Company. *The Advantages of Implementing 5S System*.

Appendixes

MAJLIS BANDARAYA MIRI

Jalan Raja, 98000 Miri, Sarawak.

Tel: 085-433439 (Setiausaha Bandaraya)
Tel: 085-433501, 433504, 433505 (sambungan kepada semua Jabatan)
Fax: 085-415486
Website: www.miricouncil.gov.my

Rujukan: 49 dlm MCC/ADM-90(C)26   13 Ogos 2012

KEPADA SESIAPA YANG BERKENAAN

Tuan/Puan/Cik,

VALARIE AREN MERING

Disahkan bahawa **Valarie Aren Mering** telah menjalani Latihan industri di Majlis ini mulai **23 Julai 2012 hingga 24 Ogos 2012** bagi memenuhi syarat-syarat yang diperlukan untuk memperolehi **Ijazah Sarjana Muda Sains Pentadbiran** dari **Universiti Teknologi MARA Kota Samarahan.**

2.   Sepanjang tempoh latihan berkenaan, beliau didapati mempunyai inisiatif, bertanggungjawab terhadap segala tugas yang diamanahkan kepadanya dan beliau juga mempunyai semangat bekerjasama yang tinggi. Beliau juga boleh menyesuaikan diri dalam suasana Pejabat.

Bagi pihak Majlis Bandaraya Miri, diucapkan selamat maju jaya kepada beliau.

Sekian, terima kasih.

"BERSATU BERUSAHA BERBAKTI"

"AN HONOUR TO SERVE"

Saya yang menurut perintah,

(DAYANG HAIROONDZURIANI)
b.p. Pemg. Setiausaha Bandaraya
Majlis Bandaraya Miri.

MAJLIS BANDARAYA MIRI

SIJIL PENGHARGAAN

Saya dengan sukacitanya menyampaikan Sijil ini

kepada

VALARIE AREN MERING

Sebagai penghargaan daripada pihak Majlis Terhadap

sumbangan sukarelanya didalam

Kegiatan/Majlis Rasmi Anjuran

Majlis Bandaraya Miri

Sepanjang tempoh Latihan Industri

(23 Julai 2012 – 24 Ogos 2012)

DAYANG HAIROONDZURIANI
b.p. Pemg. Setiausaha Bandaraya
Majlis Bandaraya Miri