

**UNIVERSITI TEKNOLOGI MARA**

**FAKULTI SAINS PENTADBIRAN DAN PENGAJIAN POLISI**



**PRACTICAL TRAINING REPORT**

**CHIEF MINISTER SARAWAK DEPARTMENT**

**HUMAN RESOURCE MANAGEMENT UNIT**

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**2011371107**

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## **ACKNOWLEDGEMENT**

Assalamualaikum W.B.T. & greetings. First of all, I would like to say Alhamdulillah and praise to Allah S.W.T for his blessing that makes me able to carry out practical training in the Chief Minister Office and prepare this report.

I would like to thank the Human Resource Management Unit, especially to the Chief Assistant Director, Mr. Desmond Ak Douglas .Jerukan on his guidance and counsel during my practical training. Not forgetting my colleagues in the Human Resource Management Unit, who were willing to accept me to be part of their family even if only for a relatively short period. An opportunity to carry out practical training in the Chief Minister Office is a very valuable experience. I can maximize my knowledge learned during the course of Bachelor in Administrative Science (Hons). In University.Technology Mara.

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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 rules and academic regulations.

Signed,



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AMY DAHLIA BT ABDUL RAHMAN

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# CHAPTER 1

## INTRODUCTION

### 1.0 HUMAN RESOURCE MANAGEMENT UNIT

Every year in Malaysia, there is new state civil service personnel appointed on various jobs. To operate the state civil service staffing and ensuring their well-being, there is a dedicated unit to perform this task. This unit is known as human resource management unit. Before the independence of Sarawak, the State Civil Service is divided into two parts, which is Secretariat and District. In the year of 1937, the Secretariat is the administrative center headed by two European and assisted by Malay and three Chinese clerks. They also had been assisting by three Clerical Office Assistant. However, the numbers of employees are increased during the formation of Malaysia. There are a total of 2,599 employees after Sarawak joined Malaya to form Malaysia. And the number of employees grew bigger and based on statistic in the year of 2012, there are 14,208 people of employees working under the State Civil Service.

In the year of 1966, the original office was moved to the Secretariat Building from the Resident Office. Next, Secretariat was changed to the Office of State Personnel in the year of 1976 and moved again to Wisma Bapa Malaysia on the same year. On 1 November 1995, due to the restructuring of State Secretary Office, the State Recruitment Office is known as Human Resource Management Division. One Director has been appointed to head the division

and held liable to the Deputy of State Secretary (Human Resource). And since August 25, 2001 the division was known as Human Resource Management Unit due to the restructuring of the Chief Minister Department organization.

The Human Resource Management Unit is headed by a Director that is divided into eight sections. Those sections are Organizational Development and Audit, Recruitment Management, Service Management & Career, Customer Relation Management, Facilities and Privileges, Human Resources Research & Information System Management, Competency Level Assessment Management and Discipline & integrity Management. An Assistant Director heads every section and the roles and responsibilities are fairly distributed to allow Human Resource Management Unit to achieve its mission, vision and objectives.

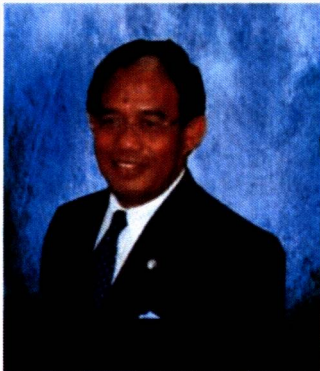
## **1.1 MISSION AND VISION**

Human Resource Management Unit has the vision to “Spearheading Sarawak Civil Service Human Capital Transformation”. They are visioning to lead the development of civil service human capital progress currently and in the future. The mission of Human Resource Management Unit is to “ Develop and Manage Talent for Organizational Excellence”. In order to achieve this mission, there are various strategies and planning that been taken by the Unit itself. One of the strategies of Human Resource Management to achieve its vision and mission is by taking part in Star Rating Evaluation of Public Sector

and mission is by taking part in Star Rating Evaluation of Public Sector Agencies by MAMPU (*Unit Permodenan Tadbiran dan Perancangan Pengurusan Malaysia*).

## 1.2 ORGANIZATION STRUCTURE

### DIREKTORI PENGURUSAN UPSM 2013



**DR. RAZALI BIN ABON**  
PENGARAH



**MOHAMAD BIN HAJI ARSAT**  
PEGAWAI TADBIR KHAS

#### KETUA PENOLONG PENGARAH

**1** SHARIFAH ROHANA BT DATU WAN ALWI  
SEKSYEN PEMBANGUNAN ORGANISASI

**2** SALMAH JOBELI  
SEKSYEN PERJAWATAN

**3** SEMAWI HAJI MOHAMAD  
SEKSYEN KERJAYA

**4** DESMOND ANAK DOUGLAS JERUKAN  
SEKSYEN KHIDMAT GUNASAMA

**5** FATMI HAMBALI  
SEKSYEN KEMUDAHAN(MEMANGKU)

**6** ZULKIPLI ISMAIL  
SEKSYEN MAKLUMAT

**7** FANG TZE CHIANG  
SEKSYEN LATIHAN

**8** HAJI MOHAMAD LOTFI BIN HAJI TUAH  
SEKSYEN DISIPLIN



TARIKH AKHIR KEMASKINI  
PADA 02 OGOS 2013

Human Resource Management (HRM) Organizational Chart

Source : Sarawak Chief Minister's Department



### **1.3 DIVISION/ SECTION IN HUMAN RESOURCE MANAGEMENT UNIT**

There are eight (8) section in Human Resource Management Unit. These sections will help to achieve the goals, mission and vision of the department and giving the world class service to the public. The first section is known as Organizational Development and Audit. This section is to amend the fundamental and guidelines of career post, to reorganize and empower the organization, manage the post data and to study the service scheme and revise on the JPAM Circular regarding on the post of civil servant.

Recruitment Management is the second section in HRM. This section is to amend the guidelines of recruitment and selection matter, manage the recruitment and appointment of the officer, processing the retirement matter and to deliver consultation service regarding on the recruitment and selection. This section also actually involved to become the Secretariat of the Evaluation and Selection Committee.

The third section is Service Management & Career. This section is to amend fundamental and guidelines of career development. Its manage and processing certification of service , promotion, acting and task responsibility. Section 3 also manage personnel key performance index, personnel transfer and exchange plan and give consultation regarding career development.

Next is section four known as Customer Relation Management. This section manage file and registry in HRM. Their handling customer service which is

including HRM Call Centre. This section is responsible to manage and handling if there any events and functions which assigned to HRM. Aside from that, section 4 also is appointed to become secretariat for HRM quality management and secretariat for MBJ for PANS (*Pentadbiran Awam Negeri Sarawak*).

The fifth section is Facilities and Priviledges. This section amend the principles or foundations and procedures related with facilities and specialities in servicing. Their manage budgets and any HRM assets, facilities claims and PANS servant specialities. This section is assigned with responsibility to handle and manage the loyalty medal ceremony that been held yearly. They also become secretariat for state nomination award and provide advice regarding the facilities and specialities for public servants. Aside from that, section 5 also will review and reconsidering implementation of circular and basis of JPAM regarding facilities and specialities in public service.

Meanwhile, section 6 which is known as Human Resources Research & Information System Management is responsible in drafting the guidelines and procedures for using Human Resource System Application. They planning and simplify the ways of human resource system development. They also manage and supply information in PANS,administered human resource application system and giving council regarding procedure for updating the personal information. In managing and administering HRM world wide web and

managing facilities and HRM information technology software, section 6 is responsible for the task been assigned in the Unit.

Next is section 7. This section is known as Competency Level Assessment Management. Their responsible to draft basis and guidelines for training in service. For example, their handling the induction courses for new personnel, PANS examination and plan training for officers competencies improvement. This section also manage scholarship, officers training rewards and giving advice regarding training and examination. Section 7 is been assigned also to review and considering circular implementation and principles in JPAM regarding public servant training and becoming secretariat for Training Authority and State Human Resource Development, PANS Examination Board and LPKS Programmes.

And the last section is Section 8 Discipline & Integrity Management. This section is to amend the fundamental and the guidelines of disciplines management and the integrity of Sarawak Civil Service. They implement the integrity increment program at department state level and become the Secretariat for *Jawatankuasa Keutuhan Tadbir Urus Jabatan* and *Jawatankuasa Keutuhan Tadbir Urus Negeri*. This section also is responsible to processing the discipline cases for the consideration of the Discipline Board and manage the authorization of the 2nd Class Magistrate for the Sarawak Administrative Officer. They will review and revising the circular implementation and the basis of JPAM regarding the disciplinary matter.

## 1.4 FUNCTION

Act as the main change agents in dealing public service human resources.

Reviewing and developing policies and procedures, human resource management in order to remain relevant and consistent its implementation throughout the service. HRM also function as :

- i. Research and Improvement of present organisation structure.
- ii. Human Resource Planning for the agencies.
- iii. Monitor filling of posts.
- iv. Manage recruitment and appointment of civil servants. Manage budget, leaves, facilities, information, awards and personnel records.
- v. Monitor and update information on *Majlis Bersama Jabatan (MBJ)*
- vi. Maintain and update records on personnel in Sarawak Civil service agencies and HR system
- vii. Manage examination for civil service, PTK course for state agencies.

## 1.5 SHARED VALUES

The shared values that are practiced at the Human Resource Management

Unit, Sarawak are:

- |                   |                                |
|-------------------|--------------------------------|
| ➤ Integrity       | ➤ Sense of Urgency & Ownership |
| ➤ Kind & Caring   | ➤ Team Spirit                  |
| ➤ Professionalism | ➤ Result Oriented              |

## **CHAPTER 2**

### **SCHEDULE OF PRACTICAL TRAINING**

#### **2.0 INTRODUCTION**

I undergo my practical training at Human Resource Management Unit (HRM) under Sarawak Chief Minister's Department, from the 22<sup>th</sup> of July until the 30<sup>th</sup> of August 2013. I was assigned to Section 4 Customer Relation Management, to assist the Chief Assistant Director, Mr Desmond Anak Douglas Jerukan.

Section 4, known as Customer Relation Management is basely customer oriented. It is responsible to handling customer service which is including HRM call centre. Section 4 also is a responsible unit to manage file and registry in HRM. Its manage the office administration and handling any events or functions which assigned to Human Resource Management Unit. Throughout my one month internship at HRM, therefore I was exposed mainly on how the section 4 operated and its contribution toward HRM. I was also exposed on several daily tasks. My daily tasks are including answering telephone calls, write formal letters, send & receive fax letter ,do public speaking, attend the meeting and contribute ideas, arranging files on the shelf according to its code, colors and types of file, assist in opening and closing files, and see the progress on how HRM to achive 5Stars Rating. I also take part and attend any events or exhibition that related to

HRM such Launch of *Pameran Sarawak Gemilang 50 Tahun*, Assembly for every section to meet the new Director Dr.Razali Abon, and attend the Office Dinner.

## **2.1 SUMMARY SCHEDULE OF PRACTICAL TRAINING**

### **2.1.1 1st week ( 22 July 2013 - 26 July 2013)**

I been introduced to Mr.Zawawi Bin Rambli, Assistant Director Section 4 HRM. He brief me and other practical students about the Human Resource Management Unit. He explain about the vision,mission and HRM's achievement. Human Resource Management Unit has the vision to "Spearheading Sarawak Civil Service Human Capital Transformation". They are visioning to lead the development of civil service human capital progress currently and in the future. Meanwhile, the mission of Human Resource Management Unit is to " Develop and Manage Talent for Organizational Excellence". In order to achieve this mission, there are various strategies and planning that been taken by the Unit itself. One of the strategies of Human Resource Management to achieve its vision and mission is by taking part in Star Rating Evaluation of Public Sector Agencies by MAMPU.Mr. Zawawi also shared about his experiences in this field of work. Mr. Desmond Douglas, Chief Assistant Director Section 4 who is a responsible person to assist the practical students also make a briefing regarding the practical training, projects and explained each sections and their functions in this department.After that, me and others practical student *a.k.a Trainees*, met

with all staff and introduce ourselves as a trainees. In the same week also, I been assigned to go visit the Exhibition of 50 Years Sarawak Merdeka that located at the Waterfront Kuching. At the exhibition, i gain the knowledges regarding the history of Sarawak Civil Services , economy, politic and social. I also learnt that Section 4 Customer Relation Management in which i been assigned, is a section that will be involved if any exhibition, events or functions that relate to HRM.

Next, Mr Desmond brief about the project that he will assign to the trainees. This mean that, me and other trainees need to cooperate and form a group to do this project. Mr. Desmond state that the my group project is about Stars Rating. Stars Rating is an evaluation of public sector agencies in term of their performance, achievement and the working quality as well. This evaluation is been done by MAMPU (*Unit Permodenan Tadbiran dan Perancangan Pengurusan Malaysia*). Mr. Desmond distribute the guidelines and more printing sources regarding Star Rating. He ask me and my group to read and understand the contents and any important informations. As me and my group already decide the leader who will lead the group which is Mr. Richmond Ak Dick, then we delegate the task among ourselves following the section. I been assigned to do *Pengurusan Panel Pembangunan Sumber Manusia* cooperate with Norlida Wajdi.

My next task is a filing process lead by Mdm Vannessa Rani Marican. She brief regarding the new filing system and mention that the organization need

to change the current filing system into the new filing system as instructed by the Authorities. By following the standard and guidelines as stated by Authorities, hence it will facilitate the department to get 5Stars Rating during the upcoming evaluation. Doing this filing also, it makes me to understand more on how to do proper filing that following the standard guidelines. During the filing process, Mr.Zawawi request us to fill in 'working norm' form. He mention that, by filling the form, we can measure time taken when doing the filing. Hence, it can measure the efficiency and effectiveness of the works done.

#### **2.1.2 2nd week ( 29 July 2013- 2 August 2013)**

I and other trainees continue to do the filing process in which we transfer the documents from the old files into the new files following the guidelines stated by authorities. We must organize the files following the dates and differentiate the incoming and sent of letter by using the pen ink colour. For example, the incoming letter should be written by using the red pen. Meanwhile, the letter that issued by HRM itself, should be written in black or blue ink colour. Certain files containing documents and letters that old and difficult to read as the colours of the words are faded, however Mr.Zawawi claim that those documents are very important to be keep and record properly following the guidelines. This is to facilitate all the affairs, employees welfare and their pension matter. From the task assigned to me, I can learn and understand the process that the person go through before he or she is confirm to become



government civil services .There a lot of training and courses that the person must attend and pass in order to get the position. From my understanding also, i notified that the government civil services must inform any matter whether personal and not personal to the HRM. For example, marital status, apply for leave without salary, moving houses, sick leave and etc. It should be inform to the HRM by writing a formal letter. In such organization also, it is very important to have a proper filing system because it is closely related to the Star Rating evaluation. Surveillances Star Rating is also include the neatness and orderly condition of files.

Next, my group held a meeting to discuss on our project presentation. We divided the tasks among ourselves and are required to prepare a report and slide presentation regarding HRM and Star Rating. My task is to prepare a report and slides focussing on the Rational of Star Rating. To collect the information that relates to my topic, I read and view every each of person desk file in Section 7 Competency Level Assessment Management. And from the meeting also, my group has a final say regarding our group name and the tagline. We choose 'Titanium' as name of the group and 'Exceed Beyond The Limit' as a tagline. The reason why we choose the name of Titanium is because we believe the Titanium is a strong metal in which its reflect us as a group that has a strong teamwork and determination toward accomplish the project that assigned to us. Meanwhile, the tagline actually portray the seriousness of us in helping HRM to achieved 5Star Rating this year. We help the HRM to achive 5Star Rating by contribute the ideas and suggestion for

them to improve the services. For example, we suggest that in order HRM to achieve 5Star Rating, there should improve their filing system and organize or involved more in activities with the community.

Within the same week also, I have the opportunity to attend an assembly for every section in HRM. The assembly are to welcome the new Director of HRM, Dr. Razali Abon. There a lots of things that the Director brief and shares with us regarding his experiences , the way he work, his philosophy and his planning and agenda toward HRM in future. In the same day also, me and my group having our first presentation with Mr.Desmond. The presentation are generally about HRM and the achievement of HRM toward 5Star Rating.

#### **2.1.3 3rd week ( 5 August 2013- 9 August 2013)**

I and others trainees are given approval leave in conjunction with the Hari Raya Aidilfitri holiday for five (5) days.

#### **2.1.4 4th week ( 12 August 2013- 16 August 2013)**

The first day after holiday, me and my group been given a task to search and look for the informations about 5Star Rating whether from writing or non-writing sources. Hence, to find the sources, we decided to go to Pustaka Negeri Sarawak to find and collect extra sources of the Star Rating informations. Mr.Desmond state that in order to collect accurate informations,

we need to apply the steps which are Collecting, Identifying ,Selecting ,Analyzing and lastly Implementing. Not forget to mention, also SWOT analysis which stand for Strength, Weakness, Opportunity and Threat. Meanwhile, during the presentation, it is important to always practice the KISS rule which stand for Keep It Simple and Short. All of his tips and advices actually is very useful as it help my group to do better in collecting the informations and our performance during presentation is improve.

After that, my group starting to develop and write our report for the project. We also prepare the materials such as slides, flyers and graph for the presentation. And within the same week, Mr Desmond also encourage us to visit our staffs Openhouse Raya with other colleagues. From this, I understand the working environment in HRM is not all about paperwork, project and presentation only. But, the working environment in HRM is very friendly and all the staffs in the department is working together like a family.

#### **2.1.5 5th week (19 August 2013 – 23 August 2013)**

My first task for the day is to help one of the staffs Mr Tay Nguan Hua, to organize files for the Star Rating meeting. From the task, i understand that usually when the meeting is between the high level leader such as Director or Assistant Director, the material such as files or anything that relate to the matter should be well prepared before the meeting start. The material should be well organized by following its section and time framing.

Next, me and others trainees have been assigned to prepare one performance for the upcoming HRM dinner on this Wednesday, 21 August 2013. We discuss and brainstorming about the performance that we can perform and agree that we will make a cultural dance performance. Then, we practice and cooperate with each other in order to perform very well during the dinner. From this, i have learn that teamwork between team members is a very important part in order to succeed in any project or assignment. All the trainees who are from UiTM, UNIMAS, UKM,UM and Politeknik are also participate in the performance that we called ourselves as '*Gadis Dan Bunga*'. Personally, I am so glad that HRM appreciate us and let we to participate in their activities. And i also has gain a lot of knowledges from the event. I have learn how peoples manage the event and this also has boost my confident to confront with peoples.

Within the same week also, I have the opportunity to attend the launching ceremony of Gallery Launching that be held at the Lobby of Wisma Bapa Malaysia. After that, me and my group member held a meeting to discuss on what day should our supervisor come to visit us. We also has delegate the responsibility among ourselves. For example, my responsibility is to provide a proper foods and drinks during the visit of supervisor. I should ensure that the foods and drinks should be served well and on time.

Next, my task is to involved in meeting with Mr. Fathi Haji Hambali on the preparation of Majlis Penyampaian Pingat Perkhidmatan Setia that will be

held at Samarahan, Sarawak. It is a State Level of Event. From my observation, every staff and officers are work together to manage, organize and succeed the event. The leadership skill of Mr. Fathi as a Chairman also is succeed in which he able to give clear instruction to the staffs and motivate them to give their best efforts for the event. From the meeting also, we been brief everything regarding the event for example, on the proper attire for the facilitator and their responsibility. We were been offered to take part in the event, however after discuss with the group member, we decide that we could not join the event as we will busy on the preparation of our project.

#### **2.1.6 6th week ( 26 August 2013- 30 August 2013)**

This is the last week for my practical, me and my group are succeed in gather all the important informations that relate with HRM and Star Rating. We then focus on compiling all the informations for our project presentation. My task for the day is to help in filing and photostating documents and letters.

As I have my own free time during the day, i went to distribute my research questionnaire to all sections in HRM at level 7,9,10 and 11 of Wisma Bapa Malaysia. My questionnaire is asking on the stress level and how the employees handle it. All of the staffs in HRM are very helpful and well cooperate. They are willing to give certain informations that can help me to complete my reseacrh.

In the same week also, i make a several daily task such as help to answer phone call, help Assistant Director to write formal letter and do a filing and organize the files in *Bilik Fail*.

Since it is a last week before our final presentation,me and my group compile the whole slide and review its again to minimize the error. And we also had a mock presentation with Mr. Desmond and he straight away commented on our presentation andn slides, he add some extra informations that we did not include in the slides. He also advices and give tips for us on how to be a good presenter. For example, he advice that the presenter must face the audiences during presenting.

On 29 August 2013, it is the day of our final presentation for the project Star Rating. Mdm Nadrawirna come as our supervisor and we will make the final presentation infront of her. I have been assigned to present A3.2 Human Resource Development Panel Management under the Star Rating. It is related with training program that been implemented in the Chief Minister's Department. After the presentation, Mr.Desmond and Mdm Nadrawa give her comment as she said overall, it is a good presentation.For the last day of our internship, we are having simple ceremony to celebrate the end of our one month internship and also office's *Ramah-Tamah Hari Raya*.

One month of internship is a short period but there are many new experiences that i gained from it. There have many sections that internally under Human Resource Management Unit. One of the things that i found

interesting is, the staff here are very friendly and the way they work is like a big family. There are no stress or emotional abuse when working with them. Apart of that, they are also take very seriously with the tasks assigned to them and work cooperately with each other to succeed such tasks. I personally think, every departments in any organizations should have these values which are sense of belonginess and team spirit.

## **CHAPTER 3**

### **ANALYSIS**

#### **3.0 INTRODUCTION**

This chapter explains the analysis of the training specifically focuses on one area of task as covered in the Practical Training Handbook. This chapter also reflects the definition of concept and theoretical aspects, demonstration of practical aspects at the work place and how I transformed knowledge gained at workplace to reinforce understanding on the concepts learned in class. It also includes my personal experience during my practical training

#### **3.1 PURPOSE OF STAR RATING IMPLEMENTATION**

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.

### **3.2 RATIONAL OF STAR RATING IMPLEMENTATION**

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

### **3.3 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.

### **3.4 EVALUATION ASPECTS**

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:-

#### **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

#### **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

### **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 Programmed /Motivation

A3.7 HR Information

### **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)

## **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

## **A6 Record Management**

A6.1 Commitment of the Agency

A6.2 Implementation of the Programmed and Record Management  
Activity

A6.3 Termination of Record

### **3.5 PATHWAY OF HRM TOWARD REALIZING THE 5 STAR STANDARDS**

**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

#### **A3.1 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.

### **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;

#### **a) 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. Besides, 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.

#### **b) 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 also 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

### **c) Staff Recognition**

Recognition is one of the ways to appreciate the employee that give their support and commitment to the organization. Therefore, 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 increase.

### **A3.2 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.

**(a) 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.

**(b) Implementation of Training Needs Analysis (TNA)**

At 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.

**(c) 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%.

**(d) The Implementation of “7 Days Training Basis”**

Sarawak State Civil Service do not adopt the “7 Days Training Basis” that required training at least 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 day at least 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.

**(e) 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). Other issues that related with training will be observe also by the Training Committee and Human Resource Development State.

**(f) Evaluation of the Level Competency Before and After Attending Training**

The Course Effectiveness Evaluation Form is use 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.

**(g) 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.

## **(h) Range Level Mentoring Programs**

In range level mentoring programs, the Chief Minister Office employees 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.

### **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.

### **A3.3 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, they 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 did 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.

### **A3.4 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 26<sup>th</sup> August 2013 and 27<sup>th</sup> 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 title 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 show how much 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.

### **A3.5 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. While, ethics refer to moral principles that govern a person's behavior or the conducting of 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 which refer to Organizational Integrity Plan (PIO). This program be implemented in year 2012 and it plan for 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 and the review and implementation status will be monitored from time to time.

While, JKTUJKM refer to Integrity Governance Committee Chief Minister was founded in 2011. In 2010, the Social Welfare Department to act as the secretariat to the Committee on State Governance (JKTUKN). 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. Besides, it will ensure a 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.

### **A3.6 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

### **A3.7 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.

### **3.6 TASK ANALYSIS**

One month of my internship in Human Resource Management Unit is a short period but i have done many types of tasks such as file management, Star Rating implementation, office administration, preparation before and during meeting, write minutes of meeting,documentation, in charge of the counter services and so forth. As a student of Administrative Science, i have been taught by my lecturer that, measuring and evaluate the work performances at workplace is a very important step to be taken in any organization. And this is been carried out in the Star Rating programmed in which the organization will be evaluate on their work performances, agendas progress and their achievement.

Hence, by performing and involve in this task I am able to reinforce my understanding and relates it with the subjects that i learnt in the classroom. I personally think that, the theory that we learn in classroom is more useful if it also be implement with the practical training. There are several subjects that are related to the task that i has performed during my practical training :

### **3.6.1 Managing Change**

I can relate one of the theories in subject Managing Change with Star Rating Implementation. Our former Prime Minister has recommended the implementation of Star Rating in the Cabinet Meeting on the year of 2005. And two years later 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. Actually this mean, the government agencies such as HRM has taken the steps to change from the traditional mechanism of evaluation into the modern type of evaluation which is Star Rating In managing change subject, there are theories called Steps of Successful Change which introduce by Kotter. John Kotter's highly regarded books 'Leading Change' (1995) and follow up 'The Heart of Change' (2002) describe a helpful mode for understanding and managing change. Kotter's eight step change model can be summarized as :

#### **3.6.1.1 Increase urgency**

This step is refer to getting peoples attention especially workers. The organization sell the need for change and the consequences of not changing. This step also mean immerse people in information about the change and discuss ways to solve the problems that people identified. For

example, in HRM units, the Top Manager are helps other staff to see the need for change in their process, agendas and the strategies to achieve the 5 Stars Rating. And he also mention the importance to acting immediately so that the Unit will able to achieve it's target 5 Stars Rating in this year 2013.

### ***3.6.1.2 Build the guiding team***

This is the step where the units are choose the key player and change leaders who can both manage and lead. The choosen change leader should be based on credibility. Level of expertise, strong position power and make intelligent decision. Management skill also is required as to control the change process and leadership skills is to drive the change process. For example, in HRM units, the top manager that i know is someone very good in manage and lead. He able to pull together the team of staffs to guiding the change.

### ***3.6.1.3 Get the vision right***

The senior leadership is responsible for establishing the definition of a 'culture of safety' (empower career development) aligned with expectations , core values and shared beliefs.And there are responsible to informing the organization of these values and evaluate the current culture.This is to leading a process of translating values to expected

behavior and establishing trust and accountability. For example, in HRM the vision is to 'Spearheading Sarawak Civil Service Human Capital Transformation'. And one of the strategies to accomplish the vision is by achieve 5 Stars rating, that will surely enhance the image and work performance of the organization.

#### **3.6.1.4 Communicate for buy-in**

This is mean the units are providing supportive actions for fear, anger and reluctant behavior on some of the employees. And by this, the units will encourage discussion , disagreement and debate to keep people talking regarding the matter. For example, in HRM, the Top manager are frequently conduct Star Rating meeting among the staffs in order to communicate for understanding regarding the matter.

#### **3.6.1.5 Empower action**

This is the step where the units develop a share sense of purpose that align with structure, vision and goal. This is also to train the employees so they have the desired skills and attitudes. In this step, the top manager will confront those with high level of resistor. For example, in HRM unit, the top manager are develop sense of sharing the same purposes with the other staffs. The purpose of star rating which is to evaluate the work performance, is also indirectly will enhance the quality of work performance



as well. And by this, the units will remove as many barriers as possible so that those who want to make the vision reality can do so.

#### **3.6.1.6 Create short term win**

The units should set aims that are easy to achieve. This means, they should finish current stages before starting new ones. And to build motivation among the staffs, it is encouraged for top management to provide positive feedback. For example, in Star Rating implementation, in HRM units, they recognized every effort made by workers. They set a simple aim to achieve such as standardize file management in the units, and when the staffs have completed the task, they consider it as a short term win in order for them to achieve the real target, 5 Stars Rating.

#### **3.6.1.7 Don't Let up**

This is the stage when it is advisable for management do not give up. The change managers should acknowledge all hard work done by all the staffs. And celebrate the success and as accomplishment. The use consequences of letting up can be very dangerous, whenever is let up before the job is done, critical moment can be lost and regression may soon follow. Thus, the new behavior and practical must be driven into the culture and ensure long term success. For example, however in HRM units, the top management and the staffs are still in running to implement

the Star Rating. They do not let up any efforts that they make in order to achieve the target 5 Stars rating.

#### **3.6.1.8 New culture**

This is develop action steps for stabilizing, reinforcing and sustaining the change. Its also make adjustment to the change vision and strategy to reflect new learning and challenge peoples to be open to new challenges, force and pressures for the next change. For example, in HRM units, Star Rating implementation is seen as one of the units new culture. The evaluation will be held every three years which mean the organization will be well prepared and make their adjustment on work process within the time. The staffs in HRM units has getting used with the star rating implementation and see it as a new organization culture to be adapted.

#### **3.6.2 Total Quality Management**

The second subject that I want to relate with star rating implementation is Total quality management (TQM). Total quality managements is a method that been used by the organization to enhance the quality and productivity in the organizations. Every staffs in organization should practice this principle in order to enhance their work performance quality and maintaining high standards of work in every aspect of operations. This system of management is involving all departments or units and staffs in the organization itself. It is also actually involve external peoples as well which is customers. In short, we

can understand that TQM is a method and organization approach to long term success through customer satisfaction.

### **3.6.2.1 Quality control**

Quality control (QC) is a set of procedures to ensure that a manufactured product or performed service meets or achieved the quality criteria or the requirements of the client or customer. However, in order for organization to implement an effective QC program, the management must first decide what is the specific standards that the product or service must meet. Then the extent of QC actions must be determined as well and the real world data must be collected for example, the percentage of units that fail. And only after that, the corrective action will be decide and implement. For example, in HRM units, the quality control is important to ensure that the management is meeting the criteria or the requirement that has been stated by MAMPU to get 5 Stars Rating. Therefore, every section in HRM units has their own role and aspects to be focus in order to fulfill the requirement. The top management are frequently conduct a meeting with the staffs to see the progress and check if any errors in the management following MAMPU requirement. They also come up with Fail Meja that indicates every work done by staffs and their progress in work performance. They also consult with each others to ensure whether they have a problem to carry out the tasks and polish again what is the 5Stars

requirement. If there are any errors, they will take a corrective action before the actual evaluation day of 5 Stars rating.

### **3.6.3 Human Resource Management**

And lastly, I would like to relate Star Rating with Human Resource Management subject. In this subject, there are chapter that mention about Performance Appraisal. Performance appraisal can be define as an evaluating an employee's current and or past performance relative to his or her performance standards. Basically, performance appraisal purposes is aim to increase employee and organization productivity with effectively. There are two (2) main purposes of performance appraisal which is in developmental purposes and administrative purposes.

#### ***3.6.3.1 Developmental purposes***

Firstly, in developmental purposes, it is focuses on feedback of employees' strength and weaknesses and aim on performance improvement. Some of the purposes are performance feedback, identify individual strengths and weaknesses, to identify goal, to know the training the workers need, improve employees' communication and act as motivation to these peoples. From this, we can say that the organizations that practice performance appraisal can know their employees feedback or responses on any decision made by top manager. Is it also to identify every workers

strength and weaknesses that may help the managers to locate every each of workers following their skills and knowledge. And for those workers that are weak, the manager can know the exactly training the workers need in order to improve their job performance. For example, in Star Rating implementation, the staffs will attend the courses required and the Chief Minister of Sarawak has introduced the competency profiling. Some of the mentoring programs for developmental purposes are mentoring log book, mentee development plan, implementation of flowchart and mentoring log book. And all of the effectiveness of these programs is assessed through the log book.

#### **3.6.3.2 Administrative purposes**

From the administrative aspect, performance appraisal is an input that can be used in human resource management activities. Some of the purposes are to document personnel decisions, determine promotion, decide retention or layoff, personnel planning, meet legal requirement, reward and benefits and initiate fair disciplinary proceedings. In another words, those human resource management can use performance appraisal as a tool for them to determine promotion to employees who had performance well in their work and also to decide some cases such as retention. And in HRM units, this is exactly the tools that they used in order to ensure all of the aspects in their work, agendas and work process are meeting the requirement of MAMPU in order to achieve the target 5 Stars rating.

## **CHAPTER 4**

### **RECOMMENDATIONS**

#### **4.0 INTRODUCTION**

This chapter highlights the future recommendations of job or task assigned during training as discussed in chapter 3 that is Star Rating implementation. Furthermore, this chapter also will provide solution for improvement in the future. Based on training at HRM in Chief Minister Sarawak department, the Star Rating implementation has many rooms for improvement. They also has shown that they also trying their best in following to fulfill the aspects that will be evaluated in the Star Rating. The employees are willing to implement Star Rating in their daily working routine and they did not refuse to learn or accept the new things. Therefore, now it is a target and aim of the Human Resource Management Unit itself to achieve 5 star rating

#### **4.1 RECOMMENDATIONS FOR 5STARS RATING**

The first recommendations that I would like to suggest is HRM should brief more and introduce Star Rating implementation to the entire of staffs. Based on my practical training experience, i did ask few questions to some of the staffs who in charged at the counter and dispatch of HRM regarding Star Rating. However, from my observation, some of them is lack of information

regarding Star Rating implementation. They have a role ambiguity which is they did not clear what is Star Rating implementation and what is the rational of it's to the organization. In another words, some of the staffs have a very little knowledge about Star Rating Implementation. They failed to see the importance of Star Rating and what are the aspects of the organization that the Star Rating will emphasize and evaluate. From my opinion, this attitude actually has caused difficulty for HRM if they want to achieve 5 Stars Rating. This is because the Star Rating will evaluate every aspects of organization from the Top Managers, Middle Managers and even to First line Managers. Thus, if the first line managers have a very little knowledge about Star Rating, hence the whole process and strategy of organization toward 5Stars Rating may not able to be achieved. Therefore, I would like to suggest HRM to acknowledge the entire of staffs and educate every single of them about Star Rating implementation.

The second recommendation is by getting feedback from the employees whether the 5 star rating is really important for management processes. This gives companies the capacity for what we call strategic planning. By keep getting feedback and review the whole processes that focus on department or the employees itself, this will allow the organization to know whether they have meet the requirement of Star Rating evaluation and if the employees itself has meet their understanding towards the 5 Star Rating. Actually, this step also can build the teamwork spirit among the staffs to achieve the 5Stars rating. They will feel motivated and cooperate with each other in order to achieve the 5

Stars Rating as they believe and understand that it will give benefit to themselves as employees and to the whole organization as well. And with this action also, every planning and strategies will be run easier and smoothly because the employees and organization can check if any element is missing out that did not fulfill yet by the unit. This mean, the HRM will able to keep and make sure the units are always been prepared and comply with the standards of Star Rating evaluation.

Third, I would like to recommend HRM to fulfill all the elements and aspects that will be evaluate by MAMPU in order to achieve a 5 Stars Rating. As we know, MAMPU has already informed and indicate every criterion that they will consider for the Star Rating evaluation. One of the elements indicate by MAMPU is, every unit in department should have a counselor to control the staffs regarding their problems whether personal or impersonal matters. However, from my observation throughout one month of my practical training in HRM, I observe that they do not have counselor in every unit or section. This mean, they failed to fulfill and comply one of the requirements indicate by MAMPU. I suggest that HRM should provide the counselor in each of the units in order to fulfill the requirements indicate by MAMPU. And this actually will reflect that HRM has prepared and ready to achieve the 5 Stars Rating titles.

And lastly, I would like to recommend for the Top Manager in HRM to communicate with employees As we know, communication is the most important tools for an organization to bring the changes in term of



management, processes or programs that been implemented at the workplace. Thus, I would like to emphasize here, the Top manager of HRM should communicate with the employees. They should communicate for example, in term of their strategy and may also link it to the individual and organization's objectives. Therefore, the 5 Stars Rating actually gives leaders a way of ensuring that the entire organization of all levels understand the long term and short term strategy of HRM to achieve 5 Stars Rating and that both department and individual objectives are aligned with it.

Thus, as for my conclusion, as the HRM units has a different eight sections, hence they must be able to achieve mutual understanding regarding Star Rating implementation. As every units have different task and duty, they must try to improve their level of understanding regarding 5 Stars rating in order to bring the staff understand and follow the strategy as planned and maintain their work performance as well. And by this, the organization will able to achieve 5 Stars Rating and their vision which is spearheading Sarawak civil service human capital transformation.

## 4.2 RECOMMENDATIONS FOR PRACTICAL TRAINING

My first recommendation for practical training every final semester student of Bachelor Admin Science should undergo, is I believe that the period for the practical training allocated is too short. One month actually is a very short period for one to really adapt and learn the real working environment. In fact, practical training did not provided during my time as a diploma student. I am only able to attend practical training at the final semester of degree level. Personally, I think the time allocated for us to adapt the real working environment is not enough. During my practical in HRM, I cannot even attend and involved in certain programs that they conduct due to the limited time. For example, the state level event such as *Penganugerahan Pingat Khidmat Setia*, I cannot even involve in this event due to the short time of me at there. In addition, the staffs in HRM also are afraid to assigned extra work tasks to me as they afraid I may not able to handle too much work at a short time. So, this is nothing much can learned by practical trainers student. Therefore, the knowledge and experience obtained by the students might not be enough for the learning purposes.

My second recommendation for practical training is, I suggest for practical training to be conducted after our final semester, which mean semester 6 instead of semester 5. This is because, this will give a lot of advantages to the students itself as it is time when the job hunting is begin. If the work performance of the students is good, the organization may happy to employ

them as a permanent staff. This mean, the students may able continue to work at that organization and make it as their career. Hence, the issue such as unemployment among degree holder may decline. As I see during our last day of practical training, the staffs there are happy if we continue to stay at the office to complete our task whereby we ourselves come extra day at the office to compile properly our task and do the printing and binding.

And lastly, I would like to recommend for the practical training to introduce more beneficial work. This mean, the students can be exposed more to the real working environment that they may face after finishing their studies. This will also allow students to relate on what they learn in class with the real working environment. And also, personally I think that by having only project, it may not be enough challenge for student to be exposing to the real working environment. Luckily during my practical training at HRM, we choose project that focus on topic 5 star rating in which at that time, HRM is still doing and focus on the 5 star rating. They they target to achieve 5 Stars rating in this year 2013. Therefore, we are able to experience the real situation on how they are doing and the strategy that they implementing in order to achieve the target. Besides, I also recommend if only the university can let our faculty, Administrative Science and Policy Studies to be exposed to practical training twice which mean during diploma level and also bachelor level for a better self improvement. And it is also to produce a better graduate and achieve the real standard and quality of university.

## CHAPTER 5

### CONCLUSION

This practical training 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.

During my practical training, I learn that Human Resource Management Unit, Chief Minister Sarawak Department is a responsible public agency to operate the state civil service staffing and ensuring their well-being. They are visioning to lead the development of civil service human capital progress currently and in the future. There are several sections in HRM units and each of them has their own responsibilities and specific jobs. And they also has various planning and strategies that been taken by the Unit itself. One of the strategies of Human Resource Management to achieve its vision and mission is by taking part in Star Rating Evaluation of Public Sector Agencies by MAMPU (*Unit Permodenan Tadbiran dan Perancangan Pengurusan Malaysia*).

In chapter two describes the flow of tasks that had been done during the one month of practical training. The chapter consists of description of tasks done by day and summary of the tasks by week. By viewing in this schedule of work done, we can see whether the tasks that had been given is relates to the

subject that we learn in the class. We can see in the chapter that most of the tasks that had been done are mostly related to the subjects that learned in the class. One of the tasks and programs that I had frequently involved is Star Rating evaluation .In implementing and involved in this stars rating actually, most of the models and approaches used are related to the subjects learned such as in the subject of Managing Change, Total Quality Management and Human Resource Management. Through the schedule, we can also detect whether the company misuse the practical student by giving them unnecessary tasks to be done such as making coffees and teas and handle photocopy machine. These types of tasks are called clerical works which are not suitable for the practical student. Practical training is provided so that the student can apply the subjects that learn in the class in the working environment besides experiencing the real working environment. By analyzing to the schedule in this chapter, we can see that the company fully utilizes the practical students by giving me tasks which are suitable with my capabilities. Moreover, the company does bring me to the real management environment for my experience. They showed me on the protocol of Human Resource procedure in different aspect and the project that are ongoing such as Star Rating implementation.

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

have done is much relates to the implementation of Star Rating by MAMPU. There are theories that I learn in the class that I can see is reflect in the process of implementation Star Rating. The relationships between the procedures, theories and the task have made me strengthen my knowledge on the theories. This has also made me understand on how the theories work and how to use it. This has given me deeper knowledge in the theories as well.

In everything that we do, there are always its strengths and weaknesses. The strengths need to be strengthened and the weaknesses need to be eliminated. Recommendations also need to be identified to help the organization improving the weaknesses of the system. This chapter gives me the opportunities to give recommendation on Star Rating implementation in HRM and suggestion for practical training in the future.

All in all, the experience of working and learning at the same time in such a reputable organization is one of my best experiences in my life. The good and friendly working environment makes the staffs happy to working every day. The working environment that is relaxing and the friendly staffs makes the workplace more fun to work at. It will be an unforgettable experience of my life where I learnt the way to behave and polish my abilities at the organization level, had the experience and exposure of performing and handling tasks. This experience has made me fully utilize my knowledge.

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**APPENDIX**



**Figure 1: Doing the filing process**



**Figure 2: Attend Star Rating exhibition**



**Figure 3: Doing presentation on Star Rating project**





Figure 4: Attend meeting regarding State level event *Penganugerahan Pingat Khidmat Setia*



Figure 5: During my practical supervisor, Mdm Nadrawina visiting to the office



Figure 6: HRM units' celebration on *Ramah-Tamah Hari Raya*