

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



**AM228
BACHELOR OF ADMINISTRATIVE SCIENCE (Hons)**

PRACTICAL TRAINING REPORT

**UNIT PENGURUSAN SUMBER MANUSIA
JABATAN KETUA MENTERI SARAWAK**

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SEPTEMBER 2014 - JANUARY 2015

**CLEARANCE FOR SUBMISSION OF THE PRACTICAL REPORT BY
THE SUPERVISOR**

NAME OF SUPERVISOR: MADAM NADRAWINA BT. ISNIN

TITLE OF PRACTICAL REPORT: UNIT PENGURUSAN SUMBER
MANUSIA, JABATAN KETUA MENTERI SARAWAK

SUBJECT: ADS 666

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



(Signature)

Date: 7/1/2015

Declaration

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

Signature




Name: ABDUL RAHIM BIN ABDUL

Declaration

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

Signature



Name: ABDUL RAHIM BIN ABDUL KADIR

ACKNOWLEDGEMENT

In the name of Allah, the Most Gracious and the Most Merciful, Alhamdulillah, all praises to Allah for the strengths and His blessing in completing this report. The practical training opportunity I had with the Human Resource Unit of the Sarawak Chief Minister's Department, was a great chance for learning and professional development. Therefore, I consider myself as a very lucky individual as I was provided with an opportunity to be a part of it. I am also grateful for having a chance to meet so many wonderful people and professionals who led me through this practical training period.

Bearing in mind previous I am using this opportunity to express my deepest gratitude and special thanks to the Madam Nadrawina Isnin, Head of School for the Faculty of Administrative Science and Policy Studies who in spite of being extraordinarily busy with her tasks, took time out to hear, guide and keep me on the correct path and allowing me to carry out my practical training and practical training report with ease. Without her guidance, I would be lost in many endeavours when completing this report.

I would like to specially thank Dr Razali Abon for giving me the opportunity to be a part of his unit during my time as a practical training student. Without his consent I would never be able to experience this important phase of my studies and also my life that had made a huge impact on me. His decision to allow me to do my practical training in his unit has had a life changing effect on me.

I would also like to express my deepest thanks to Mr Desmond Jerukan, Head of Section 4, Shared Services for taking part in useful decision & giving necessary advices and guidance and arranged all facilities to make life easier. I choose this moment to acknowledge his contribution gratefully. Without his guidance, support, motivation and his keen attitude to help me in many ways during the training period, I would not be able to learn a lot of important aspects about the real working environment especially in terms of event management and office discipline.

It is my radiant sentiment to place on record my best regards, deepest sense of gratitude to all members of the section 4 family for their careful and precious guidance which were extremely valuable for my study both theoretically and practically. Their warm welcome and attitude towards me made me feel welcome and also felt like I am a part of the section 4 family.

I perceive as this opportunity as a big milestone in my career development. I will strive to use gained skills and knowledge in the best possible way, and I will continue to work on their improvement, in order to attain desired career objectives and contribute back to society. I hope that I would be able to continue cooperation with all of you in the future.

Sincerely,

ABDUL RAHIM BIN ABDUL KADIR

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CHAPTER 1: INTRODUCTION TO THE ORGANIZATION

1.0 HISTORY OF THE SARAWAK CIVIL SERVICE

“Rome wasn’t built in one day” -Julius Ceasar-, such statement is also true for the Sarawak Civil Service. It wasn’t built in one day as this entity has existed for hundreds of years. The Sarawak Civil Service or SCS in short have gone through a few era of its existence. These eras reflect the changes that occurred towards the SCS and how the SCS shape the development of Sarawak.

1.1 JAMES BROOKE ERA

The story of the Sarawak Civil Service initially started during the era of James Brooke. It was first known as Sarawak Administrative Service (SAS) established by James Brooke when he was given the territory of Sarawak in 1841. In 1842, James Brooke proclaimed Rajah of Sarawak. Introduced by Rajah James Brooke, Sarawak administration depicts from European style of administration originated from India and Africa. The formation of Sarawak Administrative service and the selection of officers were mainly from Brooke relatives and colleagues. Two departments that were established in 1864 are Post Office and Treasury department which were staffed by 4 European and 2 Malays.

During the tenure of James Brooke, the Sarawak Civil Service was divided into hierarchy to ensure smooth operation of the organization. The hierarchy is divided into five different levels. The first level is the Rajah as

the head of state and also the leader of the civil service. Secondly under the direct Rajah's command is the chief secretary, where he helps the Rajah administer the state's civil service. Then followed by the Datu, or leader of districts where they are the representative of the Rajah in areas around the state. Lastly the penghulu or village leaders whom are the leaders of their respective villagers and answer towards the Rajah's rule. On the bottom of it all but also as important are the people of Sarawak.

1.2 CHARLES BROOKE ERA

After the Rajah Sarawak Administrative Service was taken by Charles Brooke as a second Rajah of Sarawak, the hierarchy of Administrative of Sarawak Civil Service involves a change. The significant change was the introduction of European Residents, Assistant Residents (later known as District Officer) and Cadets. Each division was under the Administrative charge of Resident. The Residents of the first and third divisions are more senior than the residents of the other divisions. There was Residents First Class, whereas the others were Residents Second Class. This is where the name "resident" is used within the Sarawak civil service until today as district officers. That is one of the legacy of the Brooke Era that has started the creation of the Sarawak Civil service and also the pioneer of a formal state service within the Borneo Island.

1.3 POST INDEPENDENCE ERA

After gaining independence and also become a part of the Malaysian's Federation, the Sarawak Civil Service has made significant improvement. That

first of these is that from a small staff numbered 6 individuals, now the civil service boasts a big family of 14, 208 individuals under its umbrella. It has also created its own career development programme which is now modern and kept on evolving in order to ensure that they will be a “World Class” organization. In 1966, the nucleus of the State Civil Service was transferred to the “Wisma Bapa Malaysia” building and it was used until today by the Chief Minister’s Department.

1.4 THE SARAWAK CIVIL SERVICE

As of other organization, in order to achieve its strategic aim, the organization must have its own vision and mission to ensure that the civil service of Sarawak fulfils and drive itself to excellence. The Sarawak civil service will always strive to be the best for the people of Sarawak to ensure that by 2030 the state will achieve a developed state status. Thus to clarify things, below is the strategic aim of the Sarawak Civil Service, which is its vision and mission.

VISION

World class civil service.

MISSION

Excellent service delivery through high performance teamwork.

The mission and vision of the Sarawak civil service is one of the strategic aim for the transformation of the civil service and also its guideline for any future policies regarding the one the state civil service is able to project.

1.5 CHIEF MINISTER'S DEPARTMENT

The Chief Minister's department, acting as the nucleus of the state civil service and also the driver for the service's modernization also has its own specific strategic aim which is as below:-

VISION

High performance organization spearheading the transformation of Sarawak.

MISSION

Take the lead in the planning and implementation of administrative, development and public policies through a world class delivery system that meets the expectations of the people.

1.6 HUMAN RESOURCE MANAGEMENT UNIT

The human resource management unit of the Chief Minister's Department as the career builder and as the state civil service human capital manager has its own strategic aims which is:-

VISION

Leaders in Human Capital Transformation in the State Civil Service

MISSION

Our Human Capital Management Leader towards a High Performance Organization

1.7 ORGANIZATIONAL CHART OF HUMAN RESOURCE MANAGEMENT UNIT



1.8 SHARED VALUES

The Human Resource Management Unit uses a set of philosophy to drive the motivation and also as the guideline of what a Sarawak State Civil Service's family member should behave. This philosophy is emphasized on all of the State's Civil Service departments. The philosophy is as below:-

INTEGRITY

KIND AND CARING

PROFESSIONALISM

SENSE OF URGENCY AND OWNERSHIP

TEAM SPIRIT

RESULT ORIENTED

1.9 SECTION SUBDIVISION

Under the umbrella of the Human Resource Management Unit, there are a further 8 sections working together to ensure the smooth operation of the civil service. All of these sections have its own working and its own specific task to ensure the smoothing sailing, managing and directing of the state civil service human resource management. These sections and its tasks are as listed below. The sections are listed according to its section number followed by its tasks. Each section is headed by a section leader, as listed in the organizational chart above helped two assistant section leaders.

Section 1 Organizational Development Section

- To review the policy and guidelines of career post.
- To reorganize and empower the organization.
- To manage the post data.
- To study on the service scheme.
- To become secretariat of State Organization Development Committee.

- To study and revise on the JPA Malaysia Circular regarding on the post of civil servant.

Section 2 Recruitment Section

- To review the policy of recruitment and selection matter.
- To manage the recruitment and appointment of the officers of "*Gred Lantikan Dalam Perkhidmatan Awam / Appointment Grade in Civil Service*".
- To manage the appointment of the contract basis officer.
- To process the application of "*Hadiah Kenaikan Gaji Baru / New Salary Reward*" for the newly appointed personnel.
- Processing the retirement matter.
- To deliver consultation service regarding on the recruitment and selection.

Section 3 Career Section

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

- Service commission related with public servant career development.

Section 4 Shared Services Section

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

Section 5 Facilities & Privilege Section

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

Section 6 Information Section

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

Section 7 Training Section

- To review the policy and guidelines for training in service.
- Handling induction courses for new personnel.
- Handling PANS examinations.
- To plan training for officers competencies improvement.
- To manage scholarship and officers training rewards.
- Becoming secretariat for:
 - i. Training authority and State Human Resource Development.
 - ii. PANS examination Board.

- iii. LPKS programmes.
 - To give advice regarding training and examination.
 - To review and revising circular implementation and principles in JPAM regarding public servant training

Section 8 Discipline Section

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

CHAPTER 2: PRACTICAL TRAINING WEEKLY LOG

2.0 INTRODUCTION

“One learns by one’s experience”

–anonymous–

These six weeks had been a fruitful period of time in my life as these few weeks has taught me first hand of much of the things that I’ve learned during my period of 2 years study in UiTM Sarawak.

Throughout the period of the training, I’ve been given a number of tasks by my supervisor, Mr Desmond Jerukan and also other staff members of the section. I am placed under section 4 of the Human Resource Management Unit of the Chief Minister’s department of Sarawak.

2.1 WEEKLY LOG

These are the weekly log of my daily activities during my time within the organization. This section is divided into weeks and all the daily tasks are summed up according to the normal office hour condition. Office hours are Monday to Friday from 0800 Hours to 1700 Hours.

2.1.1 WEEK 1: ORIENTATION (21st July – 25th July)

The first week is more concerned with the introduction of the section, unit and the organization as what is written in chapter one of this report. Our first task is to read up and collect information about the section. Mr Desmond, our supervisor then allowed us to follow him to the Dewan Undangan Negeri Baru Sarawak for the upcoming medal award ceremony the following day. Here we are exposed first hand on the tasks of Section 4 one of which is to become secretariat in the events organized by the Human Resource Management Unit.

The medal award ceremony which is also called as “Majlis Penganugerahan Pingat Peringatan Jubli Emas Kemerdekaan Sarawak” is the first medal award ceremony performed by the new Chief Minister of Sarawak Yang Amat Berhormat Tan Sri Dato Amar Dr Haji Adenan Bin Haji Satem. On the first day of our practical training, we went to the rehearsal for the ceremony on the next day. Our task include arranging the chair, making a new sitting layout for the VIP’s and also getting to know the protocols of state level events. The following day which is Tuesday, we, dressed in full suit, went to the Ceremony. Our task is firstly to help ensure the finishing touches for the event go well such as last minute decorations. Then we are tasked to be ushering for the event. I was tasked to be usher on the main entrance to the hall. There I learnt the protocols of addressing, helping and also knowing the VIP’s. On the day’s end due to personal reasons, I skipped the dinner for the event. All in all these first two days are both hectic and also an eye opener for me to know the tasks for a Civil Service under the state of Sarawak.

On the third day we learnt on the lettering system being use by the Sarawak Civil Service. We also went to a post-mortem for the event on the previous day. That post-mortem has taught me something that I will hold on to in the future. That is on how to prepare for a State Level Event and the command and control system used. We were given a checklist of what to do. The checklist is divided into a few types which are a checklist for the rehearsal, a checklist for the whole event and a checklist for the day of the event itself. Then we were tasked on creating our practical training slides which will then be presented to our UiTM Supervisor, Mdm Nadrawina Isnin at the end of the practical training.

On the fourth day of the first week, we attended a workshop on protocols and etiquette by Mr Zawawi. We are also accompanied by all the trainees at the same section to attend the workshop. We learnt about table manners, dress codes, social event proper behaviour, how to state a conversation and the importance of image. What we've learnt from the workshop is practiced by us throughout the practical training period.

On the last day of the first week, we attended a handing over notes ceremony. This ceremony is done when an officer is going to leave his or her post. Thus to avoid any problems in the future, the previous officer will write up all the tasks that had been recently done or going to be done or not done yet and give it to the new officer. So that the new officer knows where to start and he or she won't overlook any pending tasks the previous officer haven't done. I will

adopt this system when I finish my term as the President of PRISMATICS this November.

2.1.2 WEEK 2: APPLICATION (4th August – 8th August)

After a week Eid holiday, we return to our practical training on the 4th of August 2014. On the first day of the week, we continue our work on the practical training slides, and at the end of the day we managed to finish the first draft for the slides, we also finished our research on the written aspect of the organization such as the mission statement, vision, goals and future plans such as the Sarawak Civil Service 2030 vision.

On the second day of the week, we were assigned to be the event managers for the upcoming unit monthly meeting. The theme for the meeting is Hari Raya, so I was assigned to make a backdrop for the meeting. Below is an example of the backdrop that I designed for the event.



Figure 1: The first proposed backdrop



Figure 2: The updated backdrop after change of theme to Kongsi Raya

Although the event was later cancelled due to the MH17 mourning period during the said date for the meeting, the experience that we learned during the event is invaluable especially when it comes to event management.

2.1.3 WEEK 3: EVENT MANAGEMENT (11TH AUGUST – 15TH AUGUST)

On the third week, we are scheduled to receive a group of polytechnic students to our organization. This group of students took Secretarial management as their study course. The main aim of their visit is to see the office system in a real life setting and that is also our main objective as the organizing committee. Thus the preparation for the event is being done by us throughout the week. At first we are instructed to create a backdrop for the activity, so below is the backdrop designed by me and approved by our supervisor for receiving the students.



Figure 3: Backdrop for Mukah Polytechnic student visit

Creating the backdrop is not the only task that we have in our hands. Informing the other members of the unit of this event is also important to ensure that they are well prepared to receive visitors and also they could help in enlightening the students on how the office system works in real life. Then we need to create our committee, where we had chosen the trainees as the main committee for this event.



Figure 4: Main committee for the event with the late Penteri in Red



Figure 5: Polytechnic students in action

2.1.4 WEEK 4: APPLICATION (18TH AUGUST – 22ND AUGUST)

On the fourth week, we focused our energy mainly on applying our knowledge from the past 3 week to adept on the environment of the office and to respond on any new tasks given to us. On the first day of the week, we received a letter from a group of Information Management students of UiTM Sarawak who want to visit us on the same day at 10 am. Both I and Bazli are tasked to take

care of the situation. At first we got on some difficulty as none of the places are ready for visitors. But using our previous experience with the polytechnic student's visit and using the same model for visitors which we used last week, we managed to handle the situation and the student's visit goes on smoothly. The flow of the program was that we will wait for them at the carpark as usherers, then bring them to the discussion room no 1, and then later bring them around the office and show them what they want to find, which is record keeping methods for holiday, then a short photo op, then we have brunch with them and then we send them off with smiles all the way. Thus the program is considered a success as both parties achieved their goals which are to find information on holiday record keeping method and to ensure that the visit is a smooth one.

Next on the second day of the week, we focused mainly on the bookings and preparation for the upcoming monthly assembly. Although we received word that the date is changed and is still not yet confirmed, we continued on our work to ensure that programme is a success. Thus I continued designing and making slides for the upcoming event. At the same day we distributed the invitation letter for the program to all sections within the unit. Today we also went to the "Ramah Tamah Aidilfitri with SUK" meeting. There we see how they discuss on the preparation of food, protocol setting, who going to open which booth and the timetable for the programme. Later that evening, we went to the Balanced Scorecard meeting at Riverside hotel. There we learned about the balanced scorecard initiative by the Human Resource Unit.

On the third day, I helped one of the staff to check for any errors on the ISO report from our unit. I did find a number of problems and all of them were promptly repaired with the help of another staff member. In the afternoon, I went with another UNIMAS practical student to the old State Assembly Building. There we helped other staff from our unit to set up decoration for the booth for tomorrow's "Ramah Tamah Hari Raya bersama SUK".

On the fourth day, we set up the finishing touches for the booth before the program started. Then I and another practical student from UNIMAS worked as one of the usher for the VIP's when they arrive at the old state assembly building. When the day ended we helped on cleaning up the booth.

On the last day of the week, I helped with the finishing touches of the ISO report from our unit. That is by collecting signatures from all the section leader and ensure that there is no more errors within the report. After finishing my task, I continued on my work finishing my practical training slides.

2.1.5 WEEK 5: DATA AND REGISTRY (25TH AUGUST – 29TH AUGUST)

This is considered as a quiet week as on the first day I was on sick leave and the second day there aren't any tasks given to me. Thus I focused on finishing my work on updating BSC information in my practical training slides.

On the third day, I was instructed to station myself at the registry section to get a feel on how does the registry works. The registry is the area where all letters

and documents flow in and out of the unit. It also helped to categorize which letter is for whom and also ensure the smooth delivery of data to related recipients. Here I learnt the importance of information management practices within an organization.

On the fourth day I took another emergency leave as my uncle is admitted to hospital and is in a critical condition. He passed away a few days later.

On the final day of the week, both me and Bazli focus our energy on the practical slides for our university supervisor Madam Nadrawina Isnin which the said slides will be used during presentation on the sixth week. We also prepare the room and projector to be used for the practical training presentation that is held next week.

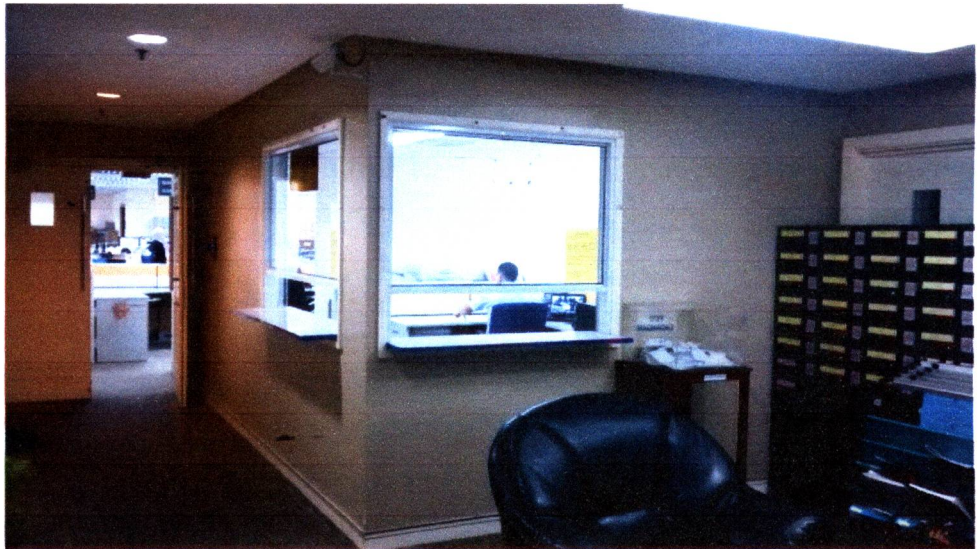


Figure 6: The Registry

2.1.6 WEEK 6: SUMMING IT ALL UP (2ND SEPTEMBER – 3RD SEPTEMBER)

Today is the D-Day of our practical training, the presentation day. On the morning of the day, we do our finishing touches on the slides. We also do a short rehearsal before we went down to greet our lecturer, though we didn't manage to meet her at the ground floor; we managed to meet her in the office as she knows the office's location quite well. Then we proceeded with the presentation. Mr Desmond, our supervisor is the host for the presentation. After the presentation, we usher our supervisor and then we went back to the office. Today a chapter of our live has just ended and a new one is beginning.

The second day of the week is the last day for our practical training. We had spent 6 weeks on the training and we have learnt a lot from our time spent here. Knowledge that won't be felt and learnt inside the classroom, the real life experience of working is an invaluable lesson that we had learnt during our time at Section 4 of the Human Resource Unit.

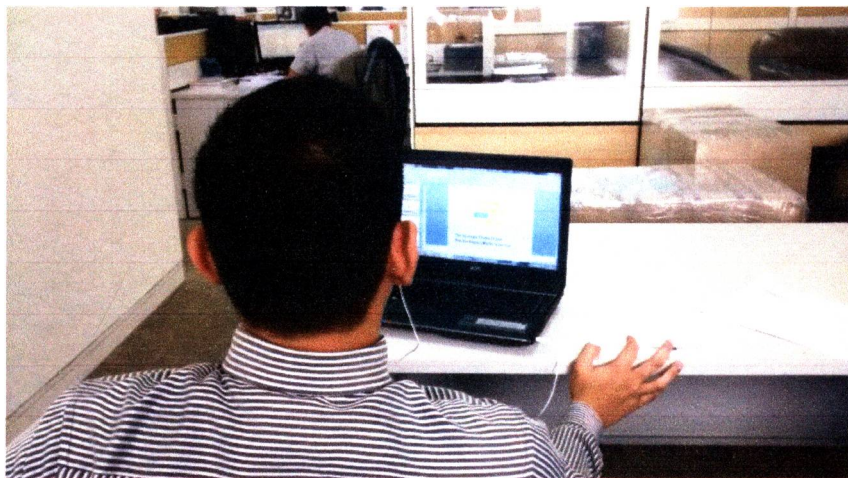


Figure 7: The finishing touches by Bazli

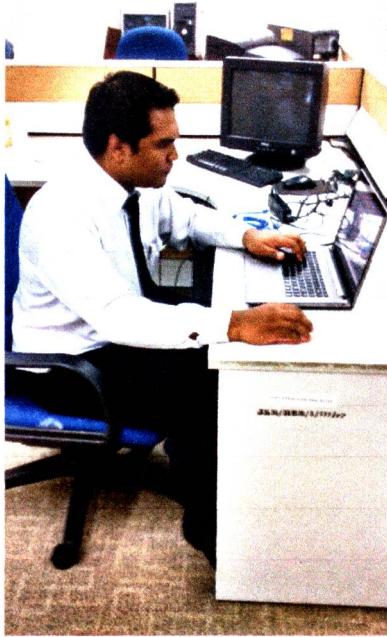


Figure 8: Finishing touches by Rahim

CHAPTER 3: ANALYSIS

3.0 INTRODUCTION

This chapter will analyse the tasks that are present within the practical log book relative to the syllabus learnt during my time in UiTM Sarawak. Then this chapter will relate those tasks and experiences with any subjects whose knowledge had been applied by or have some relevance to me during my attachment to Section 4 of the Human Resource Unit of the Chief Minister's Department. The theoretical aspect of what I have learnt during my time in UiTM Sarawak and those spent during the 6 weeks of practical training will be discussed within this chapter.

3.1 TASK ANALYSIS

This section attempts to discuss the relationship between the theoretical knowledge I learnt in class and how it relates or applied during my practical training period. The tasks are categorized by the subject that I have learnt during my time as an administrative science student. Most of the tasks given are managerial and operational in nature but on a closer look, much more is involved than only managerial and operational skills. The tasks that have been given to me also had been taught in class. A task analysis should be done to evaluate and ensure that these tasks and its relationship with what I had learnt in class will clarified and illuminated more in this section.

3.1.1 PRINCIPLE OF PUBLIC RELATIONS

The Principles of Public Relations is one of the subjects that I learnt during my time in Faculty of Administrative Science and Policy Studies. This subject focuses more on the communication aspect between the government and the public, government to government, public to government, public to public and individual to public plus individual to individual. This subject is the first that comes to mind when I think back about my time with the organization that I am doing my practical training with.

The first instance where the principles of public relations are used by me during the practical training is when I and Bazli were tasked by our supervisor to help out at the Dewan Undangan Negeri for the medal award ceremony. During the ceremony, I was tasked to be one of the usher for the award's recipient. Thus there is where the lessons from principles of public relations are used by me especially on how to deal with the public and help out on answering queries in a concise manner.

On a daily basis, whenever I was tasked to fax information to other organizations, the principles of how to effectively communicate with our customers such as internal and external customers are being practiced by me during my practical training period. In a smaller but more significant scale, communicating effectively with fellow colleagues are also being used by me during my time on my practical training especially when querying for information from the staff of the department.

The Principles of Public Relation is extremely important and significant as communication between fellow individuals are the avenue for better understanding, learning and building relationship. Thus linking this to my time during my practical training, it is indeed that effective communication is important for any organization to succeed.

3.1.2 PRINCIPLES OF MANAGEMENT

Applying the course on ADS460 Principles of Management I have learned that management is defined as the managing through people in terms of planning, organizing, leading and controlling in line with the organization goals. The management basic principles are planning, organizing, leading and controlling. The management seeks to find out how a person manages the subordinates under his or her command in achieving organizational goals and objectives. It also is the process of getting things done, effectively and efficiently, with and through other people. In an organizational management level its can be divided into 4 level that is non-managerial employees, first line managers, middle line managers and top managers. What I have learned during my practical training there is after I have graduated I will be position on the middle level management as an officer. Most of the task of the middle managers is to manage other managers and some non-managerial employees and are typically responsible for translating the goals set by top managers into specific details that lower-level managers will see get done. During the training I was being exposed on management work such as delegating task by memo issued by top

level management that is director of the human resource management of Chief Minister's Department.

3.1.3 STRATEGIC MANAGEMENT

ADS553 Strategic management for public sector is one of the courses that been offered in our faculty. The term strategic management is the process of identifying, choosing and implementing activities that will enhance the long term performance of an organization by setting direction, and by creating compatibility between the internal skills and resources of the organization and the changing external environment within which it operates where the organization undertakes in order to create and sustain the competitive advantage. Strategic formulation is one of the strategic management which involves the development of strategies and formulation of policies to achieve organizational goals and objectives which help to achieve the mission and vision where the objective must align with the mission.

One of the strategic management that I have involved during the practical training is HR balance scorecard implementation. The HR balance scorecard implementations have its own milestone starting from the year 2012 until 2014. The processes involve more than 1 year implementation because it involves a very detail processes. In strategic management process, there will have a strategic formulation, strategic implementation and strategic evaluation. The objective of the HR balance scorecard is in line with the vision of the Chief Minister's department that is spearheading Sarawak civil service human

capital management to becoming world best civil service that is to measure the performance of the organization.

Achieving a world class civil service status is no easy feat and it requires a number of strategic decisions to be taken and these decision are evaluated on a few year basis to ensure it is still relevant. One such plan is the plan to transform Sarawak into a developed state in 2030 by using a number of projects such as the SCORE project. The SCORE (Sarawak Corridor of Renewable Energy) aims to ensure that by 2030, the central region of Sarawak will become the primary location for business and private sector investment. By having these areas as a primary location for business and private sector investment, this will create an economic powerhouse centre in the state which will in the end provides opportunities such as jobs to the citizen of Sarawak. It will in the end lead to a high quality of life to citizens and create value to investors who invested their resources into the state.

3.1.4 SERVICE MANAGEMENT

As a governmental body which is not profit oriented and is mainly focused on service towards the public, service management is the core issue within the public service. Thus here I learnt first-hand on how to offer good service towards both internal and external customer. I was taught on what we should do when giving our service to the public and internal customer. What are the guidelines that I should follow and what are the things that I should be aware

of when dealing with other clients. All of these are both instructed and also written within the philosophy of the Sarawak Civil Service.

Another instance of service management that I encounter is innovation in service provided by the Sarawak Civil Service which is the emphasis on the balanced scorecard and the emphasis on innovation.

The Balanced Scorecard is one of the way that the organization use as a tool to achieve effectively their objectives. As an example, a section has to complete such and such task. The balanced scorecard introduces a score system where for each objective that a section has, a score is given on what the section did to increase its score in certain areas.

Innovation is the word of the day, as every organization has to be innovative to stay ahead especially if they want to be a world class civil service, they have to innovate themselves. This is true for the Sarawak Civil service where they have allocated numerous resources in terms of funding, time, manpower and assets to achieve it. One such innovation is the rapid usage of computerized system in their organization. The usage of computerized system also has its own extra allowances in terms of setting up a portal for innovative ideas by members of the Sarawak Civil Service.



Figure 9: The Sarawak Civil Service Innovative Ideas Portal

Service management is an important aspect of organizational excellence and thus I have the honour to be able to see and learn it first-hand when I had spent 6 weeks of my practical training at the Chief Minister's Department.

3.1.5 PUBLIC FINANCE

The first experience that I had encountered regarding Public Finance is when I was preparing for the monthly meeting for the Human Resource Management Unit. There are set rules on the prices of food per person, cost per unit of items to be used, usage of assets and many more. This is partly because the unit runs of public funds which also mean that it's the people's money. Thus the act of using it wisely exists within the Sarawak Civil Service as it is the public funds.

Another instance of Public Finance that I had encountered is when we are receiving students from Polytechnic Mukah. During that time, there are set allocation of funds for certain good to be used as goodies for the students. Even the souvenirs have its own price set. This is to ensure that the items

given to the visitors are relevant to their stature, it also allows for a more balanced spending by the State Civil Service.

Public finance is important for a governmental organization as careful usage of public funds will lead to better and more effective governance. That is because without the wise usage of funds, waste will occur and that in the end does not bode well for both the government and also the people. Unwise spending will have a few ramifications such as poor service delivery, wastage, corruption, public outcry and many more.

Thus Public finance is one of the subjects that I had learnt in class and I had seen it work in real life. Although my experience is just a small part of the whole system of public finance used by the state government, I feel that that small part has shown me the importance of careful planning for the betterment of the people of Sarawak.

3.1.6 TOTAL QUALITY MANAGEMENT

Total Quality Management is one of the elective subjects that I had taken in one of the semesters of my study. Total quality management is a system where total quality and near zero defect within a system of an organization regardless whether it is a service based or product based organization is emphasized.

The usage of the ISO by the organization is one example of total quality management used by the organization. A week of my task is spent on checking

the ISO report for the unit. There I saw how the Sarawak Civil Service emphasizes on the total quality management.

Another example of total quality management practices done by the Sarawak Civil Service is the 5S practice that is done within the office environment. One example of it is the labelling of items and also the way items are sorted out within the office environment.

3.1.7 ENGLISH FOR BUSINESS CORRESPONDENCE

Letter writing format that I've learnt have helped me numerous times when I'm having my practical training. The most important of all is how to write a memo, what is a memo and the word choice of the memo. These skills I've learnt during my time in UiTM and used numerous time during my practical training.

Being diplomatic with your words is another aspect of this subject that has I have used many times during my training. That is because as a practical student and also an employee, there letters I write will have a few outcomes such as it is received and understood easily, it is received and misunderstood and it is received, understood but comes with a package of problems such as anger or hatred as the way it was written might be too restrictive or too abusive. Thus diplomatic choice of words is extremely important to me.

Ensuring meaning is conveyed in a manner where it is easily understood is also another aspect of letter writing. It was taught in class and it is extensively used during my practical training time. If the meaning is not understood or unclear, then problems will arise such which might greatly damage an event or programme. Try to imagine if a letter of invitation for the Chief Minister's birthday is not understood, thus the chief minister himself didn't come to his own birthday celebration because of miscommunication through letters. Thus choice of words and ensure meaning conveyed in a manner that is easily understood is extremely important.

Thus this subject has indeed helped me greatly during my practical training and I am glad that the faculty offered it to us. I come to realize that the syllabus chosen for us is specifically made for us and can be used extensively elsewhere.

3.1.8 HUMAN RESOURCE MANAGEMENT

The practical training section that I was placed is one of the Human Resource Management Unit sections. Their main task is to ensure the careful development of the human resource assets of the state. Their task is gargantuan but they still do it with finesse. They are the human resource developers of the state.

The concept of human resource development that is taught at class by is used on a daily basis in the human resource unit. That is the significance of the

subject that I've learnt during my time UiTM. Their plans affect all the staff's future development and also the effectiveness of the organization.

Job specialization, statement, scope is used within the organization on a massive scale. And many job posts are created for these areas. Even the practical trainees are also part of the human resource development umbrella.

I also learnt that many seminars, training and skill development are introduced by the human resource unit. That is because for the organization, a skilful employee is beneficial to both the employee himself, but also to the organization as a whole. Thus many seminars, training, motivational talk and research are conducted to ensure the development of the employees. Thus I had seen human resource theories that I have learnt during my time in UiTM being used in a massive scale and what's more interesting is that I'm part of it. Which it also shows me the potential of all the theories I've learnt during my time in UiTM.

CHAPTER 4: RECOMMENDATIONS

4.0 INTRODUCTION

Chapter 4 will focus more on the analysis for recommendations about the practical training. In this chapter, the discussion will give the strengths and weaknesses of the organization based on the trainee observation and also provide recommendations to remedy it. It also discusses the problems faced by the trainee during their practical training period.

As a trainee that had been attached at Human Resource Units of Chief Minister's Department, I have been exposed on the strength that the office have and also some minor weaknesses that I've observed. I also have thought of some solutions towards some problems that I've faced during my period of practical training.

This chapter will be divided into training analysis which have the organization's strengths and weaknesses and after that, recommendations for future practical trainings.

4.1 TRAINING ANALYSIS

4.1.1 STRENGTHS

Active communication

Active communication is encouraged at the section that I'm attached to. Here I've learnt a lot of thing from other members of the section especially

interpersonal communication. As a governmental organization, active communication is important as communication is the only way to spread information to the masses and also the medium of communication towards excellence such as ensuring that policies implemented is available to the public. During my time as a trainee, this unit does active communication and for me personally I have to deal with a number of people of many different personalities. But most important of all when communicating with other agencies, active communication is extremely important in order to convey information and not conveying wrong information. When an emergency arises such as a last minute change of a program, active communication become paramount as the measures taken if not coordinated effectively, it would become a disaster. We had a few during our practical training, but all problems are resolved magnificently.

4.1.2 WEAKNESSES

High level of bureaucracy in procedures

Bureaucracy, if effective will work wonders, if not will bring down a hailstorm. Within an organization that is quite large such as the Sarawak Civil Service, the level of organization is mostly vertical in nature due to the size of the organization. Thus it also means that the decision making are highly dependent on high-ranking officials to make a decision. In the end it made the process slow and worst of all if the high ranking official is busy or out of office due to work commitments such as attending an important event for a few days. Thus slow decision making will bring problems such as a project is approved slow,

angry clients and also makes the client charted only as a decoration on the wall rather than a commitment. Thus a more flexible way of decision making need to be implemented such as giving more autonomy to middle managers to make decisions.

4.2 RECOMMENDATIONS FOR PRACTICAL TRAINING

4.2.1 INCREASE THE PRACTICAL TRAINING PERIOD

The current period for our practical training which is 6 weeks have its advantages but for me personally, the disadvantage outweighs the advantage. I would suggest a period of 4 month to 6 month practical training period based on the arguments below.

Firstly the disadvantage for the short period of practical training is the number of tasks trusted upon the trainee. A number of organizations have its own long term period projects, and being a part of that project will be a huge benefit towards the student. Thus students have higher chance to be a part of the project and best of all able to learn things that is usually able to be learnt when joining such projects. An example of such projects is big events such as “Hari Perkhidmatan Awam”. The reason me and Bazli aren’t a part of it is because of our training period. If we are able to be part of it, we have access to many information such as making contacts to many other civil service departments throughout Sarawak and also learn how do people manage an event that is attended by thousands of people.

Secondly the tasks that are given to us are mostly administrative tasks such as faxing items, photostating items and some clerical work. Thus the amount of experience learnt by us isn't that much and most of the work are of clerical level and not administrative level. Although both me and Bazli are occasionally trusted with managerial level of job such as the Polytechnic students visit and UiTM student visit, we are excluded from the important events such as the monthly unit meeting which were under our care but then changed to a later date which is after our practical training period. Thus we missed the chance to organize this event. We also missed the chance to become part of the "Hari Perkhidmatan Awam" committee. I hope that in the future, our juniors will be able to get the chance to become part of a large events or projects which will greatly benefit them. Thus the task level and project level of work will be better if the students are allowed for a longer period of practical training.

4.2.2 ADJUSTMENT OF PRACTICAL TRAINING PERIOD

Aside from increasing the practical training period, adjusting it to the final semester which is semester 6 is also important as there are a few advantages.

Firstly it increase the chance for the students who perform well during their practical training period and got the attention of their supervisor, to continue their work as a staff for that organization after their practical training period. Thus the said student will have a post readily available to them for them to

work after graduating and most important of all they are experienced and have don't their orientation during the time they do their practical training there.

Secondly the students can focus on job hunting after their practical training and graduating as the recent experience of working and networking with their organization and other organization during their practical training time will be an invaluable conditioning and experience for them.

CHAPTER 5: CONCLUSION

5.0 INTRODUCTION

This chapter will be summarizing all the issues discussed within this report. These issues will be divided into what chapter discusses what and then what are the full summary of the report.

5.1 CHAPTER ANALYSIS

5.1.1 CHAPTER 1

Chapter 1 discusses on the background of the organization such as the history of the Sarawak Civil Service during the Brooke era and the post-independence era. It also introduces the Sarawak civil service, its mission and vision, the Chief Minister's Department and its mission and vision plus the Human Resource Unit with its mission, vision and philosophy. The shared values and the organizational chart are also presented within this chapter. Lastly an introduction on the roles of the subdivision is listed.

Chapter 1 attempts to show the dimension of the organization as a whole. It also introduces the organization in a manner on how was it established, how it changed, when does it change, who is whom, what is its purpose, what are the goals of the organization and what are the subunits within the organizations. This helps the trainee to understand the goals and purpose of the said organization in order to better manage and adept with the working environment of the said organization. The nature of the organization will help

the student focus on which expertise that he need in order to be excellent in his task within the organizations.

5.1.2 CHAPTER 2

Chapter 2 discusses on the tasks done by the student during his time within the organization. The tasks are divided into weeks and each week is given a theme. The period of the training is 6 weeks, thus there are listed 6 themes for each week. Major task are mentioned more that minor tasks such as daily work with the fax machine.

Chapter 2 allows the trainee to see a clearer picture of what is his task during his time with the organization. How does the organization do its activities? What are the procedures that the student needs to follow? What is the major task for the section that he is attached to? And lastly this chapter will help the trainee to understand what is the lesson learnt from their time with the organization. The log book is a great tool to help the student make sure that the information management aspect of the student's work is working well as these information that are jotted down will be useful in the future.

5.1.3 CHAPTER 3

Chapter 3 is more concerned with the relationship between the theoretical aspect of tasks learnt by the trainee and the practical side of it. This chapter tries to find the relationship between both theory and practical by listing down

what are the things subjects that the student had learnt and how does it relates to their work.

This chapter successfully show that what is learnt during the time that trainee spend his time in the organization, the things he learnt in class in related in what he do in real life such as when managing an event and also communicating with other units and colleagues. This chapter also highlights the importance of using theoretical tools to make work easier and systematic in the real life. All the trainee need to do is just to choose which tools they want to use, which is the most suitable one and how to use it.

5.1.4 CHAPTER 4

Chapter 4 deals more on the suggestions and improvement that could be done towards the training programme to benefit future trainees. The chapter tries to find which way will make the training period more fruitful and efficient towards future trainee. It provides suggestion which the trainee feels should be implemented.

Chapter 4 suggest a few suggestions by the trainee from what he experience. One of it is for the improvement of the organization that he is training with and another for the training programme. He tries to show the correlation between training time and more experience gained during a training period.

5.2 CONCLUSION

After spending six weeks at the Human Resource Management Unit of the Chief Minister's Department, it occurred to me that I have learnt something that is invaluable. To me the most invaluable thing that could be learnt is experience, first-hand experience of something that is real. And that is what happened to me during my time there. My supervisor, Mr Desmond Jerukan told me on my first day that active communication is key within his section. Thus I try to implement it and it did work. I now knew many things just by asking and informing others around me. That is the most invaluable knowledge I've learnt there. By following his advice, active communication had let me learnt something new, like how to become a leader, how to take care of my time when I'm busy, how to prioritize work, how to be lenient or firm at different times and different needs, the skills of etiquette, how to be part of the family and many others.

Of the side of the atmosphere of the unit, it was a very pleasant place to work in. People sometimes say that your working place is most probably your second home. I am proud to say that I felt that way when I was spending my time there with the members of Section 4. They are cooperative, eager to share their experience, make us feel at home, friendly, hardworking, warm and most important of all they are our mentors during an important part of our life in university, our practical training.

In the end I can conclude that these practical training periods have been an extremely fruitful time for me and that it had proven that what I had learnt in

class are useful tools that I could use in my real working life experience in the future. Use it well then it will serve me well. Like hammering a nail using a hammer instead of using a rock. That's how effective are the syllabus that the Faculty of Social Science and Policy Studies prepared for us students throughout our time as a member of the Administrative Science family. In that I want to offer my gratitude to all the persons that had helped me during my time as a student as they all are important persons that had shape me to be the person I am today. I hope that one day I will use the knowledge that they had taught to me and use it to contribute back to the society.

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APPENDIX A

(WEEKLY LOG REPORT)



UNIVERSITI TEKNOLOGI MARA SARAWAK

PRACTICAL TRAINING

LOG BOOK

Instructions

This book is issued to you to provide a history of your training and to act as a weekly record by the work on which you are engaged.

Student's responsibilities for keeping log book up-to-date

Immediately this book is issued to you, you should, in consultation with your Training Officer, complete the details required on the previous page.

It is your responsibility to make the main entries of the log book and keep it up to date. Entries must be regularly initialled by your Supervisor. You must ensure that;

1. It is available at your place of work during your training.
2. All entries, except sketches, are made in ink.
3. Entries are made within a week of the work to which they refer.
4. The book is handed to your Training Officer for retention on your return to UiTM and this will later be handed to the Faculty for grading.

Recording

The log book should contain the following information:

1. A neat concise description of each of your training locations and the work on which you are engaged.
2. Relevant sketches, data and circuit diagrams.
3. References to textbooks, standards and other technical information related to the work being under taken.
4. Constructive comments on the work being undertaken and your considered opinion as to its value as training.

1. Student's name: ABDUL RAHIM B. ABDUL KADIR
2. Date & Place of Birth: 7 OCTOBER 1990, KUCHING
3. UiTM No.: 2012407122
4. Program: DEGREE IN ADMINISTRATIVE SCIENCE
5. Year: 2014 Part: 5
6. Home address: NO 15, LRG PERUPOK 2, TMN ROS, off JALAN MATANG,
93050, KUCHING, SARAWAK
7. Address during practical training: ||
8. Place of training: UPSM/HRMV (HUMAN RESOURCE MANAGEMENT
UNIT), WISMA BAPA MALAYSIA
9. Name of Supervisor in-charge: MR DESMOND ANAK DOUGLAS
JERUKAN
10. Duration of training: From: JULY 2014 to AUGUST 2014

FOR OFFICE USE ONLY

11. Remarks: (Dean/Course Tutor)

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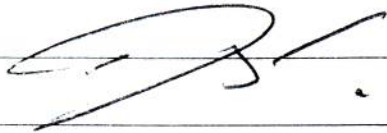
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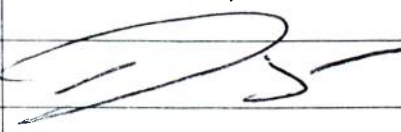
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DATE	EXACT NATURE OF WORK DONE	SUPERVISORS REMARKS
1 st JULY	<p>Assist the [unclear] Medal</p> <p>[unclear] Maj's [unclear]</p> <p>Pingun [unclear] [unclear]</p> <p>Soromel did YAB [unclear]</p> <p>U. [unclear] bin [unclear]</p> <p>[unclear] [unclear]</p> <p>arrangement.</p> <p>③ Study up on the [unclear]</p> <p>the [unclear]</p> <p>[unclear]</p>	<p>Orientation for the month and information gathering.</p> 
2 nd JULY	<p>[unclear]</p> <p>[unclear]</p>	
3 rd July	<p>[unclear]</p> <p>[unclear]</p> <p>① [unclear] [unclear]</p> <p>[unclear]</p> <p>② [unclear] [unclear]</p> <p>[unclear]</p>	

DATE	EXACT NATURE OF WORK DONE	SUPERVISORS REMARK
25 th July	<p>we became witnesses for a "handing over notes" ceremony. This ceremony is held to ensure the previous officer hands over documents and a list of works that had yet to be done to the new officer. This is to ensure that there is no future problems related to this job description. The officers in this case is practical trainers from ^{UNIMAS} BIA hands over their notes to a practical student from UNIMAS as the ^{UNIMAS} BIA student is finishing her practical training term today. What I've learnt is that communication is important even when an officer had finished their term. Effective communication leads to more efficiency as previous problems related to future job reference could be avoided.</p>	<p>Applying the Small Petaling Pertukaran Pegawai Bil 3/2004.</p> 

DATE	EXACT NATURE OF WORK DONE	SUPERVISORS REMARKS
August	we continue our preparation to receive	Event preparation
-	22 polytechnic student from Malacca which will be visiting the HR unit on the Thursday this week. we first get clearance from the Security unit. Then I prepare the backdrop for the slide to receive them.	to welcome HRM guests from Polytechnic Mal
		

DATE

EXACT NATURE OF WORK DONE

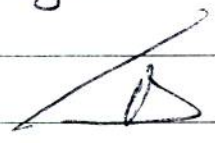
SUPERVISORS REMARK

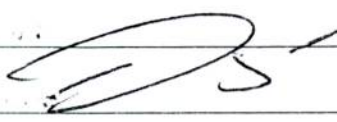
August


We finished the tentative for the arrival of the polytechnic students. The tasks for each AJK is also prepared to ensure smooth operation during the day of operation activity. Finalizing ~~that~~ the backdrop for the Polytechnic students visit.

Preparations are ongoing.



DATE	EXACT NATURE OF WORK DONE	SUPERVISORS REMARKS
August	<p>Making final preparation for the coming visit by Malian Polytechnic students. Preparation involved such as preparing the Section souvenir, informing other sections for the arrival of the students on the next day, booking the IRC and ensure that food is prepared and ready tomorrow.</p>	<p>Details of the Polytechnic students are finalized.</p> 
	<p>Attend yoga open office function done by another section.</p>	

DATE	EXACT NATURE OF WORK DONE	SUPERVISORS REMARKS
August	<p>making preparation for the upcoming assembly on the 21st August. Informed that the 21st August assembly date is changed. The rain - storm situation is not yet confirmed. Nevertheless, I continued designing and preparing slides for both events.</p>	<p>Event management preparations</p>  <p>2/9</p>
	<p>Distributed the invitation letter to all Sections on the upcoming saga celebration with the SMC.</p>	

DATE	EXACT NATURE OF WORK DONE	SUPERVISORS REMARKS
<p>4 August</p>	<p>Today we set up the finishing touches for the booth at ^{old} DUN building. Then I and another practical student from UNIMAS UNIMAS worked as one of the usherer for the VIP's when they arrive to the old DUN building. After that we receive the TYT, CM and other VIP's at our booth. On this day we serve MacTawa, Fried noodle and fried vermicelli. When the event ended I helped the staff on cleaning out the booth at the Dun building.</p>	<p>The event management experience for business. High Level attendance involving State Leader.</p> 

DATE	EXACT NATURE OF WORK DONE	SUPERVISORS REMARKS
27 th August	<p>Helped to Today I was stationed at the registry and then help the registry to receive letters, sort them up for further action and then stamp on any new letters received.</p>	<p>Reflect Reflect on the importance of proper records and information manage</p>
	<p>Reflection - Today I've learnt how are the procedures that an organization must face use to ensure better information management practices.</p>	<p>_____</p> <p>_____</p>

DATE	EXACT NATURE OF WORK DONE	SUPERVISOR'S REMARKS
4 th August	<p>The Preparing items for Presentation with Mdm Nadrawina next week.</p> <p>Boole projector and rooms.</p>	<p>Preparation for presentation to</p>
	<p>Reflections - I've learnt that ^{preparation} preparing, procedures and data collection methods are useful in ensuring a smooth operation in any programs to be held especially programs that involves ^{sharing of} and distribution information.</p>	<p>Visiting assessment</p> <p>M</p> <p>2/9</p>

DATE	EXACT NATURE OF WORK DONE	SUPERV
September	<p>Today was the last day of our practical training. It marks the end of the training and also the beginning of a new semester. The people of Section 4 and the HRM unit had helped us greatly during our training period. We also went to CIMM today as a way to introduce us on the orientation that full time just received SCS & staff have to go through. It's an eye opening experience and honestly I will apply some of the principles in my life, which is "Mata Hati".</p>	<p>Well done and Selamat Hari Fauzi 11/9</p>

APPENDIX B

(MISCELLANEOUS DOCUMENTS)

HANDING OVER NOTES

FROM:



NURUL NATASHA BINTI NASARUDDIN

PRACTICAL TRAINING STUDENT


BACHELOR OF HUMAN SCIENCES

(POLITICAL SCIENCE)

KULLIYAH OF HUMAN SCIENCES AND ISLAMIC REVEALED KNOWLEDGE

INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA

TO:



ABDUL RAHIM BIN ABDUL KADIR

PRACTICAL TRAINING STUDENT

BACHELOR IN ADMINISTRATIVE SCIENCE

FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDIES

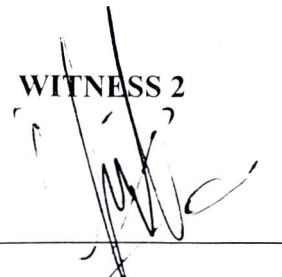
UNIVERSITI TEKNOLOGI MARA SAMARAHAN

WITNESS 1



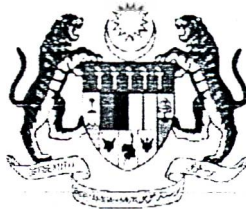
(NICHOLAS FRANCIS TAI)

WITNESS 2



(AWANGKU MUHD. USAMAH)

AUGUST 2014



**KERAJAAN SERI PADUKA BAGINDA
MALAYSIA**

PEKELILING PERKHIDMATAN BILANGAN 3 TAHUN 2004

PANDUAN PERTUKARAN PEGAWAI AWAM

TUJUAN

1. Pekeliling ini bertujuan menjelaskan urusan pertukaran pegawai awam supaya dapat dilaksanakan dengan lebih teratur, berkesan dan seragam.

LATAR BELAKANG

2. Pertukaran merupakan salah satu fungsi pengurusan sumber manusia yang penting. Pegawai akan dapat memberi perkhidmatan yang cemerlang sekiranya ditempatkan di jawatan yang bersesuaian dengan kompetensinya. Urusan pertukaran yang tidak dilaksanakan dengan baik akan memberikan kesan yang negatif bukan sahaja kepada organisasi tetapi kepada pegawai yang terlibat.

TAFSIRAN

3. Dalam Pekeliling Perkhidmatan ini:

Ketua Jabatan bermaksud pegawai yang mengetuai sesebuah kementerian atau jabatan di peringkat ibu pejabat atau Ketua Perkhidmatan mengikut mana yang berkenaan;

Ketua Perkhidmatan bermaksud pegawai yang mengetuai sesuatu perkhidmatan;

pertukaran bermaksud perpindahan seseorang pegawai yang diluluskan oleh Ketua Jabatan atau pegawai yang diberi kuasa secara bertulis oleh Ketua Jabatan ke suatu jawatan dalam perkhidmatan, skim perkhidmatan dan gred yang sama, sama ada di organisasi yang sama atau berlainan. Urusan ini tidak termasuk penempatan seseorang pegawai yang baru dilantik, memangku, dinaikkan pangkat, ditukar sementara ataupun dipinjamkan;

organisasi bermaksud sesebuah kementerian atau jabatan Persekutuan di peringkat ibu pejabat, wilayah, negeri atau daerah, atau bahagian dalam sesebuah kementerian atau jabatan.

OBJEKTIF PERTUKARAN

Pertukaran dapat membantu memperkaya dan memperluaskan tugas (*job rotation and job enlargement*) kepada pegawai dan boleh menyumbang ke arah:

- (i) peningkatan produktiviti seseorang pegawai dan seterusnya organisasi tempat mereka berkhidmat;
- (ii) menambah serta mempelbagaikan pengalaman, pendedahan dan proses pembelajaran di kalangan pegawai terlibat yang mana proses ini amat berguna untuk kemajuan kerjaya mereka;
- (iii) membendung rasa bosan bertugas di satu tempat dan menjalankan tugas yang sama dalam tempoh masa yang panjang;
- (iv) memperluaskan lagi *networking* pegawai kerana ini dapat membantu mempermudah mereka melaksanakan tugas jawatan masing-masing;
- (v) mencegah sebarang kemungkinan berlakunya penyelewengan, penyalahgunaan kuasa dan rasuah;
- (vi) memberi peluang kepada pegawai diselia oleh penyelia yang berbeza supaya penilaian prestasi mereka dapat dibuat dengan lebih saksama;
- (vii) membolehkan pegawai melihat organisasi di mana mereka ditempatkan dari perspektif yang berbeza dan dengan itu mereka diharap dapat mencuba pendekatan baru yang boleh mempertingkatkan lagi keberkesanan organisasi berkenaan; dan
- (viii) memberi peluang kepada pegawai mendapatkan tugas yang sesuai dengan minat, kebolehan, latihan dan pengalaman mereka supaya mereka dapat mencapai penghasilan kerja yang maksimum.

DASAR PERTUKARAN

5. Ketua Jabatan boleh menggunakan dasar pertukaran berikut sebagai panduan dalam melaksanakan urusan pertukaran supaya ia teratur dan seragam:

- (i) menukarkan pegawai yang telah berkhidmat sekurang-kurangnya 3 tahun tetapi tidak melebihi 5 tahun di suatu jawatan yang diklasifikasikan sebagai **jawatan sensitif**;
- (ii) menukarkan pegawai yang telah berkhidmat sekurang-kurangnya 3 tahun tetapi tidak melebihi 8 tahun di suatu jawatan yang diklasifikasikan sebagai **jawatan bukan sensitif**;
- (iii) seseorang pegawai itu boleh ditukarkan sama ada atas arahan Ketua Jabatan ataupun atas permintaan pegawai itu sendiri yang dipersetujui oleh Ketua Jabatan berdasarkan **kepentingan perkhidmatan** tanpa terikat dengan tempoh perkhidmatan yang dinyatakan di perenggan (i) dan (ii) di atas; dan
- (iv) tidak menggunakan pertukaran sebagai hukuman kecuali pertukaran tersebut dapat membantu melicinkan proses tindakan tatatertib yang sedang diambil terhadap pegawai berkenaan.

6. Dasar pertukaran ini merupakan suatu panduan umum dan Ketua Jabatan boleh membuat pengubahsuaian atas kepentingan perkhidmatan.

KATEGORI JAWATAN

7. Untuk maksud pertukaran, setiap jawatan yang disandang oleh seorang pegawai itu boleh dikategorikan seperti berikut:

(i) Jawatan Sensitif

Jawatan yang dibekalkan dengan kuasa dan:

- (a) terlibat secara langsung dengan pelanggan semasa menguatkuasakan undang-undang;
- (b) terlibat secara langsung dengan pelanggan semasa memproses sesuatu permohonan yang boleh menghasilkan pulangan kewangan atau apa-apa bentuk habuan;
- (c) penyandanginya dikehendaki menjalankan tugas membuat bayaran kepada atau membuat kutipan hasil daripada pelanggan; dan
- (d) penyandanginya membuat keputusan berdasarkan kepada pertimbangan budi bicara sama ada seseorang itu layak atau tidak layak mendapat sesuatu, atau telah / tidak melanggar sesuatu peraturan atau undang-undang.

(ii) Jawatan Bukan Sensitif

Semua jawatan yang tidak memiliki ciri-ciri jawatan sensitif seperti yang dinyatakan di perenggan (i) di atas dikategorikan sebagai jawatan bukan sensitif.

KLASIFIKASI PERTUKARAN

8. Pertukaran boleh diklasifikasikan kepada dua kategori seperti berikut:

- (i) melalui arahan Ketua Jabatan; atau
- (ii) atas permohonan pegawai tertakluk kepada kelulusan Ketua Jabatan.

PERTUKARAN MELALUI PERMOHONAN

9. Setiap pegawai boleh memohon bertukar apabila telah memenuhi asas yang ditetapkan di perenggan 5. Ketua Jabatan boleh memutuskan sama ada hendak meluluskan permohonan tersebut atau sebaliknya, tertakluk kepada adanya kekosongan jawatan atau kesesuaian pegawai di organisasi yang dipohon oleh mereka.

10. Ketua Jabatan hendaklah menyediakan kriteria yang boleh diambil kira untuk mempertimbangkan sesuatu permohonan pertukaran dengan memberi wajaran tertentu. Contoh kriteria yang boleh dipertimbangkan adalah seperti berikut:

- (i) kepentingan perkhidmatan;
- (ii) tempoh perkhidmatan di jawatan sekarang;
- (iii) mengikut suami atau isteri;
- (iv) menjaga ibu bapa;
- (v) masalah kesihatan pegawai atau keluarga pegawai;
- (vi) kesulitan kewangan; dan
- (vii) tempoh permohonan.

PERTUKARAN YANG DILARANG

11. Pegawai berprestasi rendah atau yang mempunyai masalah tatatertib tidak boleh ditukar sehingga masalah tersebut diselesaikan, kecuali pertukaran itu merupakan sebahagian daripada langkah pemulihan atau proses tindakan tatatertib ke atas pegawai berkenaan. Tindakan menukarkan pegawai berprestasi rendah atau yang mempunyai masalah tatatertib adalah tidak wajar dan tidak adil kerana tindakan itu dianggap sebagai memindahkan masalah pegawai kepada organisasi lain.

TANGGUNGJAWAB KETUA JABATAN

12. Sebelum mengeluarkan sesuatu arahan pertukaran, Ketua Jabatan dan pegawai yang diberi kuasa dinasihatkan supaya memberi perhatian kepada perkara berikut:

- (i) menggubal panduan pertukaran untuk pegawai masing-masing. Panduan itu hendaklah digubal secara telus oleh suatu jawatankuasa atau melalui perbincangan dengan semua pegawai yang berkaitan. Panduan yang telah dipersetujui perlu dimaklumkan kepada semua pegawai;
- (ii) mengagihkan kuasa membuat pertukaran kepada pegawai tertentu berdasarkan kepada gred pegawai yang hendak ditukarkan dan tempat mereka akan ditukarkan. Perwakilan kuasa ini perlu secara bertulis dan dimaklumkan kepada semua pegawai;
- (iii) menentukan peruntukan kewangan adalah mencukupi untuk membayar kos pertukaran pegawai mengikut peraturan yang berkuat kuasa dari semasa ke semasa;

- (iv) menyediakan program latihan dan sistem penggantian yang sesuai untuk memastikan kebolehan dan kemahiran yang ada pada pegawai yang akan ditukarkan itu dikongsi bersama oleh pegawai yang lain;
- (v) memberi keutamaan pertukaran bagi mengikut suami atau isteri yang terdiri daripada Ketua Jabatan; -
- (vi) menukarkan pegawai dengan berhati-hati supaya tidak memberi kesan yang serius ke atas tugas yang akan ditinggalkan;
- (vii) memastikan pegawai yang mempunyai hubungan kekeluargaan yang rapat seperti suami isteri, adik-beradik atau anak-beranak tidak ditempatkan bertugas di bawah penyeliaan secara langsung oleh salah seorang daripada mereka;
- (viii) memastikan pegawai yang akan bertukar:
 - (a) mematuhi arahan pertukaran yang dikeluarkan. Mana-mana pegawai yang ingkar boleh dikenakan tindakan tatatertib kecuali pegawai mempunyai alasan yang munasabah dan diterima oleh Ketua Jabatan;
 - (b) menyediakan Nota Serah Tugas yang lengkap untuk melicinkan pengambilalihan tugas oleh pegawai pengganti;
 - (c) mengembalikan semua barangan serta peralatan yang diperuntukkan ke atas jawatannya; dan

- (d) menyediakan Laporan Penilaian Prestasi Tahunan pegawai di bawah seliaan mereka yang telah memenuhi syarat ditetapkan:
- (ix) memberi tempoh masa yang munasabah kepada pegawai yang diarah bertukar bagi membolehkan mereka membuat persediaan;
- (x) memastikan pegawai yang mengetuai sesebuah organisasi mematuhi dan melaksanakan arahan pertukaran yang dikeluarkan; dan
- (xi) membentuk Panel Pertukaran jika perlu, supaya urusan pertukaran dan isu lain berkaitan dengannya dapat diuruskan dengan lebih mantap.

PENGARUH LUAR

13. Pegawai adalah dilarang menggunakan apa-apa bentuk pengaruh atau tekanan luar bagi menyokong permohonan mereka untuk bertukar atau sebaliknya.

PENGECUALIAN

14. Ketua Jabatan hanya boleh menimbang pengecualian seseorang pegawai daripada ditukarkan atau meluluskan permohonan pembatalan sesuatu arahan pertukaran atas alasan pegawai akan meninggalkan jawatan yang disandangnya dalam tempoh kurang dari setahun dari tarikh kuat kuasa pertukaran yang dicadangkan seperti bersara, ditamatkan perkhidmatan, dilantik ke jawatan lain dan dinaikkan pangkat, atau telah diluluskan cuti yang tempohnya tidak kurang daripada enam bulan.

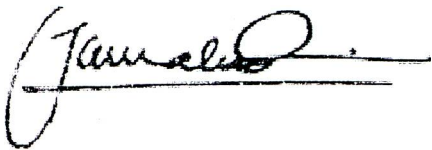
TARIKH KUAT KUASA

15. Pekeliling Perkhidmatan ini berkuat kuasa mulai tarikh ianya dikeluarkan.

PEMAKAIAN

16. Tertakluk kepada penerimaannya oleh pihak berkuasa masing-masing, peruntukan Pekeliling Perkhidmatan ini dipanjangkan kepada semua Perkhidmatan Awam Negeri, Pihak Berkuasa Berkanun (Persekutuan dan Negeri) dan Pihak Berkuasa Tempatan.

“BERKHIDMAT UNTUK NEGARA”



(TAN SRI JAMALUDDIN BIN HAJI AHMAD DAMANHURI)
Ketua Pengarah Perkhidmatan Awam
Malaysia

PERKHIDMATAN PERKHIDMATAN AWAM
MALAYSIA
PUTRAJAYA

APRIL 2004

Semua Ketua Setiausaha Kementerian
Semua Ketua Jabatan Persekutuan
Semua Y.B. Setiausaha Kerajaan Negeri
Semua Pihak Berkuasa Berkanun
Semua Pihak Berkuasa Tempatan



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Tarikh : 25 JUL 2014

Abdul Rahim bin Abdul Kadir
Bachelor in Administrative Science
Faculty of Administrative Science & Policy Studies
Universiti Teknologi Mara

Tuan,

**PENGHARGAAN DAN TERIMA KASIH DI ATAS KERJASAMA DAN BANTUAN
SEPANJANG MAJLIS PENGANUGERAHAN PINGAT PERINGATAN PERAYAAN
JUBLI EMAS KEMERDEKAAN SARAWAK 2013 / 2014**

Dengan segala hormatnya perkara di atas adalah dirujuk.

2. Pihak Urus Setia Induk Majlis Penganugerahan Pingat Peringatan Perayaan Jubli Emas Kemerdekaan Sarawak 2013 / 2014 ingin merakamkan setinggi-tinggi penghargaan dan terima kasih di atas kerjasama yang sangat baik semasa majlis berkenaan diadakan pada 22 Julai 2014 yang lepas.

3. Semoga kecemerlangan ini diteruskan dan dipertingkatkan lagi pada masa yang akan datang.

Sekian, terima kasih.

"BERSATU BERUSAHA BERBAKTI"
"AN HONOUR TO SERVE"


(DR. RAZALI ABON)

Pengarah
Unit Pengurusan Sumber Manusia
Jabatan Ketua Menteri



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