



**UNIVERSITI TEKNOLOGI MARA**

**FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDIES**

**BACHELOR IN ADMINISTRATIVE SCIENCE (HONS)**

**(AM228)**

**PRACTICAL TRAINING REPORT**

**IN**

**HUMAN RESOURCE MANAGEMENT UNIT,**

**CHIEF MINISTER DEPARTMENT**

**YUNIZAR BINTI YUSOP**

**2011882456**

**JUNE 2013**

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

Name of supervisor : Madam Nadrawina Isnin

Place of practical training : Human Resource Management Unit,  
Chief Minister Department

Name : Yunizar Binti Yusop

Student No : 2011882456

I have reviewed the final complete practical report and approved the submission of the report for evaluation.


**Remarks:**



.....  
Madam Nadrawina Isnin

## DECLARATION

I am here by declaring that the work contained in this practical training report is original and my own except those duly identified and recognized. If I was later found to have committed plagiarism or acts of academic dishonesty, action can be taken in accordance with UITM rules and regulations.

.....

Yunizar Binti Yusop

2011882456

## **ACKNOWLEDGEMENT**

First, thank to God Almighty without whose blessing I will not have successfully completed this practical report. I am very thankful to my industrial supervisor, Mr. Desmond Douglas Jerukan, as my Human Resource Management Unit Chief Assistant Director for his encouragement, motivation and expert guidance enabled me to complete this practical report.

I also would like to take this opportunity to thank to my lecturer supervisor Madam Nadrawina Isnin and my coordinator lecturer Mr. Fairuz Hidayat Merican, who helped me tremendously ideas, support encouragement and comment during the progression of this practical training.

Then, my special thanks also to all staffs at Human Resource Management Unit, Mr. Rajali, Mr. Samsury, Mr. Reza, Madam Rosnah, Madam Marina and Miss Faiyzah for giving me suggestion and as assistance during my practical training period. I am grateful to my beloved family for giving me support not only in term of financial but also moral support. Lastly, I would like thank to my friends especially who work together with me trainee in Human Resource Management Unit for support, guidance, suggestion and encouragement throughout complete this report.



## TABLE OF CONTENTS

### CHAPTER 1 BACKGROUND OF THE ORGANIZATION

1.0	Introduction	1
1.1	Background of the Chief Minister Department	1-2
1.2	Organization Chart	3-5
1.3	Vision and Mission of the Chief Minister Department	5
1.4	Vision and Mission of the Human Resource Management Unit	6
1.5	Function of the Human Resource Management Unit	6
1.6	Quality Policy of the Human Resource Management Unit	7
1.7	Customer Charter	8

### CHAPTER 2 SCHEDULE OF PRACTICAL TRAINING

2.0	Introduction	9
2.1	Schedule of Practical Training	9
2.1.1	Week 1 (28 <sup>th</sup> January 2013 – 1 <sup>st</sup> February 2013)	9-12
2.1.2	Week 3 (13 <sup>th</sup> February 2013 – 15 <sup>th</sup> February 2013)	12-15

2.1.3	Week 2 (4 <sup>th</sup> February 2013 – 8 <sup>th</sup> February 2013)	15
2.1.4	Week 4 (18 <sup>th</sup> February 2013 – 22 <sup>th</sup> February 2013)	16-17
2.1.5	Week 5 (25 <sup>th</sup> February 2013 – 1 <sup>st</sup> March 2013)	17-19

## CHAPTER 3 ANALYSIS

3.0	Introduction	20
3.1	Analysis of training	20-21
3.2	Demonstration of Practical and Theoretical aspects	21
3.2.1	Organizational Behavior	22
3.2.2	Effective teamwork requires accountability	22-23
3.3	Student's Personal Experience	23
3.3.1	Office management	23
3.3.1.1	The usage of office equipment	23-24
3.3.1.2	Meeting	24-25
3.3.1.3	Gantt Chart	25
3.4	Personal experience reflection	26

## CHAPTER 4 RECOMMENDATION

4.0	Introduction	27
4.1	Strength and advantages of tasks	27-29
4.2	Challenges or weakness of tasks	29-30
4.3	Recommendation	30-32

## CHAPTER 5 CONCLUSION

5.0	Introduction	33
5.1	Introduction of the organization	33-34
5.2	Schedule of practical training	34-36
5.3	Analysis	36-38
5.4	Recommendation	38-40

## APPENDICES

## **CHAPTER 1**

### **BACKGROUND OF THE ORGANIZATION**

#### **1.0 Introduction**

In this chapter, is going to explained about the background of the Human Resources Management Unit (HRM Unit), the organizational chart of the Sarawak Chief Minister Department and also organizational chart of the Human Resource Management Unit, vision and mission of the Chief Minister Department and the Human Resource Management Unit, functions of Human Resource Management Unit, quality policy of Human Resource Management Unit and the client charter of Human Resource Management Unit.

#### **1.1 Background of the chief minister department**

First, the state Civil Service divided into two parts, which is Secretariat and District. In 1937, the Secretariat is the administrative center headed by two, European and assisted by clerk one from Malays people, three from Chinese people and three office assistants. During the formation of Malaysia, there are total of 2,599 employees and the number increased to 14,208 people in 2012 (Annual Report Human Resource Management Unit 2012).

Chief Minister Department Office is located next to central police station. In 1966, the original office of the Secretariat has moved to the Secretariat building facing

Central Field, Kuching Resident Office and District and now that building were taken over by Yayasan Sarawak on November 23, 1976. Next, the Secretariat was moving to the Office of State Personnel in 1976 and moved to Wisma Bapa Malaysia in that year.

Wisma Bapa Malaysia (Image 1.1) was completed in 1976 and officiated by former Chief Minister of Sarawak, Tun Rahman Yaakub. The building has 22 storeys and among the highest building built during that time. The main purpose of the building was to become the central of administration for Sarawak State Government and Chief Minister Office.



Image 1.1: Chief Minister Department Building

. It is located in Petra Jaya, Kuching, Sarawak.

Chief Minister Department,

Wisma Bapa Malaysia,

93502 Petra Jaya Kuching,

Sarawak, Malaysia.

Following the reorganization of the Office of the Secretary of State on November 1, 1995, the Office of State Personnel is known as the Human Resource Management Division. The Directors has been appointed to head the division and will be responsible to the Deputy Secretary of State (Human Resources). On August 25, 2001, the division has known as Human Resource Management Unit. This is because of effect from the restructuring of the organizational structure of Chief Minister's department.

Human Resource Management headed by a Director and divided into eight (8) sections. Those sections are Development Organization Section, Recruitment Section, Career Section, Shared Services Section, Benefits Section, Information Section, Training Section and Discipline Section. Each section headed by an Assistant Director who is responsible for implementing the function Human Resource Management Unit to achieve the mission, vision and objective. (Official Website of Sarawak Chief Minister's Department, 2012).

## **1.2 Organization chart**

Image 1.2.1 showed organization chart of Chief Ministers Department. The Chief Minister Department headed by Chief Minister Sarawak and divided into 12 departments. Image 1.2.2 showed organization chart of Human Resource Management Unit. Human Resource Management Unit headed by a Director and divided into eight (8) sections. Section 1: Organization Development and Audit Section, Section 2: Recruitment Section, Section 3: Career Section, Section 4: Shared Services Section,

Section 5: Benefit Section, Section 6: Information Section, Section 7: Training Section and Section 8: Discipline Section

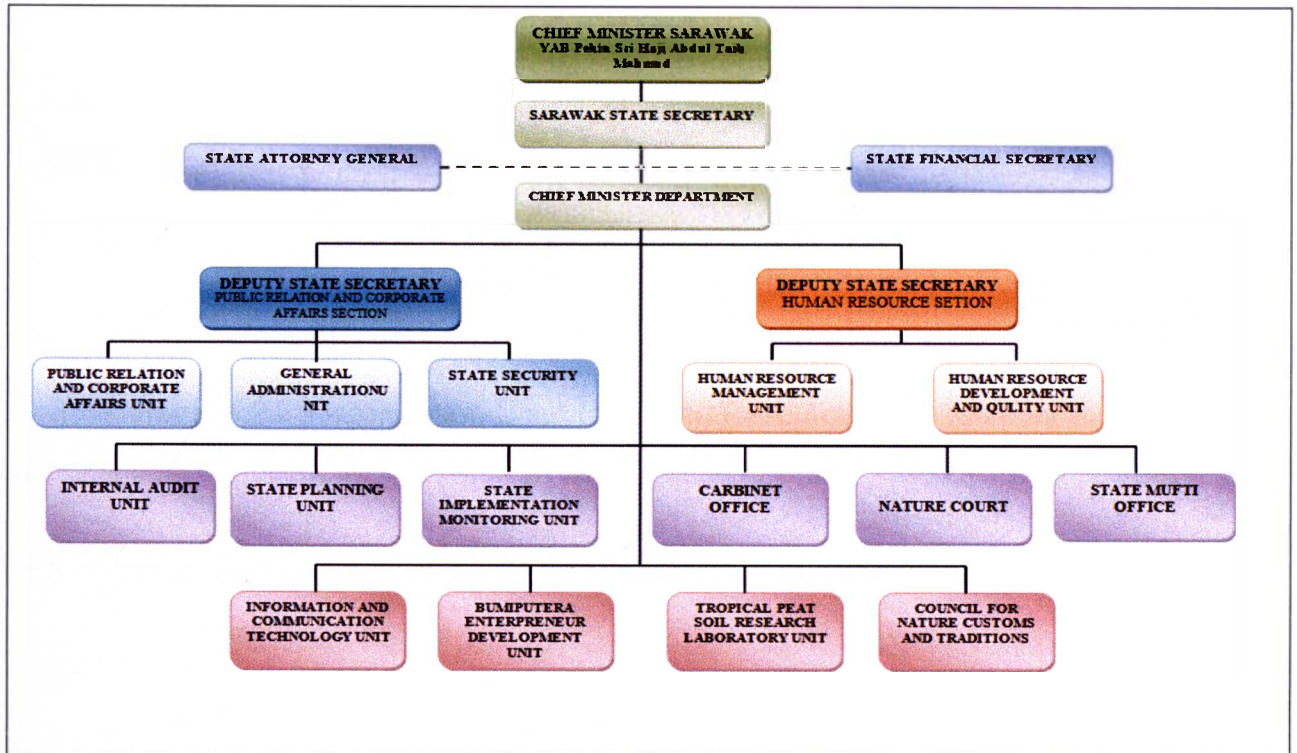


Image 1.2.1: Organizational Chart of Chief Minister Department  
(Source: Annual Report Human Resource Management Unit 2012)

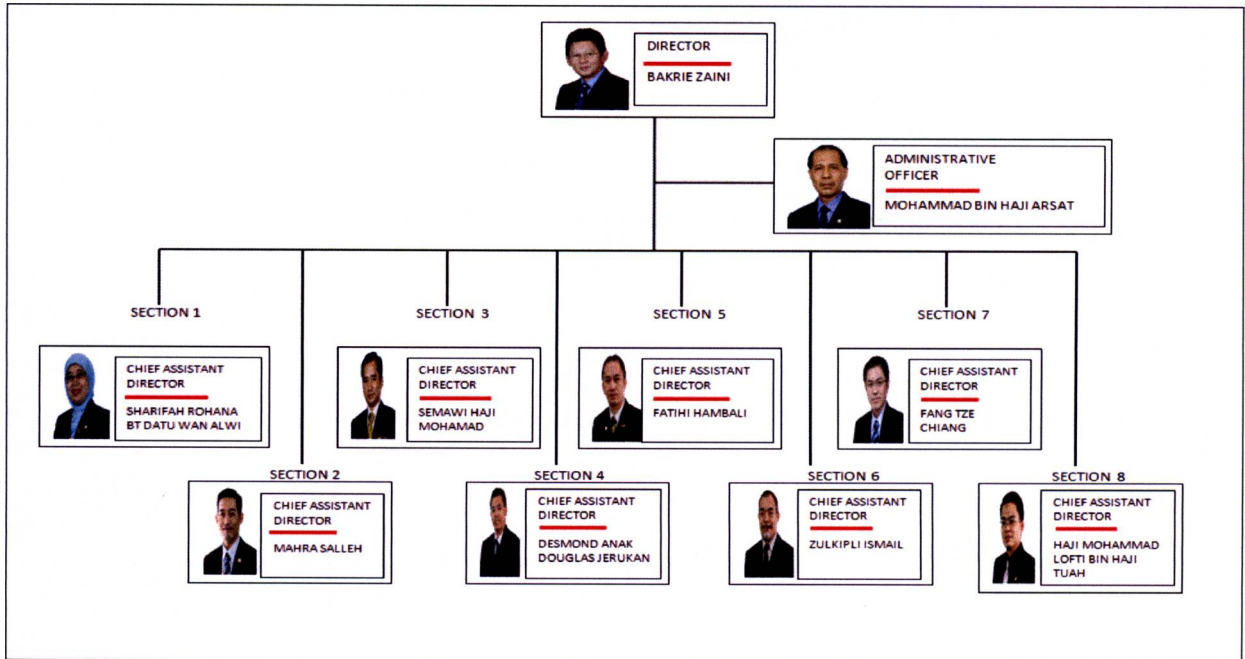


Image 1.2.2: Organization Chart of Human Resources Management Unit  
(Source: Annual Report Human Resource Management Unit 2012)

### 1.3 Vision and mission of the Chief Minister Department

#### 1.3.1 Vision

- High performing organization spearheading the transformation of Sarawak.

#### 1.3.2 Mission

- Take the lead in the planning and implementation of administrative, development and public policies through an excellent delivery system that meets the expectations of the people.

(Source: Annual Report Human Resource Management Unit 2012)



## **1.4 Vision and mission of the Human Resource Management Unit**

### **1.4.1 Vision**

- Spearheading Sarawak Civil Service human capital transformation.

### **1.4.2 Mission**

- To deliver excellent human resource service through high performance teamwork.

(Source: Annual Report Human Resource Management Unit 2012)

## **1.5 Function of the Human Resource Management Unit**

- i. Review and improve the existing organizational structure.
- ii. Planning human resource requirements for each agency.
- iii. Monitor status of filling vacancies.
- iv. Manage the recruitment and appointment of State civil servants.
- v. Maintain and manage budget, leave, facilities, information, awards and records of public officials.
- vi. Monitor the establishment and update information of the Departmental Council of State Public Service.
- vii. Maintain and update information of State Civil Service, Statutory Bodies and Local Authorities through Personnel Management System (PMS), Human Resource Management Information System (HRMIS) and electronic post (e-post).

- viii. Manage and implement the examination and induction course for State Public Service.

(Source: Annual Report Human Resource Management Unit 2012)

### **1.6 Quality Policy of the Human Resource Management Unit**

Human Resource Management Unit is committed in managing human resource effectively, efficiency and excellent work culture and integrity for customer satisfaction.

This quality policy will achieved by ensuring:

- i. Each department or agency in the State Public Service has organizational structure that has planned and systematic with optimum number of posts in consistent with current goals and objectives of the organizations.
- ii. Management recruitment and appointments are made in a transparent and fair toward providing professional and quality service.
- iii. All confirmation of job, extension of probationary period and giving pension status within the prescribed period.
- iv. Official event will conduct in efficiently and systematic.
- v. Member of Human Resource Management Unit get ongoing training and guidance.
- vi. Each application facilities and privileges given decision within the prescribed period.
- vii. Implementation exam and practical will conduct in proper managed and continuous improvement.

- viii. Discipline and Integrity Management implemented accurately and comply the law.

(Source: Annual Report Human Resource Management Unit 2012)

## **1.7 Customer Charter**

HUMAN Resource Department Unit is committed in managing human resource effectively, efficiency and excellent work culture and integrity for customer satisfaction:

- i. Application for optional retirement for employees in State Civil Service – 180 days.
- ii. Vacancies under the jurisdiction of State Secretary filled within 30 days after the screening.
- iii. Confirmation of work for officers in State Civil Service – 14 days.
- iv. Compulsory Retirement document to all staff in State Civil Service – 14 days.
- v. Vehicle and equipment loan application – 7 days.
- vi. Admit and take action form customer complaints -30 minutes.

(Source: Annual Report Human Resource Management Unit 2012)

## **CHAPTER 2**

### **SCHEDULE OF PRACTICAL TRAINING**

#### **2.0 Introduction**

In this chapter, it will explain about the all task or activity done during the practical training. My Industrial practical training started on 28 January 2013 to 1 March 2013, where I has placed at the Human Resource Management Unit (HRM Unit) under Section 4 (Shared Services Section) at Chief Minister Department. This section is located at level 10 Wisma Bapa Malaysia. During practical training, I have supervised by Chief Assistant Director, Mister Desmond Douglas Jerukan.

#### **2.1 Schedule of Practical Training**

##### **2.1.1 Week 1 (28<sup>th</sup> January 2013 – 1<sup>st</sup> February 2013)**

My practical training was starting on 28 January 2013 in Human Resource Department Unit (HRM Unit) where Chief Minister Department (CMD) at Wisma Bapa Malaysia. At 8.00 am until 11.00 am, seven of us report our practical attendance to Mr. Rajali and Madam Marina. Both of them was appointed by Mr. Desmond Douglas Jerukan to monitor and assist seven of us who practical in Human Resource Management Unit (Unit Pengurusan Sumber Manusia, UPSM) and have interview session from Chief Assistant Director Section 4, Mr.

Desmond. He asked a few questions regarding what is our interest. This is to know which part (section) is suit with our interest and capability.

At 11.00 am, we have meeting with Mr. Desmond Douglas Jerukan. The content of this meeting is Mr. Desmond introduce the vision and mission of Sarawak state civil service, vision and mission of Chief Minister Department, briefing about function of every section in Human Resource Department Unit in Chief Minister Department (Section 1 - 8) and also discussing what are the project we want to do during attachment at HRM Unit.

Next day on 29 January 2013, at 9.00 am we have meeting with Mr. Desmond. The content of that meeting is regarding which our project. After make a discussion, seven of us have agreed to do 'Balanced Scorecard 'as the main project at Human Resource Management Unit by title 'Balanced Scorecard Implementation in Human Resource Management Unit'. Then, Mr. Desmond mentioned we would have the final presentation that will be present by seven of us. We will be as 'consultant' in our section, and all consultants will present their part during the final presentation. Before starting the project, Mr. Desmond wants us to appoint a team leader to lead and monitor us in doing the 'Balanced Scorecard' project and to prepare for the final presentation. Mohd. Suhardy has been appointing a leader for our group; automatically he will be the head of consultant. Mr. Desmond also appoints Mohd. Suhardy to in charge meeting on one week while in order to review our 'Balanced Scorecard' project. After meeting, we begin our 'Balanced Scorecard' project under 'Scorecard Catalyst Team' name by made a prediction through Microsoft Project what was we learn

during our study. By using Gantt chart in the Microsoft Project, we can predict or estimate what we have to do day by day regarding with 'Balance Scorecard' project in order to meet our objectives toward Human Resource Management Unit vision that is to be a 'World Class Civil Service. At 2.00 pm, we have meeting with Chief Assistant Director and Assistant Director of all section at HRM Unit. The content of this meeting is to reviewing the Human Resource Management Unit Annual Report 2012 in order to making a draft editing. This meeting was lead by Mr. Zulkipli Haji Ismail, Chief Assistant Director from Section 6 (Information Section).

Next day on 30 January 2013, at 9.00 am, we have meeting with Mr. Desmond in order to clarifying the objectives of 'Balanced Scorecard' project towards practical student (trainee) and HRM Unit as the whole. Then, we have consultation by Assistant Director Section 4, Mr. Zawawi. He was explained the function of 'Balanced Scorecard' towards Human Resource Management Unit as the management tools to measure Key Performance Indicator (KPI) of each section. After that, we meet Miss Faiyzah the staff who conducts the 'Balanced Scorecard' at Section 4. She has explained that 'Balanced Scorecard' is the new management tools in HRM Unit whereby it was introducing on 30 November 2012. In order to introduce and make known 'Balanced Scorecard' into each section in HRM Unit, as the consultant for this project, seven of us should be 'master' in 'Balanced Scorecard' as the whole.

Next day on 31 January 2013, after have a meeting with Mr. Desmond seven of us continue the progress of 'Balanced Scorecard' project. During

making the proposed proposal of 'Balanced Scorecard' project, we found out that 'Balanced Scorecard' consist of four aspects: which is financial, internal process, learning and growth, and customer perspectives aspect. Then, we discover the objectives (core purpose) and target of each section in HRM Unit to ensure the 'Balanced Scorecard' as the management tools can be implemented in order to measures their the Key Performance Indicator (KPI).

Next day on 1 February 2013, we continue the proposed proposal of 'Balanced Scorecard' project. Mohd. Suhardy was delegate the task based on agreement seven of us to making the proposed proposal and to prepared Microsoft Power Point for the mini presentation in the afternoon. At 3.00 pm, we have a mini presentation with Mr. Desmond regarding our 'Balanced Scorecard' proposed proposal project. Then, Mr. Desmond was explained and gives guideline how should we making a Gantt chart and Microsoft Power Point by followed government system. As a trainee, I have learn more skill and knowledge how government making their Gantt chart and Microsoft Power Point as well as for real presentation.

### **2.1.2 Week 2 (4<sup>th</sup> February 2013 – 8<sup>th</sup> February 2013)**

In this week, seven of us do the task given by Mohd. Suhardy regarding with 'Balanced Scorecard' proposed proposal whereby each part was delegate according to our interest and skill. For example, Mariam and Syarifah prepare the questionnaire, Mohd. Suhardy create and prepare the pamphlet, Mohd. Arif

and Syed Ismail drafting the proposal and I and Nurfyryni make a visiting into each section in HRM Unit in order to get the number of HRM Unit staff to detect what are the KPI target of each section in HRM Unit to achieve 'World Class Civil Service'.

Next day on 5 February 2013, I have photocopies 100 copies of questionnaire and pamphlet regarding with 'Balanced Scorecard' information. The questionnaire consist of four section, which is Section A (Respondent's Background), Section B (Level of Respondent's Understanding of Balanced Scorecard), Section C (Individual Perception on Balanced Scorecard) and Section D (Open-ended Question – recommendation on how to improve the level of understanding on Balanced Scorecard). While the content of pamphlet are consist of our objectives towards KPI of each section in HRM Unit, our roles as a consultant for this project and also the advantage by using 'Balanced Scorecard' as a management tools. At 10.00 am, all of us arranging that questionnaire and pamphlet together before we distribute it to each staff in HRM Unit.

On the next day on 6 February 2013, we collecting the questionnaire and then analyze the data we have. According to the data of questionnaire, we found out majority of HRM Unit staff have knowledge regarding with the 'Balanced Scorecard' and know that they organization currently using 'Balanced Scorecard' to measure their KPI. Besides that, majority of HRM Unit staff had agreed the 'balanced Scorecard' use to measure their KPI. Hence, most of them also understand that four perspective of 'Balanced Scorecard' are related to one



another that are financial, internal process, learning and growth and customer perspectives.

Next day on 7 February 2013, Mariam, Nurfyrini, Syarifah Rogayah and I together key in the data after review all information from questionnaire into SPSS Software. Then, we continue the progress of 'Balanced Scorecard' proposed proposal whereby I and my team members together brainstorming the ideas to making and preparing the Microsoft Power Point for presentation on the next day. At 4.00 pm, Mr. Rajali teaches me to preparing 'Service Order' and make a reservation to caterer in term to arrange the food for the next day meeting. Service order is a part of Service Applying in HRM Unit to make sure the Service Order have approval by Chief Assistant Director in each section which is was given the authority to approved the service applied. For example, Mr. Desmond and Madam Rosnah Ahmat in Section 4 (Shared Service Section) is a person who in charged the Service Applying.

On the next day on 8 February 2013, at 9.00 am we have 'Balanced Scorecard' proposed proposal presentation with Mr. Desmond. The contents of presentation are how to achieve KPI of each section by using four perspective of 'Balanced Scorecard' as a management tools. For example, under internal process perspective, as a 'Balanced Scorecard' consultant, we have introduce vision and strategy on how to measure KPI of each section in HRMU based on objectives, measures, targets and initiatives of HRMU which is what are business process they must excel at in order to satisfy they shareholders and customer as a whole. At 2.00 pm, Nurfyrini and I were attending '*Integrati Tunjang*

*Kecemerlangan*' briefing by Ustaz Hamdan Jara'ee from '*Jabatan Kemajuan Islam (JAKIM) Sarawak*'. From this briefing, I have learned how to generate myself as an Islamic civil service should be during do the public servant duties towards citizen interest.

### **2.1.3 Week 3 (13<sup>th</sup> February 2013 – 15<sup>th</sup> February 2013)**

On this week, we continue our proposed proposal by preparing the brochure regarding with 'Balanced Scorecard' info. However, before that we have to review '2011 Human Resource Management Unit Annual Report' to discover the KPI of each section in HRM Unit in order to recognize what are the strategy should 'Balanced Scorecard' taken to achieved their KPI.

Next day on 14 February 2013, in the morning we continue our proposed proposal by preparing the brochure. All of us discuss to create the creative brochure. Then, Mr. Desmond gives an order to replace the staff in Section 4 those going to Kampung Belimbing via answering the calls and taking the message. From this task, I have learned how should we as a civil servant answering the calling either from others civil servant or public through by guideline gives to me.

On the next day 15 February 2013, all of us together revise the previous Microsoft Power Point to re-do the figures of the result finding. These tasks were encouraged critical thinking and problem solving skill among us through by discussing and conversation.

#### 2.1.4 Week 4 (18<sup>th</sup> February 2013 – 22<sup>th</sup> February 2013)

On this week, all of us make an adjusting on 'Balanced Scorecard' proposed proposal Microsoft Power Point for presentation on Friday. We still brainstorm our ideas to create more ideas and views regarding to improve our skill and talent in presentation and critical thinking during actual presentation.

Next day on 19 February 2013, Mr. Desmond was give task to seven of us in helping the Section 4 staff to organize '*Program Kembara Psikologi Bumi Kenyalang 2013*' in doing faxing letter to another unit (section) in HRM Unit and other department of government in Kuching. The content of this task not only faxing the letter but also make a calling to unit (section) and department has the inviting letter from HRM Unit to get feedback either they can be part in that program or not. Then, we make a list name those who sent them representative to ease us to know the number of participant to participate in this program.

On the next day on 20 February 2013, I was preparing the Service Order for '*Majlis Minum Pagi untuk Program Lawatan Pensyarah dan Pembentangan Projek Balanced Scorecard*'. Then, I continue my work to finish my part in preparing Microsoft Power Point for actual presentation day on tomorrow.

Then, on the actual presentation day on 21 February 2013, we have presented our 'Balanced Scorecard' Project in front of Mr. Desmond, Madam Arenawati Sehat and Miss Zalina. The content of our presentation is:

- Balanced Scorecard Catalyst Organization Chart
- Human Resource Management Unit Organization Chart

- Vision and Mission of Human Resource Management Unit
- Scorecard Catalyst Objectives
- Vision and Mission of Scorecard Catalyst
- Introduction of Balanced Scorecard
- Gantt Chart of Balanced Scorecard Project
- Findings of Questionnaire

Overall, Mr. Desmond satisfied with our work and hoped that we can understand on this department very well and knowledgeable about Balanced Scorecard just fine. Lectures were impressed with our work as we done the good work. That presentation also completes on that day and has good cooperation among members Scorecard Catalyst Team.

#### **2.1.5 Week 5 (25<sup>th</sup> February 2013 – 1<sup>st</sup> March 2013)**

On that Monday on 25 February 2013, at 9.00 am, my team member and I was attending meeting of '*Program Kembara Psikologi Bumi Kenyalang 2013*'. The content of meeting is review back program tentative and makes some correction regarding with time, place and transportation. In addition, this program also involving by *Jabatan Perkhidmatan Awam Malaysia* (Public Service Department) staff from Putra Jaya. This program has divided into two session, which is '*Ceramah Teknik Pengurusan Stres Sempena Program Kembara Psikologi Bumi Kenyalang tahun 2013*' and '*Lawatan Ke Kampung Belimbing*'. After the meeting, I continue my work that is faxing invitation letter of '*Program*

*Kembara Psikologi Bumi Kenyalang 2013'* and make a calling to get feedback information. At 11.00 am, we have visiting lecturer, Madam Nadrawina Isnin as my supervisor to make an evaluation regarding my practical at HRM Unit. Then, we have a lunch break after have a conversation with Mr. Desmond.

On the next two days on 26 February 2013, we still continue our work that is faxing invitation letter and make a calling. Then, at 2.00 pm, we were starting our final report to sending to Mr. Desmond as our supervisor at HRM Unit. The content of our final report is same thing with content of our presentation but then we need to explained more in detailed especially how 'Balanced Scorecard' can be implement in HRM Unit to achieved they KPI target. Before go back, we have farewell surprising by Mr. Desmond and Section 4 staff and have a photograph session with them as memory.

The next day on 27 February 20, Nurfyrini and me was attending '*Ceramah Teknik Pengurusan Stres Sempena Program Kembara Psikologi Bumi Kenyalang 2013'*. The '*Ceramah Teknikk Pengurusan Stres'* was held at Islamic Information Centre in the morning while in the afternoon the program was held at South Kuching City Council (Majlis Bandaraya Kuching Selatan). From this event, I have learned how to enhance myself satisfaction improvement towards emotion stability. Besides that, I also able to enhance myself awareness to control my emotion because as a human, we cannot control what are happen surrounding us, however, we can control our emotion and behave based on level knowledge we have and our belief by how we used it to management what are happen.

On 1 March 2013 is the last day we at HRM Unit as practical student. At 10.00 am, we have mini meeting with Mr. Desmond. The content of this meeting is to review our final practical report and make some correction. After that, we compile that final report practical and make it into PDF software to ensure our original work cannot be copied by others before we submit it to Mr. Desmond. Then, before we go back, we have some conversation with Mr. Desmond and at the same time, we submit logbook to get comments from Mr. Desmond.

## **CHAPTER 3**

### **ANALYSIS**

#### **3.0 Introduction**

In this chapter is going to explain about the analysis of training about Balanced Scorecard implementation in Human Resource Management Unit (HRM Unit) by narrowing deeply in Balanced Scorecard objective, Scorecard Catalyst vision and mission, perspective focus on Balanced Scorecard, advantage of Balanced Scorecard, Microsoft project manager, questionnaire. Definition of concept about scope of study related to the concept that I learn theoretically in my classroom. Then, demonstration of practical will discussed about the practical task that I have done at workplace and theoretical aspects will discussed about what I have learned in classroom then transforms knowledge gained at workplace to reinforce understanding on the concepts learned in classroom. Therefore have demonstrates' a reflection of student's personal experience during the training.

#### **3.1 Analysis of training**

Focus on the implementation of Balanced Scorecard in HRM Unit by understanding what Balanced Scorecard is. The Balanced Scorecard is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals (Official Website Balanced Scorecard.).

This considered as a new approach to the management system. The Total Quality Management considered an obsolete system, which considered not relevant during present day. Balanced Scorecard is considered crucial to the organization because it is use to control and monitor activity of the staff and to see the



consequences of the action. Thus, to cope with the changing environment, adopting a new approach is important because of the needs of each environment differs from one another.

It is hard to measure the real health of the organization. Instead of using a single measure, using a composite scorecard involving a number of different measures can measure the real health of the organization. Kaplan and Norton devised a framework based on four perspectives – financial, customer, internal business, and learning and growth (Official website Balanced Scorecard.). The organization should select critical measures for each of these perspectives.

HRM Unit will benefit from the implementation of using Balanced Scorecard because it can help the management processes of HRM Unit. It covers in every perspective of organization – financial, customer, internal business, and learning and growth of HRM Unit. Other than that, the application of Balanced Scorecard can also ensure that HRM Unit can select the best staff for the government and manage them whereby will encourage staff to perform effectively in future.

Moreover, by using the Balanced Scorecard, HRM Unit will be able to achieve their vision and mission in a short time. This is because every of staff actions are based on the organization's vision and mission. Finally yet importantly is the initiatives are continually measured and evaluated against industry standards thus ensuring a quality in HRM Unit services.

### **3.2 Demonstration of Practical and Theoretical aspects**

In this topic, I will explain on what I have learnt during lecture in term of theories aspect and relate it in the practical training. During practical training, I realize that there is some of the theories aspect that is related with my practical training.



### **3.2.1 Organizational Behavior**

I have learned organizational behavior subject in Semester Four (4) where it includes a teamwork environment, people understand and believe that thinking, planning, decisions and actions are better when done cooperatively. People recognize, and even assimilate, the belief that "none of us is as good as all of us"(McShane and Von Glinow).

Even though I just internship student at HRMU, but the staffs are very friendly and I have sense of belonging there. They willing to teach and share knowledge when I asked them on doing the task that I am not sure about it. As my experience here, I learnt that teamwork together to solve the problem more efficiently, with team member offering a unique perspective to complex issues. The member recognizes a need for each other's expertise, talents and commitment to achieve their goals. Teamwork is important to establish the purpose of the team where this will allow members to set clear goals. The ultimate goal of any team is to produce quality of work for the organization.

For this reason, effective teams value open communication, treat each other's as equals, and keep collaboration at the forefront by sharing information. Conflicts are resolved quickly within the group. The group schedules meetings on a regular basis to discuss the project's progress and meet deadlines. Thus, working as a team requires individuals to be able to effectively work together and in doing so learning to put personal feelings to one side. This certainly no easy task as everyone comes together having experienced a whole range of issues and often carrying much baggage.

### **3.2.2 Effective teamwork requires accountability**

Besides that, during practical training, I also learnt that in the teamwork without accountability it is completely impossible to work efficiently within the workplace environment or indeed any other environment as a team. Feedback is a key part of accountability as this is necessary to help individuals to understand how

they are progressing. Regardless of a person's expertise or position it is important to have another person who will hold and accountable him or him. Accountability reduces the likelihood of a person being sidetracked at work and is a valuable means of keeping track of employees. This issue also helps reduce conflict as it creates opportunity for individuals to recognize they role within the wider team and how they improving on their skills.

### **3.3 Student's Personal Experience**

From my experience in doing all the tasks given to me, I manage to the task in the specific of period time given approximately week by week. I think communication in an organization is very important and because that is a way for we to have a deal with other people in daily. From my understanding, it can say that are more efficient communication process when the top management personally communicate with their staff regarding delegating of task and it become easy because of high-level respects among the top management and bottom management.

#### **3.3.1 Office management**

##### **3.3.1.1 The usage of office equipment**

During my practical training, I have learnt a lot of knowledge on the usage of office equipment. For example, how to use of personal computer, fax machine, photcopy machine, and telephone. This is valuable experience for me because I just learning in the theory in the classroom such as I have taken data processing and multimedia computer courses besides principal of office management course. I have learn in the theory that when the telephone ringing, we must answer it not more than three time ringing because this is to show that we are aware and concern when

other people send information through telephone. It is not good if we let the telephone ringing too long without anyone to answer; it and this consider unethical behavior in the workplace. I was practice this theory when I undergo as practical training at HRM Unit.

Throughout this training period, I have learned how to use the equipment in the office. I did not know how to use that machine for the first time and I am thankful to my supervisor, Mr. Desmond Douglas Jerukan, Mdm. Rohana, Mr. Rajali, Mr. Reza, Mr. Samsuri and Miss Faiyzah for helping me in the process of learning office equipment. By their sharing of knowledge, I am able to practice all of that equipment. I was thought to use the personal computer to find document that content various kind of invitation letter, appreciation letters, notices of meeting and many more. Besides that, my task also was distributed letters through fax to several of department in HRM Unit and several of public and private sector organization. It is important to learn how to fax the letter so that the letter can receive correctly by department and organization concern.

### **3.3.1.2 Meeting**

Throughout my training at HRM Unit, I also have given an opportunity to attend meeting with HRM Unit staff and other organization staff.

As for example, on 25<sup>th</sup> February 2013, I was attend meeting regarding '*Program Kmebara Psikology Bumi Kenyalang 2013*' with the leader and committee program besides some of JPA staff. Through this meeting, I have learned what should and should not do during meeting.

As I learned, we must be concentrate on the information want to informed by leader regarding the program, do not make any noise which disturb other attention and the important part is must be part in the meeting in term of have two way communication which is question and answer.

There are important to have two-way communication to ensure all committee of the program have high level of knowledge and understanding regarding the program in order to avoid misinterpretation and misunderstanding, besides, to have strength relation between committee members.

### **3.3.1.3 Gantt chart**

During practical training, team member and I were given one project by Mr. Desmond Douglas Jerukan, which is 'The implementation of Balanced Scorecard in Human Resource Management Unit'.

Before begin with conducting research, we are using Microsoft Project 2007 as a tool to plan and show our activities beginning on 28 January 2013 until 1 March 2013 regarding the implementation of Balanced Scorecard Project.

As for example, for the first week (28 January 2013 – 1 February 2013), after discussion, were was delegate the task based on the skill and required of each team member and preparing draft proposal of Balanced Scorecard project. The next week (4 February 2013 – 8 February 2013), through by known of our respondents, then we set up questionnaire (distribute the questionnaire, get feedback and analyze the data) then, preparing proposed proposal for presentation. On the week three (13 February 2013 – 15 February 2013) and week four (18 February 2013 – 22 February 2013), team member and I preparing the brochure besides preparing the slide presentation before present the Balanced Scorecard project to lecturers and supervisor. Then, the final week, team member and I making corrective action on our proposed proposal and make an evaluation the report then preparing final report before submit to our supervisor, Mr. Desmond Douglas Jerukan.

The Gantt chart was help our team to be more organized and efficient in doing our project, because that was setting what want to do, when want to do

and how to do the project in order to meet our goal and HRM Unit goal based on the given period.

### **3.4 Personal Experience Reflection**

During practical training at HRM Unit, I has gained a new experience on real working environment because this is the first time for me to undergone the practical training. I have opportunities to learn new ideas and contribute to the effectiveness of task. Besides that, this practical training has improved my communication skill as I have interacted with other staffs under HRM Unit and other department under Chief Minister Department.

For example, by attending '*Program Kembara Psikology Bumi Kenyalang 2013*' at Islamic Information Centre (IIC) and Majlis Daerah Kuching Selatan (MBKS), I learn that it is important to have good informal relationship outside of the office. This is because, through that co-workers are in different department can share stories and close to each other in term to spread information regarding about the event in order to encourage more participant form outsider especially those from government sector. This scenario will reduce internal conflict among the staff from different department besides in order to strength their relationship as a part of public servant whereby will led to gained the good image of public servant include to improve their performance in part as a role to public as the whole.

Thus, communication and respect goes both ways. If we are willing to make some friendly change, we might be surprised how things change in work place for the better environment besides led to improves performance and increase productivity of service. Besides that, through this practical training, it also teaches me to be responsible and have full commitment in doing the task that has assigned to me. Hence, due to the limited of staff in HRM Unit, my supervisor, Mr. Desmond Douglas Jerukan has treat me as a real staff whereby was encourage me to have enthusiasm to learn new thing and doing my best in every tasks that has given to me.

## CHAPTER 4

### RECOMMENDATIONS

#### 4.0 Introduction

In this chapter will focus on strengths and weaknesses of task, and recommendations. This is important in order to improve the Key Performance Indicator (KPI) of each section under HRM Unit. According to my research regarding 'The implementing Balance Scorecard in Human Resource Management Unit', there have been detect more strength and advantaged can be gain in this organization.

#### 4.1 Strength and advantages of tasks

The Balanced Scorecard is a methodological tool meant to help organization manage their future growth, objectives and plan made in order to achieve their vision. It is strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations which introduced by Robert Kaplan and David Norton in order to align the organizational activities based on the vision and strategy made. Implementing the Balanced Scorecard has its own strengths and advantages in the organization.

As for the first strength is, this system is easy to be understand by each staff in the organization. It is because the Balanced Scorecard approaches of the organization to their staff by a discussion or meeting, which is, communicate with each other. This method could make the staff understand on the activities based on the objectives made since they involve in question and answering during discussion or meeting session regarding on the issue that hard for them to understand. However, the method apply must be monitor by upper level or coordinator in order to avoid misunderstanding or misinterpretation happen during the discussion or meeting session. This is because; it could make different understanding on the activities. Thus, if they not understand the



system that will lead to the individual objectives and activities in order benefit themselves such as based on their improving performance.

Hence, the second strength is, it easy to get the feedback of the results or target that want to achieve on certain period such as annually or monthly (Official Website Human Resource Management Unit). By implementation Balanced Scorecard in HRM Unit, it can help to compare the planned with the actual target to see the result whether success or no for the time they planned. If the target is not achieved based on planned made, a corrective action will be taken for achieved the target in order to reach their objectives and missions. By comparing nay changes can be view easily especially on the problem rise and able for us to make any action for solve the risk happen in order to achieved the target based on the planned made. Besides, it also could make the organization be on the track where based on their objectives made in term of implementing the strategies and activities. Thus, with comparing, beside could get feedback easily it also could be act as a guideline or reference to the organization in establishing any other activities based on the objectives made for the events. It will make them ready for any risk, consequences and action taken for the risk happen if the actual target is not based on the planning.

The last strength or advantages of the implementing Balanced Scorecard in HRM Units are the strategy or activities made for achieved the target could be measurable whether it effective and achievable such as relevant based on four perspective of Balanced Scorecard. It is learning and growth, which is focused on the training and implementation of the corporate culture. The second perspective is financial which more on financial data of the organization. Next, is on customer knowledge, which is deals with the end-user of the product, and service, where they are ultimately the reason that financial aspects succeed or fail in the organizations. For the fourth perspective will act as guidelines for plan the activities based the mission and strategy in order to make the activities is on the track and align with objective made. Besides, by this parameter measurable it much easier for the organizations to view their weaknesses on certain issues where they able to take alternative actions for solve or improve the weaknesses. Thus, it also able to detect any problem regarding on the activities that not track on the organizations objectives by refer to the four perspectives.

As a conclusion, implementing a Balanced Scorecard in organization will give lot of strength and advantages to the employee in term of improving their performance in part of organizing, managing and critical thinking skill in planning the activities that align with their organizations objectives and mission.

#### **4.2 Challenges or weakness of task**

Balanced Scorecard is new management tools to measure the KPI of each section in HRM Unit. During conduct the project regarding implementing Balanced Scorecard in HRM Unit, there are have many challenges have to face it.

The first challenges or weakness is HRM Unit has limited workers tend to workload. As we know, workers are the important asset in every organization to ensure the task can be done in given period. This situation occurs because some of HRM Unit staff has to attend the event required them to be there. However, based on my observation in HRM Unit, each of staff has to do three until five of task includes the work of others staffs which have been leave to attend other event and program. Due to this limited workers, that was causes we not only have to extend the period of time in conducting research, besides we have to waiting more than one week to get feedback of the questionnaire from the staff, as our respondents.

Hence, the second challenges and weakness is, majority of HRM Unit staff are did not know that their organization have been used Balanced Scorecard as management tools to measure their KPI, besides there also have low level of knowledge and understanding among the staff regarding Balanced Scorecard. This weakness occurs due to lack of exposure by the staff and lack of enforcement by top management of HRM Unit. During conducting the project, I am not act as a trainee only, besides, I also as a part of HRM Unit staff have to take more time face-to-face with HRM Unit staff in part to communicating and explained with details about Balanced Scorecard to them in spite as our respondents.



Then, third challenges and weakness during conducting project regarding 'The implementation of Balanced Scorecard in HRM Unit' is, I was find out that, there is unorganized working hours. This means employees are not available when needed. Due to this weakness, that make the situation difficult and more work will be overlapping and delaying because went the customer (staff from other department) needs help, the staff are not available in the office, especially in the early morning, the staff come to office around 8.30 am.

Finally, the challenges and weakness have to face by me during conducting the project is long hours meeting. Meeting is important but then meeting takes three hours whereby that was disturb other task that need more attention and priority to do. The effective and efficient meeting was only need about one until two hours only.

#### **4.3 Recommendation**

In my opinion, there are some recommendations to HRM Unit in order to improve their performance in part of as an efficiently and effectively delivery service towards the public as like as creating, implementing and adapting certain relevant recommendation that can solve immediate problems or obstacles that occur in the office.

First recommendation is improving the people process services (high contact) to information process services (which is low contact) using online features (transforms to information processing) to be more reliable, convenient, and adaptable by most of the staff and customer.

As for example, the HRM Unit should encourage their staff to use high technology hardware such as I-phone, I-pad, Tablet and so forth whereby will ease for

the staff to contact each other in part to sending and receiving the task based on e-mail as like as me and team led by Mr. Desmond Douglas Jerukan.

This technology will help HRM Unit staff who are not available in the office be able to do their task by contact with other staff in the office. Besides that, by using the technology it can help the staff able to contact their customer in dealing with service.

Second is HRM Unit are required to increase the inventories of the process by implementing database and information storage or reducing the using of paper in the office by promoting paperless office. This is because information process are more perishable besides the information process relies only on computer information and data and people process include more tangibles effort which using more physical material and resources such as paper and writing.

The advantage of adapting information process service is, it can introduce a paperless office where HRM Unit able to saves a lot of time due to the staff no longer need to put a lot of time in searching documents and files. Furthermore, it also can reduce the chances of lost or missing documents, besides it can reduce the inseparability of the service. All the documents can be easily to retrieve because it has organized in a systematic manner using data coding and search applications.

The other advantages are cost effective as the amount of paper purchasing can be reduce drastically, easy accessibility when creates security settings whereby that enables the document could be used again and again without facing any difficulties to search. Besides that, at the same time, it can help to secure the confidential documents

and filing for the usage of the office staff and other authorize personnel, and lastly is environmentally conscious.

Lastly, recommendation is effective employees. Increase awareness among employees to work effectively during working hours. This can make focus on handling and completing task that is given to them. The employees need to manage time equally between leisure and work. To make sure employees can more effective went have good manage time.

## **CHAPTER 5**

### **CONCLUSIONS**

#### **5.0 Introduction**

In this chapter, focus on the summary of discussion each chapter in the report by highlighting the main points.

#### **5.1 Introduction of the organization**

As a conclusion, Wisma Bapa Malaysia has completed in 1976 and officiated by former Chief Minister of Sarawak, Tun Rahman Yaakub. The main purpose of the building was to become the central of administration for Sarawak State Government and Chief Minister Office.

Following the reorganization of the Office of the Secretary of State, on 1 November 1995, the Office of State Personnel known as the Human Resource Management Division. A director has been appoint to head the division and will be responsible to the Deputy Secretary of State (Human Resources). On 25 August 2001, the division has known as Human Resource Management Unit. This is because of effect from the restructuring of the organizational structure of Chief Minister's department. During the formation of Malaysia, there are 2,599 employees and the number increased to 14,208 people in 2012.

Human Resource Management headed by a Director and divided into eight (8) sections. Those sections are Section Development Organization, Section Recruitment, Section Career, Section Shared Services, Section Benefits, Section Information, Section Training and Section Discipline. Each section headed by an Assistant Director who is responsible for implementing the function Human Resource Management unit to achieve the mission, vision and objective.

In the Human Resources Management Unit there is related each other. This can create strong bonding among the staff, the high rank position holders and among the staff of each section. For example, in Section 1, was creating the position of staff. Section 2 is recruiting the personnel to fill the empty position. Section 3 was entry data the performance of the staff. Section 4 was creates the event of department. Section 5 was entry data about the benefit of staff, such as loan, leave, and etcetera. Section 6 was entry data of the personnel data of staff and etcetera. Section 7 about the build any training need for the staff and Section 8 is to conduct and control the behavior of staff to make sure the staff was discipline. I can conclude that all of the units in Human Resource Management have their own important function and role, which create the momentum for the organization to work and integrate properly.

## **5.2 Schedule of practical training**

From the schedule of the practical training, I can conclude that the schedule well planned because every week, I was discussing with my supervisor on what are the tasks or activities that I need to do. For practical training, I need to complete my practical training in five weeks.

On the first week, we have ice-breaking session with supervisor and the employees in section 6. We make observation what are their scope of tasks and job descriptions. It is a very important session as I being briefly introduce and gain basic knowledge of the office environment. In this week, team member and I have given a project by Mr. Desmond Douglas Jerukan that is "The implementation of Balanced Scorecard in Human Resource Management Unit. The implementation Balanced Scorecard in HRM Unit have main objective that is as the management tool to measure Key Performance Indicator (KPI) of each section in HRM Unit.

In the second week, team member and I continue our project by appoint team leader from seven of us, and then our team leader was delegate the task according to our preference and skill. For example, Nurfyryni and I make a visiting into each section in HRM Unit in order to get the number of HRM Unit staff and to identify what are the

KPI target that section in order to achieve 'World Class Civil Service'. Mariam and Syarifah construct and preparing questionnaire, Mohd. Arif and Syed Ismail drafting the proposal while Mohd. Suhardy create and preparing the pamphlet. Next, we continue the progress of our project by review all information from questionnaire and key in the data into SSPS software then we together brainstorm our ideas to making and preparing the Microsoft Power Point for presentation on Friday in this week.

On the third week, I make reviewing of '2011 Human Resource Management Unit Annual Report' to discover the KPI of each section in HRM Unit in order to recognize what are the strategy should our team have to taken to achieved their KPI. Hence, we together again to brainstorm our critical thinking to create creative brochure and pamphlet besides revive and re-do our previous Microsoft Power Point.

Next, in the fourth week, we still in progress project and at the same time our supervisor, Mr. Desmond Douglas Jerukan order us to help staff in Section 4 to organize '*Program Kembara Psikologi Bumi Kenyalang 2013*' through by doing faxing the invitation letter to another section in HRM Unit and to another department and agency in Sarawak Civil Service. After that, we are required to make a calling to that section and department or agency in order to get feedback either they had received that invitation letter or either they can attend that program or not. Then, I make a list of name for those who are sending their representative to attend that program before give it to Miss Faiyazah, person who is responsible for attendance list. At the same time, team member and me, make a preparing for the actual presentation day on Friday. Overall, Mr. Desmond, Madam Arenawati and Miss Zalina were satisfied our work. The seceded our presentation cause by teamwork, cooperation and full commitment gives by each member of Scorecard Catalyst.

On the last week, friends and I was attending meeting regarding '*Program Kembara Psikologi Bumi Kenyalang 2013*' together with committee of program and JPA staff from Putra Jaya. The program has two session, which is '*Ceramah Teknik Pengurusan Stres Sempena Program Kembara Psikologi Bumi Kenyalang tahun 2013*', and '*Lawatan Ke Kampung Belimbing*'. On this week, I have visiting lecturer, Madam Nadrawina as my supervisor to make an evaluation regarding my practical at HRM Unit.



Then, team member and me starting our final report of 'The implementation of Balanced Scorecard in Human Resource Management Unit' as like as review, make correction, and compile all required data and information into our report. Meanwhile, on the other part, seven of us were delegating the task regarding '*Ceramah Teknik Pengurusan Stres Sempena Program Kembara Psikologi Bumi Kenyalang tahun 2013*'. For example, Nurfyirini and I were involved in '*Ceramah Teknik Pengurusan Stres Sempena Program Kembara Psikologi Bumi Kenyalang 2013*' at Islamic Information Centre (IIC) and Majlis Bandaraya Kuching Selatan (MBKS). This program is very valuable for me, because from that I had learned how to improve myself satisfaction through by awareness to control my emotion stability. Finally yet importantly, team member of Scorecard Catalyst together again to review our final report of 'The implementing Balanced Scorecard in Human Resource Management Unit'. Before submitted the report to Mr. Desmond, we make it into PDF software in order to secure our original project from plagiarism and copies from those are irresponsible. Overall, Mr. Desmond satisfied with our work and hoped that friends and I can understand HRM Unit very well includes CMD.

As a whole, the schedule of practical training are very well organize and I feel very lucky to be given so much responsibility and trust in completing many important tasks and jobs, and involved in many formal and informal events that give many benefits in terms of knowledge, experience, and information. Not only that, the memories left there were so great and I hope that one day, I will go there as the staff that works there.

### **5.3 Analysis**

In this chapter, there are three areas that been focused which is analysis of training, demonstration of practical and theoretical aspects and reflections of student's personal experience during the training.

First, in the analysis of training area, I made an analysis referred to focus on the implementation of Balanced Scorecard in HRM Unit. Balanced Scorecard is a strategic planning and management system that is used extensively in public and private agency.

Balanced Scorecard considered as a new approach to management system, whereby to replaced Total Quality Management which is an obsolete system. Balanced Scorecard is considered crucial to the organization because it is use to control and monitor activity of the staff and to see the consequences of the action. Thus, to cope with the changing environment, adopting a new approach is important because of the needs of each environment differs from one another. HRM Unit will benefit from the implementation of using Balanced Scorecard because it can help the management processes of HRM Unit. It covers in every perspective of organization – financial, customer, internal business, and learning and growth of HRM Unit. Moreover, by using the Balanced Scorecard, HRM Unit will be able to achieve their vision and mission in a short time. This is because every of staff actions are based on the organization's vision and mission.

Next is demonstration of practical and theoretical aspects area. In this area, I relate the Organizational Behavior (OB) subject that learned in the classroom with the HRM Unit task and Balanced Scorecard project. I can relate the task with the teamwork environment that I have experienced during the implementation of the task such as delegation of task and the personnel communication within the organization. Teamwork is important to establish the purpose of the team where this will allow members to set clear goals. The ultimate goal of any team is to produce quality of work for the organization. For this reason, an effective teams value open communication, treat each other's as equals, and keep collaboration at the forefront by sharing information include conflicts are resolved quickly within the group. Besides that, during practical training, I also learnt that in the teamwork without accountability it is completely impossible to work efficiently within the workplace environment or indeed any other environment as a team. Feedback is a key part of accountability as this is necessary to help individuals to understand how they are progressing. Accountability reduces the likelihood of a person being side tracked at work and is a valuable means of keeping track of employees. This issue also helps reduce conflict as it creates opportunity for individuals to recognize they role within the wider team and on how they improve they skills.



Finally, is student personal experience during practical area, which I explained regarding my experience in implementing the task, given to me. I also give my opinion and the relevance of the task towards theoretical practice and knowledge. Based on the learning, I had learned many things and gain new knowledge whereby that was make me have high level of satisfaction to improve myself-confident and enhanced my interest to obtain more knowledge, experience and expertise in the field I focused on. Other than that, I also had improved my discipline especially about appearance and time, and thanks to the rule and regulations of the organization that help me to understand many things regarding the work life.

#### **5.4 Recommendations**

For this chapter, I will highlight with examples of the strength and challenges of job or tasks assigned during my practical training and provide recommendation for improvement.

The strength in this organization is using the communication process information in an organization. That is widely spread the information within the organizations more effectively by adapting top-bottom and bottom-up approach. This is because the Balanced Scorecard is required knowledgeable and understanding by each staff in HRM Unit to ensure the vision and mission of Balanced Scorecard and HRM Unit are match and fit each other. Second strength is it easy to get the feedback of the results or target that want to achieve on certain period such as annually or monthly, regarding implementing Balanced Scorecard in HRM Unit due to communication process also. , it can help to compare the planned with the actual target to see the result whether success or no for the time they planned. The third and last strength of the implementing Balanced Scorecard in HRM Units are the strategy or activities made for achieved the target could be measurable whether it effective and achievable such as relevant based on four perspective of Balanced Scorecard. This parameter measurable is much easier for the organizations to view their weaknesses on certain issues where they able to take alternative actions for solve or improve the weaknesses. Thus, it also able to detect any

problem regarding on the activities that not track on the organizations objectives by refer to the four perspectives.

The challenges or weakness that can relate with the implementing Balanced Scorecard in HRM Unit is limited of workers tend to workload. Due to this limited workers, that was causes we not only have to extend the period of time in conducting research, besides we have to waiting more than one week to get feedback of the questionnaire from the staff, as our respondents. Second challenges is, majority of HRM Unit staff are did not know that their organization have been used Balanced Scorecard as management tools to measure their KPI, besides there also have low level of knowledge and understanding among the staff regarding Balanced Scorecard.

This weakness occurs due to lack of exposure by the staff and lack of enforcement by top management of HRM Unit. Next challenges are unorganized working hours. Lastly, the challenges have to face by me during conducting the project is long hours meeting. Meeting is important but then meeting takes three hours whereby that was disturb other task that need more attention and priority to do.

Finally, I explained about recommendation. First recommendation is improving the people process services (high contact) to information process services (low contact) using online features (transforms to information processing) to be more reliable, convenient, and adaptable by most of the staff and customer. This technology will help HRM Unit staff who are not available in the office be able to do their task by contact with other staff in the office. Besides that, by using the technology it can help the staff able to contact their customer in dealing with service. Second is HRM Unit are required to increase the inventories of the process by implementing database and information storage or reducing the using of paper in the office by promoting paperless office. This is because information process are more perishable besides the information process relies only on computer information and data and people process include more tangibles effort which using more physical material and resources such as paper and writing. The third and lastly recommendation is effective employees. Increase awareness among employees to work effectively during working hours. This can make focus on handling and completing task that is given to them. The employees need to

manage time equally between leisure and work. To make sure employees can more effective went have good manage time

# APPENDICES



# *Sijil Penyertaan*

*Dengan Ini Disahkan Bahawa*

**YUNIZAR BT YUSOP**

*Telah Berjaya Menjalani*

**LATIHAN INDUSTRI**

*pada*

**28 Januari Hingga 1 Mac 2013**

*di*

**Unit Pengurusan Sumber Manusia,  
Wisma Bapa Malaysia, Petra Jaya, Kuching**

**BAKRIE ZAINI  
PENGARAH  
UNIT PENGURUSAN SUMBER MANUSIA**





**UNIVERSITI TEKNOLOGI MARA SARAWAK**

**PRACTICAL TRAINING  
LOG BOOK**

1. Student's name: YUNIZAR BT. YUSOP
2. Date & Place of Birth: 20<sup>th</sup> FEBRUARY 1985 & Serawak General Hospital
3. UiTM No.: 2011882956
4. Program: Bachelor of Administrative Science and Policy Studies
5. Year: 2013 Part: 5
6. Home address: NO. 28B, LORONG 14, KAMPUNG SEMARIANG  
BATU, 93050 KUCHING, SARAWAK.
7. Address during practical training: Jabatan Ketua Menguji, Unit  
Pengurusan Sumber Manusia, Tingkat 9, 10 & 11, WBM, Petra Jaya  
93802 Kuching
8. Place of training:
9. Name of Supervisor in-charge: Desmond Douglas Jeritan
10. Duration of training: From: 28/1/2013 to 1/3/2013

FOR OFFICE USE ONLY

11. Remarks: (Dean/Course Tutor)

.....

.....

.....

.....

.....

.....

.....

.....

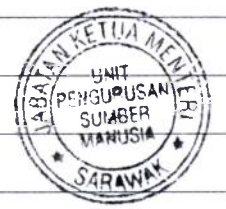
DATE	EXACT NATURE OF WORK DONE	SUPERVISORS REMARKS
8 <sup>th</sup> February 2013	<ul style="list-style-type: none"> <li>• Presenting the progress proposed project at 9.00.</li> <li>- improve my communication skill level of and confidence.</li> <li>• Attending 'Integrasi Tunjangan Kecekerlanjutan' Course.</li> <li>- gaining knowledge regarding in integrity</li> <li>- enhanced bonding with others staff from different unit / department</li> </ul>	<p>Good observation</p>
	<p>What I learn from Week 2:</p> <ol style="list-style-type: none"> <li>1. Enhance relationship with other staff from different unit through by distributing the questionnaire</li> <li>2. Improve self confidence and communication skill through by presentation.</li> <li>3. Improve technical skill through create the project based on Microsoft Project.</li> </ol>	

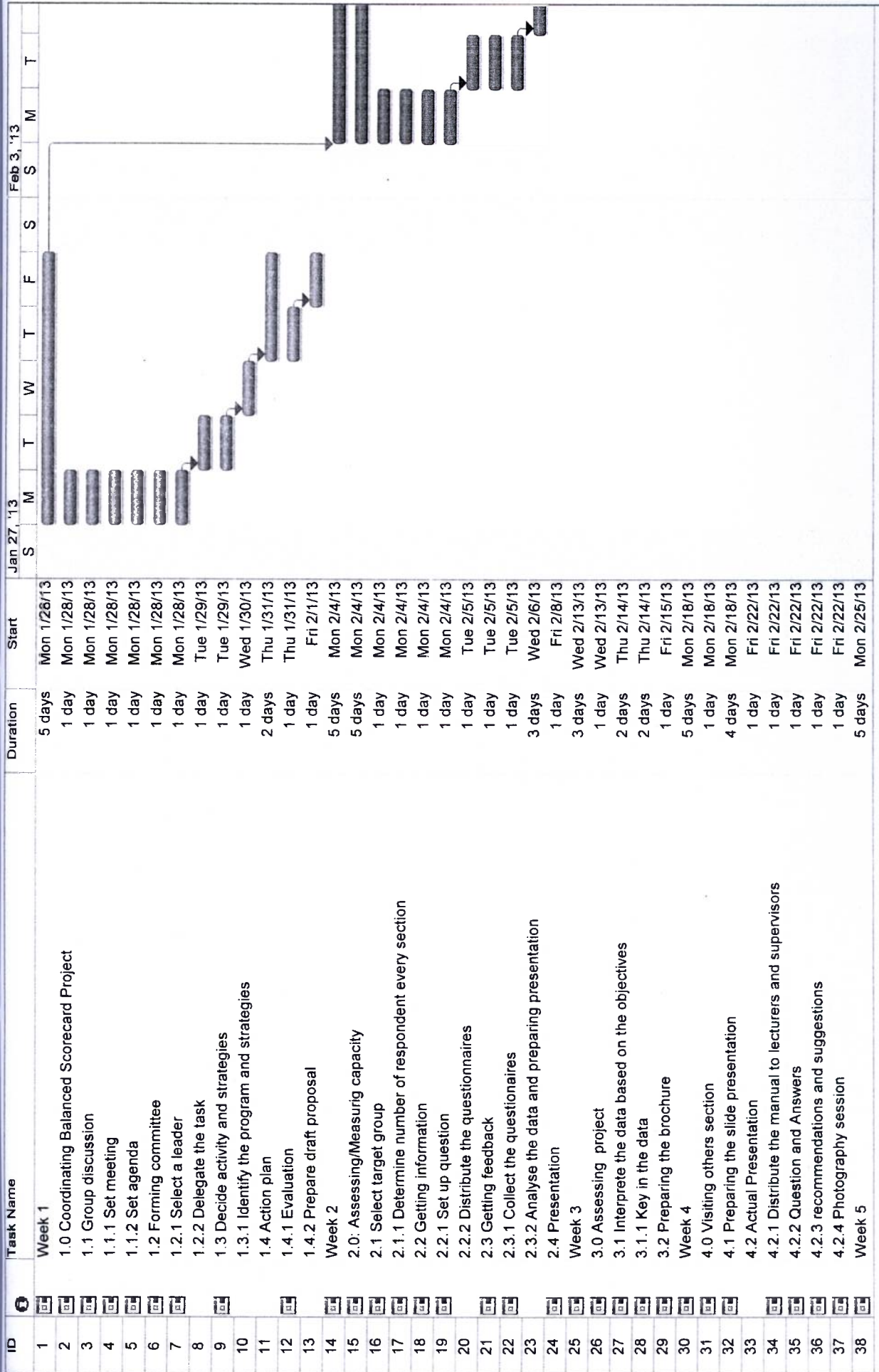


DATE	EXACT NATURE OF WORK DONE	SUPERVISORS REMARKS
15 <sup>th</sup> February 2015	<p>1. Revise the previous power point</p> <p>a) re-do the power point in terms of the figure (number of respondents)</p> <p>• enhanced problem solving skill through by discussing with other's team member.</p>	
	<p>What I learn Week 3?</p> <p>1. Gaining the knowledge regarding with Balanced Scorecard in order to match the KPI of HRM U.</p> <p>2. Improving the critical thinking skill by preparing the Balanced Scorecard based on Microsoft Software.</p>	<p>Checked 15/2/15</p>

DATE	EXACT NATURE OF WORK DONE	SUPERVISORS REMARKS
	2. Improved my self motivation because all the staff in HRMU are 100% support for us.	Great improvement in your training with us in HRM.
	3. Enhanced my knowledge regarding with how government servant working in their part to fulfill the public interest and demand.	From you self confidence is improving over the week and I wish you all the best for your future undertaking in your studies and career one day.
	4. Enhanced my self confidence during make a presentations and my communication skill during having a conversation with other staff.	All the best.

1/3/2013



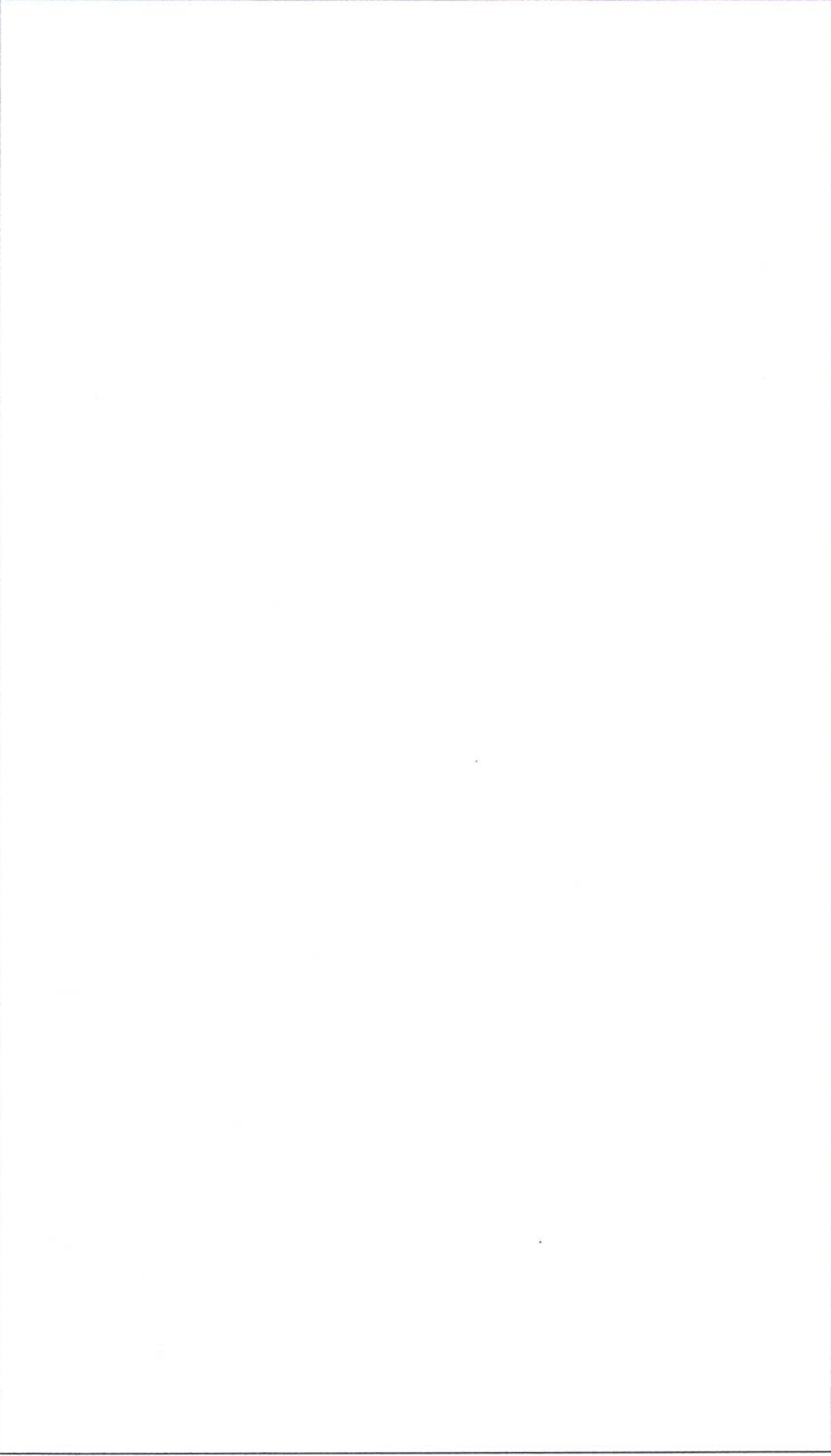


ID	Task Name	Duration	Start
1	Week 1	5 days	Mon 1/28/13
2	1.0 Coordinating Balanced Scorecard Project	1 day	Mon 1/28/13
3	1.1 Group discussion	1 day	Mon 1/28/13
4	1.1.1 Set meeting	1 day	Mon 1/28/13
5	1.1.2 Set agenda	1 day	Mon 1/28/13
6	1.2 Forming committee	1 day	Mon 1/28/13
7	1.2.1 Select a leader	1 day	Mon 1/28/13
8	1.2.2 Delegate the task	1 day	Tue 1/29/13
9	1.3 Decide activity and strategies	1 day	Tue 1/29/13
10	1.3.1 Identify the program and strategies	1 day	Wed 1/30/13
11	1.4 Action plan	2 days	Thu 1/31/13
12	1.4.1 Evaluation	1 day	Thu 1/31/13
13	1.4.2 Prepare draft proposal	1 day	Fri 2/1/13
14	Week 2	5 days	Mon 2/4/13
15	2.0 Assessing/Measuring capacity	5 days	Mon 2/4/13
16	2.1 Select target group	1 day	Mon 2/4/13
17	2.1.1 Determine number of respondent every section	1 day	Mon 2/4/13
18	2.2 Getting information	1 day	Mon 2/4/13
19	2.2.1 Set up question	1 day	Mon 2/4/13
20	2.2.2 Distribute the questionnaires	1 day	Tue 2/5/13
21	2.3 Getting feedback	1 day	Tue 2/5/13
22	2.3.1 Collect the questionnaires	1 day	Tue 2/5/13
23	2.3.2 Analyse the data and preparing presentation	3 days	Wed 2/6/13
24	2.4 Presentation	1 day	Fri 2/8/13
25	Week 3	3 days	Wed 2/13/13
26	3.0 Assessing project	1 day	Wed 2/13/13
27	3.1 Interpret the data based on the objectives	2 days	Thu 2/14/13
28	3.1.1 Key in the data	2 days	Thu 2/14/13
29	3.2 Preparing the brochure	1 day	Fri 2/15/13
30	Week 4	5 days	Mon 2/18/13
31	4.0 Visiting others section	1 day	Mon 2/18/13
32	4.1 Preparing the slide presentation	1 day	Mon 2/18/13
33	4.2 Actual Presentation	4 days	Mon 2/18/13
34	4.2.1 Distribute the manual to lecturers and supervisors	1 day	Fri 2/22/13
35	4.2.2 Question and Answers	1 day	Fri 2/22/13
36	4.2.3 recommendations and suggestions	1 day	Fri 2/22/13
37	4.2.4 Photography session	1 day	Fri 2/22/13
38	Week 5	5 days	Mon 2/25/13










Task  
 Split  
 Progress  
 Milestone  
 Summary  
 Project Summary  
 External Tasks  
 External Milestone  
 Deadline

Project: PRACTICAL GANT CHART  
Date: Thu 2/28/13

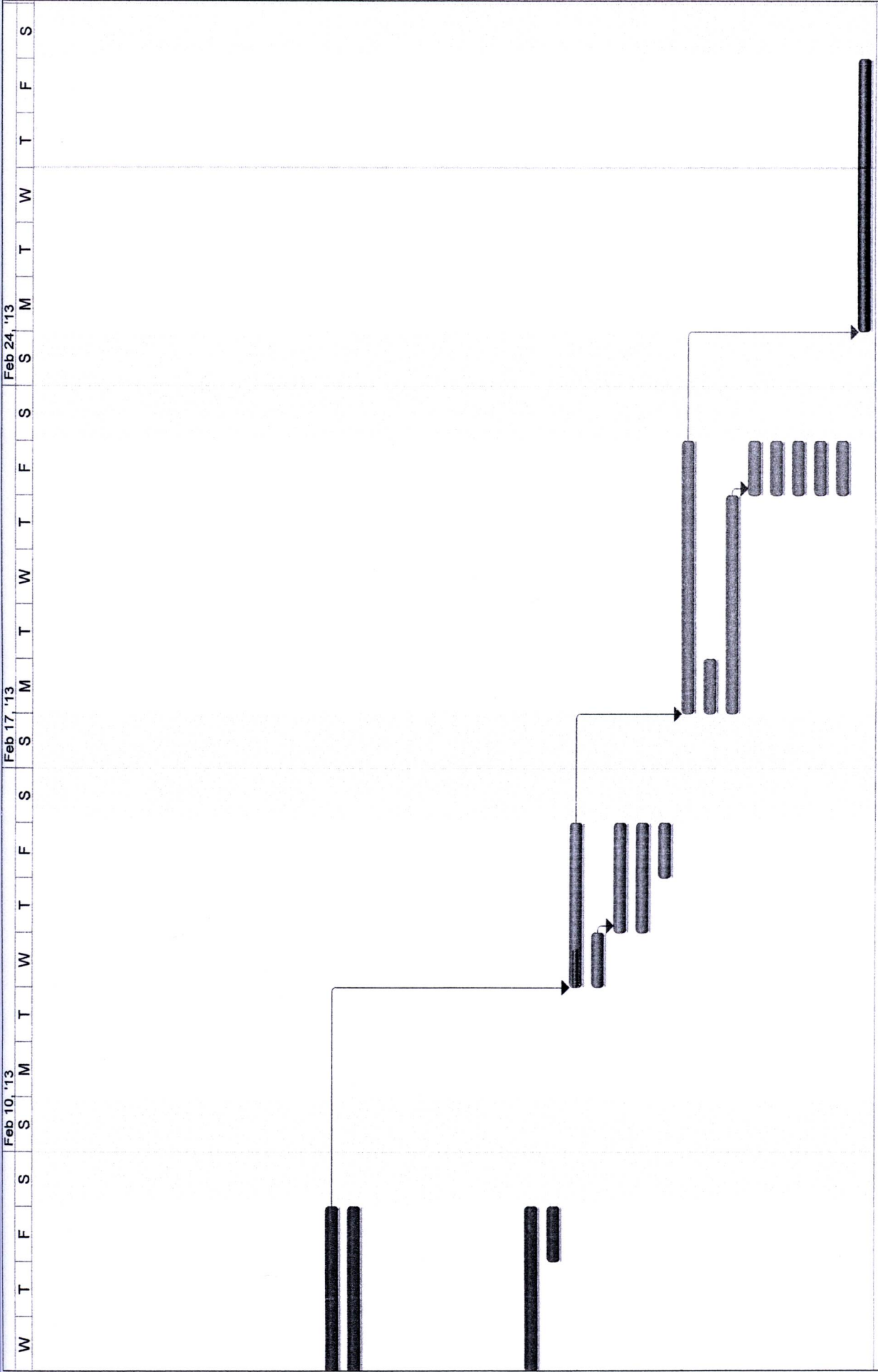
ID	Task Name	Duration	Start	Jan 27, '13	S	M	T	W	T	F	S	S	Feb 3, '13	M	T
39	5.0 Taking corrective actions	2 days	Mon 2/25/13												
40	5.1 Preparing final report	3 days	Wed 2/27/13												
41	5.1.1 Evaluate the report	1 day	Fri 3/1/13												



Project: PRACTICAL GANTT CHART  
Date: Thu 2/28/13

Task  Milestone  External Tasks   
 Split  Summary  External Milestone   
 Progress  Project Summary  Deadline 





**Project: PRACTICAL GANTT CHART**  
**Date: Thu 2/28/13**

Task	Milestone	External Tasks
Split	Summary	External Milestone
Progress	Project Summary	Deadline



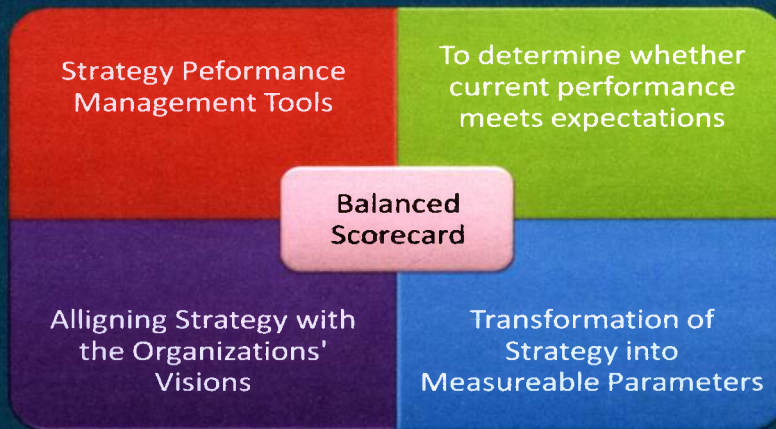
**Project: PRACTICAL GANTT CHART**  
**Date: Thu 2/28/13**

Task		Milestone		External Tasks	
Split		Summary		External Milestone	
Progress		Project Summary		Deadline	

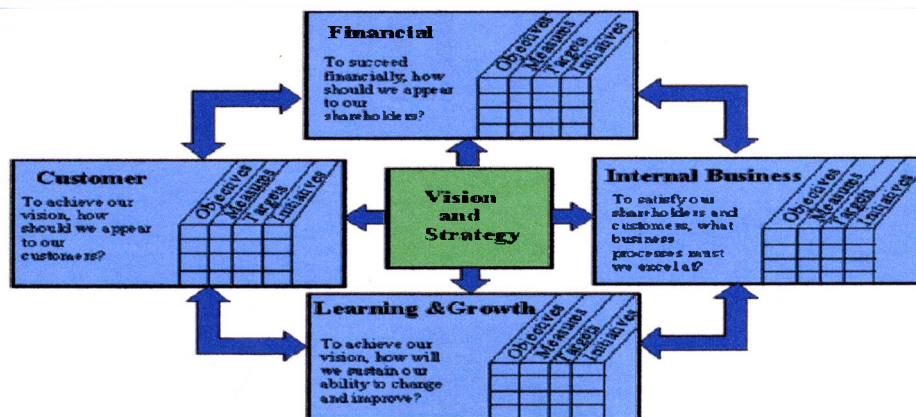


Jabatan Ketua Menteri  
Unit Pengurusan Sumber Manusia

## Balance Scorecard



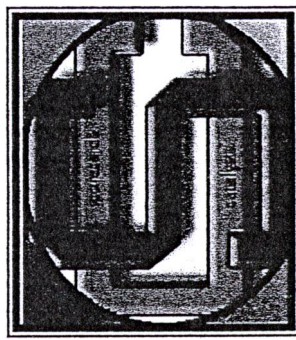
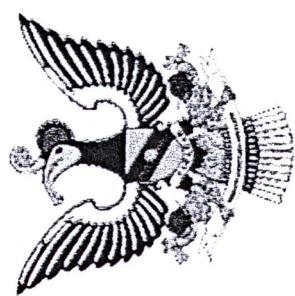
### Balanced Scorecard Framework\*



\* Adapted from Kaplan & Norton, 1996. *The Balanced Scorecard*. Harvard Business School Press: 9. Original from HBR, Jan/Feb 1996, p. 76.



# BALANCED SCORECARD IMPLEMENTATION IN HUMANS RESOURCE MANAGEMENT UNIT



## Discipline Section

Presenting the full report to process the disciplinary action to the SPANS within 10 days

## Training Section

Achieving 100% Training Induction

Examinations with the total of 42 hours annually

## Shared Service Section

Human Resources Management Call Centre

## Information Section

Service book will always be attach to the personal file whenever it is needed

Every officer that conduct the main operation will have at least one person to backup him

## Career Section

Approval for officers in state for acting and covering within 6 month working days

Confirmation team for permanent position. Name list of the officer must submit for discipline team

## Benefits Section

Approving the supplies of medicine/support system/implant and hemodialysis within 14 days

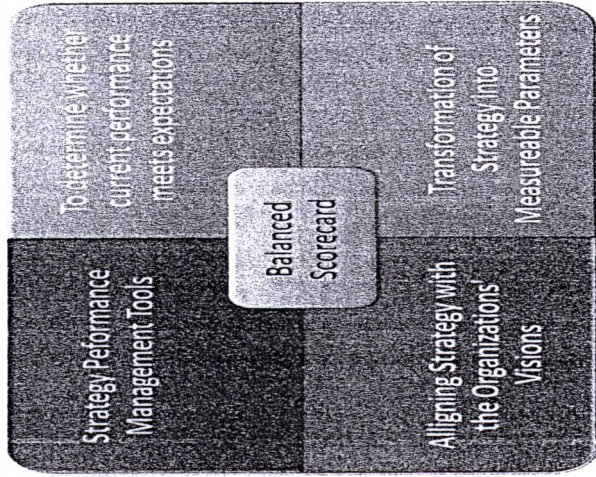
Giving the loan results except for housing loans



**SCORECARD  
CATALYSTS TEAM**



**BALANCED SCORECARDS**



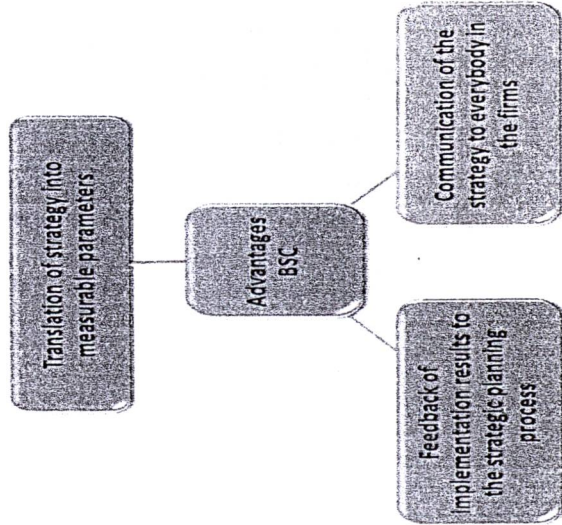
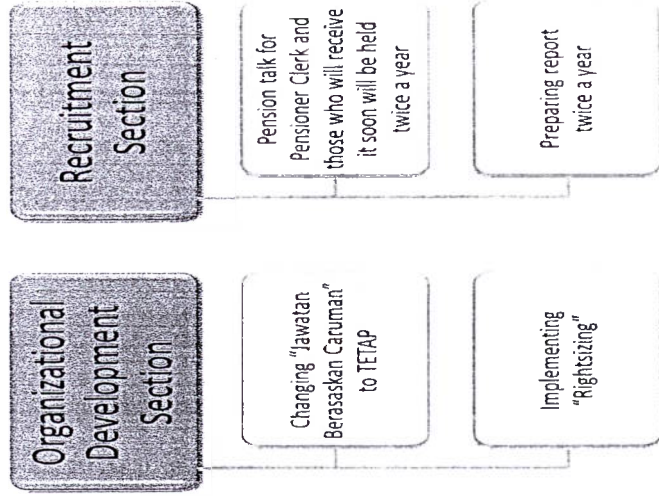
**OUR OBJECTIVES :**

- ◆ IMPROVED ORGANIZATION PERFORMANCES BY KPI
- ◆ ALIGN ORGANIZATION STRATEGY WITH THE WORK PEOPLE DO ON A DAY TO DAY BASIS.
- ◆ FOCUS ON THE DRIVER OF FUTURE PERFORMANCES

**OUR ROLES :**

- ◆ IMPROVE CURRENT ORGANIZATION STRUCTURE
- ◆ MONITORING JOB FITTING STATUS IN ORGANIZATION
- ◆ PLAN NEED OF HUMAN CAPITAL IN EVERY AGENCY

**KEY PERFORMANCE INDICATOR OF EACH SECTION IN HUMAN RESOURCES MANAGEMENT UNIT:**



**Section D: Open-ended question**

**Please give one suggestion on the question that had been provided.**

1. How to improve the level of understanding regarding Balance Scorecard among the Human Resource Management Unit?

---

---



CHIEF MINISTER DEPARTMENT, HUMAN RESOURCE  
MANAGEMENT UNIT

Dear Respondent,

We are "Scorecard Catalyst team", the students of Bachelor of Administrative Science in UiTM Sarawak conducting our internship at Human Resource Management Unit, Chief Minister Department. We are carrying out a survey of "TheHRM Unit's level of Understanding Regarding Balance Scorecard" as part of the assignment project during our internship here. We could be more grateful if you willing to be one of our respondent. The data will be kept confidential. We thank you for the cooperation given.

<b>1. Gender:</b>		<b>3. Service Duration:</b>	
Male	<input type="checkbox"/>	0-5 years	<input type="checkbox"/>
Female	<input type="checkbox"/>	6-11 years	<input type="checkbox"/>
		12-17 years	<input type="checkbox"/>
		18 and above	<input type="checkbox"/>
<b>2. Age:</b>		<b>4. Section:</b>	
20 - 29	<input type="checkbox"/>	Seksyen Pembangunan Organisasi	<input type="checkbox"/>
30 - 39	<input type="checkbox"/>	Seksyen Perjawatan	<input type="checkbox"/>
40 - 49	<input type="checkbox"/>	Seksyen Kerjaya	<input type="checkbox"/>
50 and above	<input type="checkbox"/>	Seksyen Khidmat Gunasama	<input type="checkbox"/>
		Seksyen Kemudahan	<input type="checkbox"/>
		Seksyen Maklumat	<input type="checkbox"/>
		Seksyen Latihan	<input type="checkbox"/>
		Seksyen Displin	<input type="checkbox"/>

**Section B: Level of Understanding on Balanced Scorecard. Please (✓) in the space provided to indicate your answer.**

1	<p>Do you know what Balanced Scorecard is?</p> <p>a) Yes <input type="checkbox"/></p> <p>b) No <input type="checkbox"/></p>
2.	<p>Is your section currently using a Balanced Scorecard?</p> <p>a) Yes <input type="checkbox"/></p> <p>b) No <input type="checkbox"/></p>
3	<p>Do you agree with Balanced Scorecard use to measure Key Performance Indicator?</p> <p>a) Yes <input type="checkbox"/></p> <p>b) No <input type="checkbox"/></p>
4.	<p>Is the current balance scorecard had achieved / meets its objectives</p> <p>a) Yes <input type="checkbox"/></p> <p>b) No <input type="checkbox"/></p>
5.	<p>The four perspective of balance scorecard (Customer, Financial, Internal Business Process, and Learning and Growth) related to one another?</p> <p>a) Yes <input type="checkbox"/></p> <p>b) No <input type="checkbox"/></p>

### Section C: Individual Perception on Balance Scorecard.

Please read the list carefully and indicate your satisfaction with each of these factors.

You may circle any number from 1 to 5 to express your opinion on the basis of the scale below.

1- Strongly Disagree	2 – Disagree	3 - Neutral	4 – Agree	5 - Strongly Agree
----------------------	--------------	-------------	-----------	--------------------

No.	Items					
1	I feel that, Balanced Scorecard can be successfully implement in the HRM unit	1	2	3	4	5
2	My section has been involved in the Balanced Scorecard	1	2	3	4	5
3	I found that Balanced Scorecard measurement tool is easy to understand	1	2	3	4	5
4	Balanced Scorecard is a measurement tool to enhance the performance of the organization	1	2	3	4	5
5	Achievement of Balanced Scorecard will help my professional development	1	2	3	4	5



ATURCARA  
CERAMAH TEKNIK PENGURUSAN STRES  
SEMPENA  
PROGRAM KEMBARA PSIKOLOGI BUMI KENYALANG  
TAHUN 2013

<b>HARI/TARIKH</b> 28 FEB. 2013 (Khamis)	<b>AKTIVITI</b>
2.00-3.00 ptg	Ceramah : Pengurusan Stres
3.00-4.00 ptg	Ceramah : Teknik Pengurusan Stres



LAMPIRAN A

**BORANG PENGESAHAN KEHADIRAN**

**CERAMAH PENGURUSAN STRES**

**PROGRAM KEMBARA PSIKOLOGI BUMI KENYALANG 2013**

**28 FEBRUARI 2013 (KHAMIS), MAJLIS BANDARAYA KUCHING SELATAN**

**2.00 Petang – 5.00 Petang**

NAMA JABATAN :

NAMA PEGAWAI:

NO .TELEFON :

PEGAWAI YANG MELULUSKAN:

TARIKH:

Tandatangan dan Cop Jabatan :

.....

SILA KEMBALIKAN BORANG INI KEPADA SYAMSURY UMAR / EN. MOHD. REZZA BIN ALI

Telefon: 082-313078/082-312392/082-446473

FAKS: 082-440033



**JABATAN KETUA MENTERI**  
(Unit Pengurusan Sumber Manusia)  
Permohonan Perkhidmatan

**BAHAGIAN A**

(Untuk Diisi Oleh Seksyen)

1.	Nama Pemohon	Syamsury Umar
2.	Jawatan	Penolong Pegawai Tadbir
3.	Seksyen	Khidmat Gunasama
4.	Keperluan	SERVICE ORDER
5.	Tarikh Diperlukan	28 Februari 2013*SEGERA*
6.	Tujuan Diperlukan	Sewaan kenderaan untuk Timbalan KPPA (Pembangunan) sempena Program Kembara Psikologi Zon Bumi Kenyalang 2013 pada 2 hingga 3 Mac 2013.

Tarikh: ..... Tandatangan: .....

**Kelulusan : KPP/Pegawai yang diberikuasa**

Tarikh: ..... Tandatangan: .....

Nama: .....

**Kelulusan : KPP/Pegawai yang diberikuasa**  
**Seksyen Kemudahan**

Tarikh: ..... Tandatangan: .....

Nama: .....

BIL	JENIS PERKHIDMATAN	NAMA PEMBEKAL	CATATAN PEMBEKAL/ ANGGARAN PERBELANJAAN			KOD PROGRAM/ OBJEK LANJUT
			Kuantiti Diperlu	Harga @ RM	Jumlah RM	
1.	Sewaan kenderaan untuk Timbalan KPPA (Pembangunan) sempena Program Kembara Psikologi Zon Bumi Kenyalang 2013 pada 2 hingga 3 Mac 2013.	CPH Travel Agencies (Sarawak) SDN. BHD	1	RM 960	RM960	
					Jumlah	RM960

- Sila sertakan lampiran tambahan jika ruang di atas tidak mencukupi.

**BAHAGIAN B**

[ Untuk kegunaan Pasukan Akaun ]

**AKUAN PENERIMAAN**

Permohonan yang disenaraikan di atas telah diterima. Salinan ini adalah dikembalikan untuk simpanan dan rekod tuan.

Tarikh : .....

.....

Penolong Akauntan  
b.p. Ketua Penolong Pengarah  
(Seksyen Kemudahan)  
Unit Pengurusan Sumber Manusia