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KAMPUS KOTA SAMARAHAN**

**FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDIES  
BACHELOR OF ADMINISTRATIVE SCIENCE (HONOURS)  
AM228**

**PRACTICAL TRAINING  
ADS 666**

**CHIEF MINISTER'S DEPARTMENT**

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## THE DECLARATION

I hereby declare that the work contained in this practical training report is original and my own expect those duty identified and recognized. If I were later found to have committed plagiarism or acts of academic dishonestly, action can be taken in accordance with UITM's rules and academic regulations.

Signed.



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Noor Azyra Bte Sabri

## ACKNOWLEDGEMENT

In the name of Allah, the Most Gracious and the Most Merciful, all the praises and thanks be to Allah for giving His blessing in completing this practical training report. Greatest appreciation goes to my supervisor, Madam Nadrawina Isnin. Her precious help of constructive comments and suggestions all through the experimental and draft works have contributed to the success of this research.

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Lastly, thanks to those who indirectly contributed in this practical report, your kindness means a lot to me.

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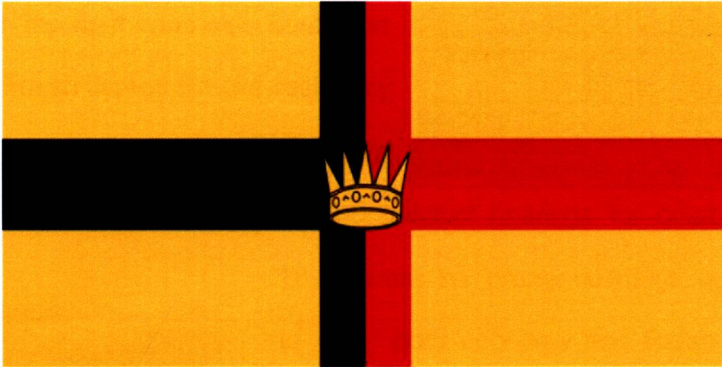
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## APPENDIXES

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# CHAPTER 1

## HISTORY OF SARAWAK CIVIL SERVICE



Source: [http://upload.wikimedia.org/wikipedia/commons/thumb/0/0f/Flag\\_of\\_the\\_Kingdom\\_of\\_Sarawak\\_%281870%29.svg/1200px-Flag\\_of\\_the\\_Kingdom\\_of\\_Sarawak\\_%281870%29.svg.png](http://upload.wikimedia.org/wikipedia/commons/thumb/0/0f/Flag_of_the_Kingdom_of_Sarawak_%281870%29.svg/1200px-Flag_of_the_Kingdom_of_Sarawak_%281870%29.svg.png)

### 1.1 A Brief History

#### 1.1.1 James Brooke Era

Sarawak Civil service was first known as Sarawak Administrative Service (SAS) established by James Brooke when he was given the

territory of Sarawak in 1841. In 1842, James Brooke proclaimed Rajah of Sarawak. Introduced by Rajah James Brooke, Sarawak administration depicts from European style of administration originated from India and Africa. The formation of Sarawak Administrative service and the selection of officers were mainly from Brooke relatives and colleagues. Two departments that were established in 1864 are



Source: [http://www.jkm.sarawak.gov.my/modules/web/page.php?id=127&menu\\_id=0&sub\\_id=143](http://www.jkm.sarawak.gov.my/modules/web/page.php?id=127&menu_id=0&sub_id=143)

Post Office and Treasury department with a number of staff by only 4 Europeans and 2 Malays (Chief Minister's Department)

On the right is Rajah Brooke Crest, the symbol of Rajah Administration and the Latin words "Dum Spiro Spero" that mean "While I Breathe I Hope" (Chief Minister's Department).



Source: [http://en.wikipedia.org/wiki/File:Sarawak\\_Royal\\_Emblem.png](http://en.wikipedia.org/wiki/File:Sarawak_Royal_Emblem.png)

Arthur Crookshank was among the early European officers. He was the 2nd Chief Secretary from 1846-1873 (Chief Minister's Department).

On the right hand side illustration of Rajah James Brooke residency in 1843. This is where he held his

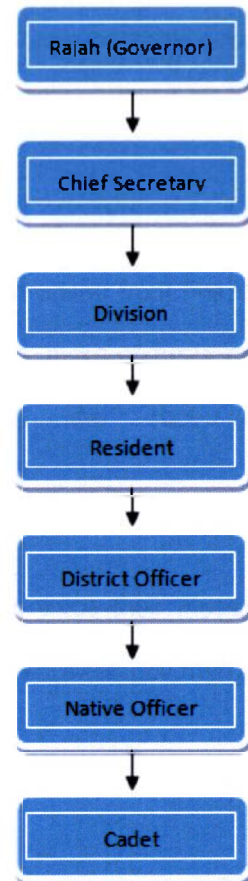


meetings with the natives and conduct hearings for court cases.

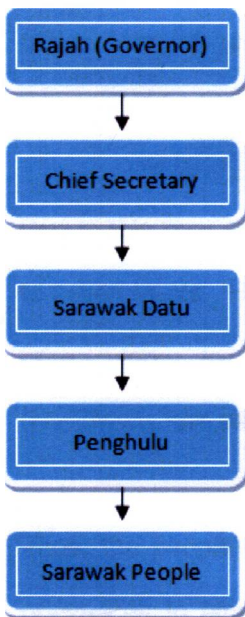
There were no proper buildings built due to the poor economy and Rajah James Brooke himself is struggling to maintain peace in Sarawak (or known as Kuching in Present time) (Chief Minister's Department).

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

the residents of the other divisions. They were Resident First Class, whereas the others were Resident Second Class (Chief Minister's Department).



Source:  
[http://www.jkm.sarawak.gov.my/modules/web/page.php?id=127&menu\\_id=0&sub\\_id=143](http://www.jkm.sarawak.gov.my/modules/web/page.php?id=127&menu_id=0&sub_id=143)



Source:  
[http://www.jkm.sarawak.gov.my/modules/web/page.php?id=110&menu\\_id=0&sub\\_id=144](http://www.jkm.sarawak.gov.my/modules/web/page.php?id=110&menu_id=0&sub_id=144)



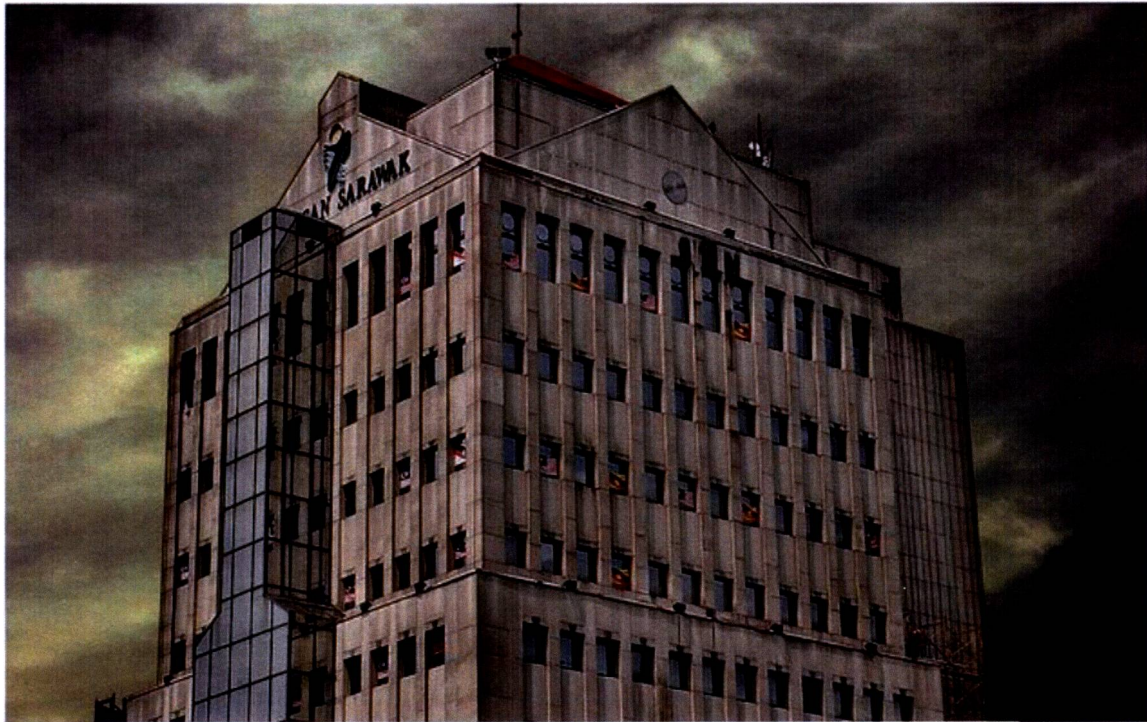
State Civil Service in the early stages, divided into two (2) parts of Secretariat and District. Secretariat administrative centers, in 1937 headed by two people of the Europeans and assisted by one (1) clerk Malays, three Chinese clerks and three office assistants. During the formation of Malaysia,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

### **1.1.2 Charles Brooke & Pre-Independence Era**

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

Due to this new administration reform, the administration levels were increased from five levels to seven levels. However, this new administration structure provides more communication from top to bottom and able to penetrate up to the root level (<http://www.hrm.sarawak.gov.my/> as at September 19th, 2012).

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



Yayasan Sarawak Building, former Sarawak Civil Service office, also known as Bangunan Sekretariat  
Source: [http://farm4.staticflickr.com/3533/3992398806\\_9f486b67e6\\_z.jpg](http://farm4.staticflickr.com/3533/3992398806_9f486b67e6_z.jpg)

### **1.1.3 Post-Independence Era**

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

### **1.1.4 Early 90's**

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

### 1.1.5 Year 2000's Era



Wisma Bapa Malaysia, current office for Sarawak Civil Service  
Source: [http://farm3.staticflickr.com/2026/2332836816\\_3db6c5be76\\_b.jpg](http://farm3.staticflickr.com/2026/2332836816_3db6c5be76_b.jpg)

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

## **1.2 Vision, Mission and Shared Values of Sarawak Civil**

### **1.2.1 Vision**

A world class civil service

### **1.2.2 Mission**

Our mission is to deliver excellent service through high performance teamwork

### **1.2.3 Common Shared Values**

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

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

## **1.3 Human Resource Management Unit, Chief Minister Department**

### **1.3.1 Background of Human Resource Management Unit**

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

### 1.3.2 Vision

Leaders in Human Capital Transformation in the State Civil Service

### 1.3.3 Mission

Our Human Capital Management Leader towards a High Performance Organization

### 1.3.4 Human Resource Management Unit, Chief Minister's Department Organizational Chart

## DIREKTORI PENGURUSAN UPSM 2013



**DR. RAZALI BIN ABON**  
PENGARAH



**MOHAMAD BIN HAJI ARSAT**  
PEGAWAI TADBIR KHAS

#### KETUA PENOLONG PENGARAH

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

**2** SALMAH JOBELI  
SEKSYEN PERJAWATAN

**3** SEMAWI HAJI MOHAMAD  
SEKSYEN KERJAYA

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

**5** FATHI HAMBALI  
SEKSYEN KEMUDAHAN (MEMANGKULI)

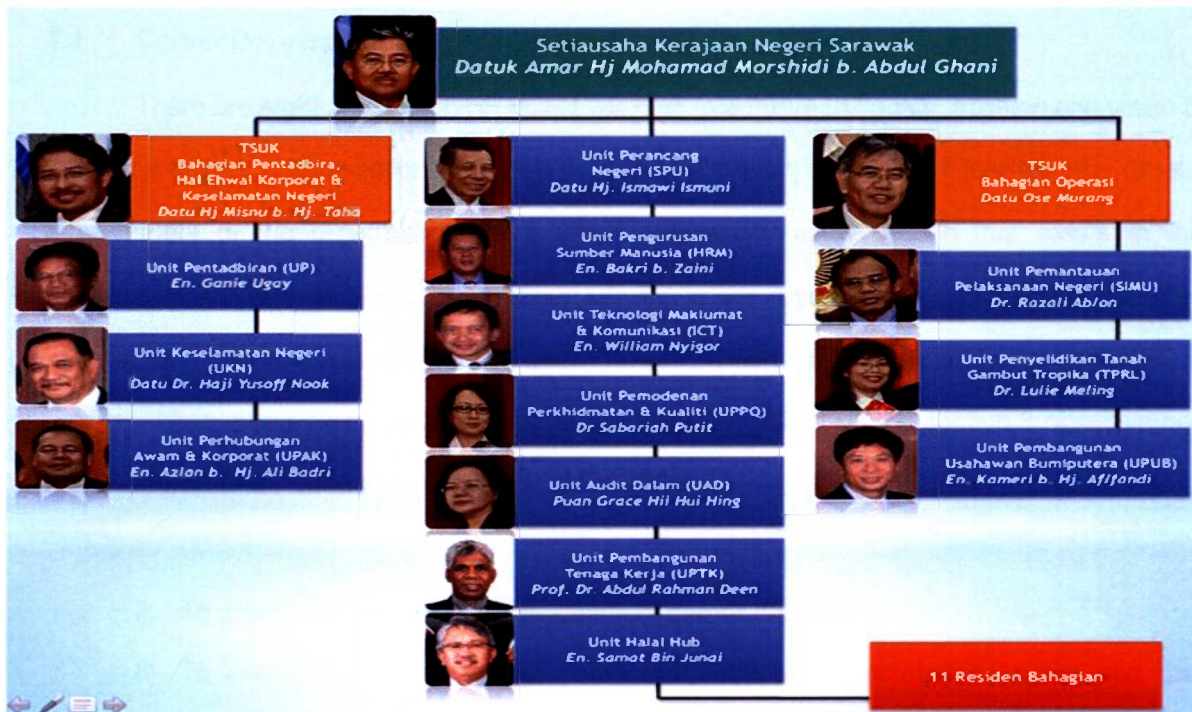
**6** ZULKIPLI ISMAIL  
SEKSYEN MAKLUMAT

**7** FANG TZE CHIANG  
SEKSYEN LATIHAN

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



TARIKH AKHIR KEMASKINI  
PADA 02 OGOS 2013



Chief Minister's Department Organization Chart

Source: Chief Minister's Department Table File, Human Resource Management Unit

#### **1.4 Career Development in HRM Unit**

There are eight sections in HRM that will help to achieve the goals, mission and vision of this department. These sections will help to realize the main vision which leads to the greater achievement of the organization as a whole. Moreover, each section that exists in this department will help in giving world class service to the public. So, every section has their specific functions and roles in order to deliver excellent services to their customer which is the publics. Here, since I was assigned at Section 3, I will highlight on the section 3 objective and the objective are as follows:

- I) To amend fundamental and guideline of career development.
- II) To manage and processing, certification of service, promotion, acting and task responsibility.
- III) To manage and administer personnel key performance index.
- IV) To manage personnel transfer and exchange plan.
- V) To give consultation regarding career development

## **CHAPTER 2**

### **SCHEDULE OF PRACTICAL TRAINING**

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

During 5 weeks of my practical training in Career Management Section of the Human Resource Management Unit at the Chief Minister's Department, I was exposed to several daily tasks. My daily tasks are including filling system, answering telephone calls and work on our project team which is *5Star Rating*. Therefore, in this chapter, I will summarize the daily training activities extracted from the practical training log book according to my daily tasks.

##### **2.1.1 Week 1 (July 22<sup>th</sup> – July 26<sup>th</sup>)**

On the first day of my practical training, I was briefed by one of the Human Resource Management Unit's staff, Madam Marina about dress code, rules and regulation of Chief Minister's Department. Beforehand, I have been briefed on the vision and mission of the Chief Minister's Department by Mr. Zawawi. In the afternoon, I was introduced to host supervisor, En. Desmond Douglas Jerukan at Bilik Serbaguna 1, Level 10 for briefing regarding the general administration aspect of the Human Resource Management Unit before I can start my practical training. Later, I was assigned to Section 3, which is the Career Management Section, one of 8 Sections under Human Resource Management Unit in Sarawak Chief Minister's Department.

Second day of my practical training, I visited an exhibition and gain some knowledge about Sarawak (before independence and after and also SCORE which related to the development of Sarawak). SCORE stands for Sarawak Corridor of Renewable Energy to stimulate global and domestic investment in traditionally rural areas to create balanced development throughout the country.



After visiting, back to Chief Minister's Department and gather at Bilik Serbaguna 1, Level 10 and meeting with host supervisor, Mr. Desmond. We shared all knowledge that we gain from the exhibition. He provides additional future prospectus update about State Civil Service from 2010 – 2020 (SCS 10/20). Mr. Desmond provides options to all UiTM practical students to choose which project that we will carry out. We start our brainstorming session and the outcome is that we decided to do 5 Star Rating project. After we decided on the project, Mr. Desmond shows us the history of Human Resource Management Unit at Level 11 and the process of HRM.

Third day of my practical training, I carried out researches regarding 5 star rating and photocopied articles related to 5 star rating. Then, I prepare attendance list for UiTM's student who involve in this project. Mr. Desmond provides us with the material for our project which is "5Star Rating for Quality Service". Then, we start organizing meeting for us and start delegating task among our group members. Our meeting was lead by Richmond as he is elected as our team leader for the project.

On my fourth day of practical training, I was briefed by Mr. Zawawi on 5 star rating projects. I have been assigned to draft letter to inform other sections that we are practical students and requires each section to help us by providing information and to provide any support needed. The letter drafting step was guided by Mr. Zawawi. Later he discussed on filling system used in the organization. In the evening we have meeting with Section 4. The agenda of the meeting is about filling mechanism which Madam Vanessa assisted us with. Meeting was adjourned at 4.30 p.m.

On the fifth day, I continue writing letter of consent for each section. Later Miss Marina introduced us to every of the section within UPSM. I was carrying out filing task under direction of Mr. Zawawi on the regularization and able to relate it with our project. The task was deferred on 5 p.m.

### **2.1.2 Week 2 (July 29<sup>th</sup> - August 14<sup>th</sup>)**

On the sixth day I resumed the filling task with other practical trainee at our work station. By performing the task it gives me clear picture of how important filing is because filling is about keeping record regarding the employment history of employees from their first day until they retired. 5 Star Project is one of the programs that able to further smooth out the flow of the filling process. Later on the evening we are having a meeting within my fellow trainee to discuss on presentation of the project idea this upcoming Friday.

Seventh day, I resumed my filling task as well as working on the 5 Star rating project. On the eighth day we have meeting with project members chaired by Richmond Ak Sudin regarding our presentation and the delegation of task within team member and how the first presentation will be on this Friday. The presentation will cover brief history on each Section and the overview of our project 'Star Rating'. We are tasked to read on the desk file (fail meja) within our section to obtain supplementary information. In the evening I am discerning with the project and work on individual task.

On the ninth day, I continue collecting information for the project. Later I work on my slides for the presentation. The slides was collected, gathered, assembled and printed before distributed among my fellow group members.

My tenth day started with me attending assembly for every section. Assembly is regarding the transfer of staffs within the UPSM sections. Later we have our first presentation with Mr. Desmond. After the presentation is done Mr. Desmond remarked and add in recommendations to improve on our presentation and for our '5 Star Rating' project. Later we conduct post-mortem session and improve the slides.

### **2.1.3 3<sup>rd</sup> Week (August 12<sup>th</sup> – August 16<sup>th</sup>)**

On my eleventh day we have been assigned to search for information about Star Rating and how the organization maintains it even though there is a newcomer in an organization, newcomer must comply with the standard.

On my twelfth day I was briefed on the project and reexamine the tasks given. I am able to relate the task performed with the project. On thirteenth day, I focused the whole day on the project and our supervisor told us that we have to apply the KISS rule (Keep It Short and Simple). For the fourteenth day, the project member of 5 Star Rating conducts discussion and as product, we manage to come out with the important elements. We analyzed and apply the SWOT analysis for our project. For the final day of the week, day fifteenth, I analyzed another element for our project that is PESTEL (Politic, Economy, Social, Technology, Environment, and Legal). In the afternoon, we continued our discussion of the project. The discussion is adjourned until 4<sup>th</sup> week.

### **2.1.4 4<sup>th</sup> Week (August 19<sup>th</sup> – August 24<sup>th</sup>)**

On the sixteenth day, Mr. Desmond informed us that we are part of protocol and decoration committee for the 21<sup>st</sup> dinner of UPSM. We discussed and delegated task whereby three of us group members work on the banner. All our group members include other practical

trainees (except for three guys) were chosen and work on the choreography and selecting the appropriate Hari Raya song.

For my seventeenth day I was taking absent with permission for the whole day off. On eighteenth day of my training, one senior staff confirmed that we will perform during the dinner. Later we have rehearsal session for the dinner '*Malam Penghargaan Bersama Yang Berhormat Setiausaha Kerajaan Negeri Sarawak*'. In the evening we have been told to help others at Four-Point Hotel. Later that night we attended the dinner. We performed and we are called '*Gadis dan Bunga*'. We also have poco-poco dance with state secretary as we have been requested by audience to do so.

Nineteenth day we attend the launching of Chief Minister Department gallery in Wisma Bapa Malaysia. After attending the launch I answered phone call, do some photocopying and discussing the actual date for presentation of 5 star rating. On twentieth day, we gathered every piece and bit of latest and updated information with all group members, focusing on our 5 Star Rating Project. I continue my administrative work such as filling and photocopying documents and letter.

#### **2.1.5 5<sup>th</sup> Week (August 23<sup>th</sup> – August 30<sup>th</sup>)**

On my 20<sup>th</sup> day I attended a meeting chaired by Mr. Fatihi. He briefed us on the protocol for the event. Later all trainees were requested to stay because Madam Yasmin need to brief us on important things that need to be disseminate to others. Then we discuss about our project as the deadline for final presentation is just around the corner.

On the 21<sup>st</sup> day, I continue my work on the 5 Star Project presentation. All group members gather to finalize and do necessary alterations with the previous slides presented

before. Unfortunately, we cannot join the ceremony as we need to focus on our presentation and the visiting of our lecturer Madam Fadhleen in our department.

On my 22<sup>nd</sup> day Mr. Desmond do the final review on our slides. After the first presentation, we were required to do some immediate adjustments. After all adjustments were completed, we proceed with second presentation again, with Mr. Desmond for final review.

On 23<sup>rd</sup> day, we prepared our final presentation before visiting lecturer arrive. Our visiting lecturer is Madam Nadrawina. Presentation start after Madam Nadrawina has arrived. Our presentation focused on the 5 Star Rating project. After presentation finished, we have question and answer session with Madam Nadrawina, and she is satisfied with the outcome of our project. Overall Madam Nadrawina was very satisfied with the presentation. We later are having brunch session with our lecturer and the menu is mee jawa. In the afternoon, I resume administrative work.

24<sup>th</sup> day is my last day as trainee in Sarawak Chief Minister Department, and the staffs there made a special farewell lunch with us.

In the light of the above, I learned to link my task with the concept learned in classroom. And the experience as trainee gives a larger impression on how the concept was use in real world.

## **CHAPTER 3**

# **ANALYSIS: ADMINISTRATIVE WORK and 5 STAR RATING PROJECT**

### **3.1 Introduction**

This chapter explains the analysis of the training specifically focuses on areas of task as covered in the practical training. This chapter also reflects the definition of concept and theoretical aspects, demonstration of practical aspects at the work place and how knowledge gained at workplace were transmuted to help fortify understanding on the concepts learned in class. It also includes my personal experience during my practical training.

#### **3.1.1 Defining of Star Rating**

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

#### **3.1.2 The Implementation of Star Rating**

On 8 February 2007, the Panel for Improving Public Administration (PANEL) Meeting has decided to implement the Star Rating for the purpose of rating the excellence of Government agencies towards improving public service delivery. Based on the suggestion from the Secretary General and Head of Service Meeting on 22<sup>nd</sup> January 2008 and also based from observations made by Malaysian Administrative Modernization and Management Planning Unit

(MAMPU) Star Rating Inspectorate Team during the implementation of Star Rating evaluation. MAMPU has taken steps to strengthen the ministry's Star Rating evaluation criteria for the year of 2008. The 5- Star Rating was introduced by MAMPU for all Chief Minister's Offices throughout the country. The assessment is from the aspects of management and it will be reviewed every three years. Sarawak Chief Minister's Office has been awarded a 5- Star Rating by MAMPU. Sarawak Chief Minister's offices are among the first in Malaysia that obtained the recognition apart from Pahang and Melaka.

### **3.1.3 Rational**

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

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

In line with this, the government agencies should strive to strengthen governance and service delivery systems, respectively. The Government has already introduced reinforcement in helping government agencies improve the performance of their service delivery. Rating based

from Star Rating is an integrated mechanism to measure performance of government agencies towards creating a high-performance culture across the entire public sector.

#### **3.1.4 Objectives**

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

- a) Assess and measure the performance of government agencies to ensure the delivery of public sector services are outstanding level.
- b) Give recognition to the agencies that have demonstrated high standards of governance and continuously improve the quality of service.
- c) Promote healthy competition among public sector agencies in the practice of organizational management and effective service delivery.

#### **3.1.5 Evaluation Aspect**

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

1. Organization Management
2. Financial Management
3. Human Resource Management
4. Project Development Management
5. ICT Management
6. Record Management



### **3.1.6 Pathway of HRM toward Realizing the 5 Star Standards**

Human Resource is an important element in any department as it will determine effectiveness of the organizations performance. A good human resource management will help to achieve the organization objectives without any obstacles.

In order to maintain the 5 Star Rating in UPSM, they have come out with many alternatives. Firstly, they focused on the element of Strategies of UPSM which mainly divided into 3 elements which are;

- a) Elements of Human Resource Strategic Plan
- b) The coverage of program and strategy based on HRSP
- c) Implementation of program or activity based on HRSP

As for the conclusion for the chapter, 5star rating is important to Chief Minister's Department because its help the department to achieve their vision 'world class civil service'. Instead, star rating leads to the productivity of work by every level which is top management, middle management and the lower management.

## **3.2 Task Analysis**

During five weeks of my practical training, I have done various tasks including filling system, answering telephone calls and work on our project team which is *5 Star Rating*. But as for this chapter, I will highlight on the area of working on the 5 Star projects as one of the most frequent tasks I had done in Chief Minister's Office. Choosing this project as my area of analyzed is because in my opinion, Chief Minister's Office needs 5 Star as to achieve their vision "*to be a world class civil service*". As Administrative Science student, I learnt that in order to complete the project, teamwork and solidarity plays important facets in the scope of *Organizational Behavior*. Besides organizational behavior, the other subjects that can be relate to this chapter (task analysis) is *Project Management*, *Strategic Management* and also *Human Resource Management* where the project are really relate on those subjects. Hence, by performing the project it will be to fortify and rub in what I had learnt in class. I believe that theory and practical knowledge balance each other as by only being good or excellent in theory will not make oneself a good employee. The 5star rating will help Chief Minister Department becomes more dynamic in terms of achieving their goals, objective, mission and vision.

### **3.2.1 Organizational Behavior (Teamwork)**

Teamwork defined as the combined action of a group, especially when effective and efficient. (Definition of teamwork in English) We name our team "Titanium" due to the team development. As we carry out the project together, we need to get to know and trust each other, understand and agree on their respective roles, discover appropriate and inappropriate behaviors and learn how to blend with each other. The longer each team member work together, the better they develop common or complementary mental models, mutual understanding and effective performance routines to complete the work. (Mcshane, 2012)

For example, when the project was given to us, we work together as a team as we are running out of time to finish up the project given. From the task or project, we called our team as "titanium" and we point a leader to lead us. Hence, we create our own organizational chart in a team so that, it will be easier for us to delegate task and finish the project according to the deadline of project.

### **3.2.2 Strategic Management**

Strategic management is one of the subject that been offered in our faculty and since these project have the objective then I want to relate this subject to this chapter. 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. (Defining Strategic management) 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.

For example, 5 Star Rating project have its own objective. By the objective, it will be clear for those public sectors to achieving these 5 Star rating in their organizational. The objective of 5 Star will guide those public sectors where they need to be good in service delivery and producing a good quality service and work. However, in strategic management process, there will be a strategic formulation, strategic implementation and strategic evaluation. The objective of start rating can be related to the strategic formulation as it is a guide to the public sector to achieving 5 Star rating. After the implementing the star rating, the organization who

has been titled as “5 Star Rating” will be evaluate again either they have maintaining these star rating in their organization.

### **3.2.3 Project Management**

The implementation of this project can be related to our courses subject which is project management. Project management defines as a systematic approach to planning and guiding project processes from start to finish. (Rouse, 2008) Traditional project management is a step-by-step approach through each of the project’s five stages – initiation, planning, execution, monitoring, and completion. Each stage is broken down and begins only when the previous stage has been completed (though it is not uncommon for traditional projects to cycle back to a previous stage). This methodology is most common in construction projects where the work is very linear and rarely subject to significant change. The Critical Path Method (CPM) associates each task with time duration then determines the resources necessary to carry out the project within that time. As one project management professional puts it, “The critical path is simply all the tasks that determine the end date in your project schedule. If one of those tasks is late by one day, then your project end date will be extended by one day.” In other words, the critical path method aligns all tasks to bring about the greatest possible time-efficiency. (Rouse, 2008)

Critical Chain Project Management (CCPM) is in contrast to the critical path method in the way that it focuses on resources rather than time constraints. The critical chain is essentially the sequence of tasks that the team members are able to efficiently handle. When a project has limited resources and its time schedules are less strict, CCPM is used to distribute work in a flexible, collaborative way. Event Chain Methodology (ECM) is used for projects with tasks that initiate chains of events. Each task, upon completion, causes a new event in which a new task must be worked on. (Rouse, 2008)

For example, from the project, we have been given a deadline as we started the project on the second week of our practical and the deadline is on the final week of our practical training. As the project needed the initiation, planning, executing, controlling and closing, we manage to get the information of star rating from each of HRM's section.

### 3.2.4 Total Quality Management

Total quality management (TQM) is an integrated organizational effort designed to improve quality at every level. Definition of quality depends on the role of the people defining it.  
(Total Quality management)

For example, the implementation of the Star Rating for the purpose of rating the excellence of Government agencies towards improving public service delivery. Achieving Star rating means a good quality control in an organizational. For such, the HRM units have come out with fail meja which they need to know what task and objective of their work. When ever, the HRM's staff having a problem with their task, they will always refer to the *fail meja*. They will always updating their fail meja and make sure that they will make a corrective action before the actual evaluation of star rating. Hence, HRM units also come out with filling system which is the 5s activities as they need to follow the ISO (International Standard Organization).

(Total Quality management)As a trainee, we have been asked to do filling system which we need to work on the disposal cover for the file as required to the star rating program. The file must be updated due to the requirement of the star rating and the new circular which the colors of pen will be differences between incoming and outgoing letter.

# CHAPTER 4

## RECOMMENDATIONS

### 4.1 Introduction

In chapter three, I have discussed on the 5Star project and the implementation of the project. Therefore, this chapter will discuss on the guide in achieving the 5star rating and propose possible recommendations to improve the HRMD to be more productive and effective towards the star rating.

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

a) Setting up strategic goals

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

b) Ensuring the organization competency

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

c) Managing quality worker

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

d) Develop competency worker

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

e) Managing performance, recognition and award

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

f) Development of high performance working culture

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

#### **4.1.1 Program and strategy based on HR**

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

##### **a) Recruitment**

According to Human Resource Management, recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force. (Recruitment) For recruitment, this department has their own specific method in searching top talent and to recruit them certain criteria must be considered such as CGPA, psychometric evaluation, and presentation skills. Besides, there is also evaluation on the written examination conducted by this department in order to search for the best talent to fill any available position so that they can contribute to the department of the organization and it will help to achieve the vision, mission and goals of the organization.

##### **b) Training**

According to HRM, training define as organized activity aimed at imparting information and instructions to improve the recipients' performance or to help the employees attain a required level of knowledge or skill. (Training) The training program is divided by this department to all the staff. Training program is important because it helps in providing skills and information to the staff. By attending training courses, it will also help the staff to boost up their abilities and skills in performing their task and job.



#### c) Staff Recognition

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

#### **4.1.2 Human Resource Development (HRD) Panel Management**

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

#### **4.1.3 Human Resource Development (HRD) Panel Management Discussion Aspect**

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

#### **4.1.4 Implementation of Training Needs Analysis (TNA)**

At Chief Minister's Department, TNA has been done in a systematic ways whereby it involves whole committee in Chief Minister's Department. TNA has been done under the Competency for Career Development (CFCD) that has been introduced since 2011. At the same time also, HRD Panel Management also take an action to compile the Competency Profiling for the whole employees of Chief Minister's Department. The purpose of Competency Profiling is to analyze the needs of TNA that will be used to improve the training and development program under CFCD.

#### **4.1.5 Training Operation Plan (POL) Implementation Percentage**

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

#### **4.1.6 The Implementation of "7 Days Training Basis"**

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

#### **4.1.7 POL Implementation Observation Mechanism**

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

#### **4.1.8 Evaluation of the Level Competency Before and After Attending Training**

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

#### **4.1.9 Implementation Structures and Mentoring Programs**

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

#### **4.1.10 Range Level Mentoring Programs**

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

#### **4.1.11 Assessment of Effectiveness of Mentoring Programs**

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

#### **4.2 Succession Planning**

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

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

- a) Identify the strategic position
- b) Develop the Job Competency Profiling
- c) Identify superior performance
- d) Create Individual development program
- e) Implement Individual development program
- f) Observe, Evaluate, Identify and Implementation

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

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

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

### **4.3 Recognition/ Appreciation**

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

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

The Honor of State award such as Knight of the Star Sarawak will give the person title the title of Pehin Sri. Meanwhile the Commander Star of the state Sarawak will give the person title of Dato' Sri. Public servant that have been in the service for 25 years will be entitled for Service Loyalty Medal which eventually will help the receiver to becoming more productive as he/she have been appreciated. For those whom didn't receive any medal, the personnel are given the certificate as appreciation.

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

if the personnel felt that they are appreciated by their department and this will lead to the increment of quality of services.

#### **4.4 Supervision Values & Ethics**

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

PIO refer to Organizational Integrity Plan (PIO). This program be implemented in year 2012 and it plan for a period of time until 2016. Chief Ministry Department anchored Integrity, Good and Caring, Professionalism, Accountability and Instant Action, Teamwork and Achievement Oriented. Several programs have been implemented to achieve each of the goals outlined in the PIO and the review and implementation status will be monitored from time to time.

While, JKTUJKM refer to Integrity Governance Committee Chief Minister was founded in 2011. Social Welfare Department acts as a secretariat to the Committee on State Governance (JKTUJKM) in year 2010. Thus, the existence of Organizational Integrity Plan (PIO) and Integrity Governance Committee Chief Minister (JKTUJKM) will be able to ensure excellent quality workforce and integrity.

The supervision of values and ethics in every management is important because emphasizes values and ethics and integrity at the human resource department itself and chief minister department as a whole. Besides, it will ensure a conducive working environment hence

integrity in the administration can be achieved if public officials prioritize discipline and ethics in performing their duties. This meant not only to avoid any distortion but also protect the image and reputation of Chief Minister Department.

#### **4.5 Counseling Program**

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

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

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

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



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

#### **4.6 Human Resource Information**

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

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

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

## **4.7 Recommendations for Star Rating Achievers**

### **4.7.1 Towards High Performance Work System (HPWS)**

A high performance work system (HPWS) is a specific combination of HR practices, flexibility, and resilience of employees. The key concept is based on the system. High performance work systems are composed of many interrelated parts that complement one another to reach the goals of an organization, large or small. (Snell, Bohlander, 2010) This recommendation is due to the rating based on Star Rating which is an integrated mechanism to measure performance of government agencies towards creating a high-performance culture across the entire public sector. The notion of high performance work systems was originally developed by David Nadler to capture an organization's "architecture" that integrates technical and social aspects of work. Edward Lawler and his associates at the Center for Effective Organization at the University of Southern California have worked with Fortune 1000 corporations to identify the primary principles that support high performances work systems. There are four simple but powerful principles;

### **4.7.2 Egalitarianism and Engagement**

People want a sense that they are members, not just workers, in an organization. Status and power differences tend to separate people and magnify whatever disparities exist between them. The "us versus them" battles that have traditionally tagged between managers, employees and labor unions are increasingly being replaced by more cooperative approaches to managing work. More egalitarian work environments eliminate status and power differences and in the process, increase collaboration and teamwork. When this happens, productivity can improve if people who once worked in isolation from (or in opposition to) one another begin to work together. Moving power downward in organizations, that is empowering employees frequently requires structural changes. Managers often use employee surveys, suggestion systems, quality circles, employee involvement groups and union management committees that

work in parallel with existing organizational structures. In addition, work flow can be redesigned to give employees more control and influence over decision making.

Involving employees in decision making and giving them the power to act also tends to increase what HR professionals refer to as employee engagement. Engaged employees are employees who consistently perform at high levels are enthusiastic about what they do and look for better more efficient ways of doing things.

#### **4.7.3 Shared Information**

The principle of shared information is critical to the success of employee empowerment and involvement initiatives in organizations. In the past, employees traditionally were not given and did not ask for information about the organization. People were hired to perform narrowly defined jobs with clearly specified duties, and not much else was asked of them. One of the underlying ideas of high performance work systems is that workers are intimately acquainted with the nature of their own work and are therefore in the best position to recognize problems and devise solutions to them. Today organizations are relying on the expertise and initiative of employees to react quickly to incipient problems and opportunities. Without timely and accurate information about business, employees can do little more than simply carry out orders and perform their roles in a relatively perfunctory way. They are unlikely to understand the overall direction of the business or contribute to organizational success. On the other hand, when employees are given timely information about business performance, plans and strategies, they are more likely to make good suggestions for improving the business and to cooperate in major organizational changes. They are also likely to feel more committed to new courses of action if they take part in the decision making. The principle of shared information typifies a shift in organization away from the mentality of command and control toward one more focused on employee commitment. It represents a fundamental shift in the relationship between employer

and employee. If executive do a good job of communicating with employees and create a culture of information sharing, employees are perhaps more likely to be willing (and able) to work toward the goals for the organization. They will “know more, do more and contribute more.”

#### **4.7.4 Knowledge Development**

Knowledge Development is the twin sister of information sharing. High performance work systems depend on the shift from touch labor to knowledge work. Employees today need a broad range of technical, problem solving and interpersonal skills to work either individually or in teams on cutting edge projects because the speed of change, knowledge and skill requirements must also change rapidly. In today’s work environment, employees must learn continuously. Stopgap training programs may not be enough. Companies have found that employees in high performance work systems need to learn in “real time”, on the job, using innovative new approaches to solve novel problems. When people are better informed, they do better work.

#### **4.7.5 Performance Reward Linkage**

People may intentionally or unintentionally pursue outcomes that are beneficial to them but not necessarily to the organization as a whole. A corollary of this idea, however, is that things tend to go more smoothly when there is some way to align the interests of an organization and its employees. When companies reward their employees based on their performance, workers naturally pursue outcomes that are mutually beneficial to themselves and the organization. When this happens, some amazing things can result. For example, supervisors do not have to constantly watch to make sure that employees do the right thing. But in fact, employees may go out of their way above and beyond the call of duty to make

certain that coworkers are getting the help they need, systems and processes are functioning efficiently and customers are happy.

As for the recommendation to maintaining the star rating, applying the "*egalitarianism and engagement*" in HRM of Chief Minister's Office, the employees should know that they are critical to success as to be a successful independent because job enlargement, enrichment and self-managing work teams are typical methods for increasing the power to influence decisions, suggest changes or act on their own. Maintaining 5star rating in organization is possible where they should be more focuses on the employees because happy employees will produce a good productivity of works and also produce a happy organization.

However, in terms of shared information, HRM's employees should get the real information before spreading the information around. For example, 5S is one of the activities to support the star rating. 5s must be done by each of the organization or companies as they want to achieve the star rating. Standardization is important to the program as they want the organization be more organized in terms of filing system. When I was doing my practical training there, I have been given a task where the HRM's employees should do the disposal of the cover of file. But, there is a barrier regarding to the information of the color of pen that must be used to record outgoing and incoming letter. Here, I managed to see that some employees are not really sure on the information. Information is important as that is the guidelines and instruction while doing the task given. Inaccurate information will lead to a wastage where the waste of paper and file. Therefore, shared information is critical to the success of employee empowerment and involvement initiatives in organizations. Good information will also make the employees know more, do more and contribute more on the task.

As for the knowledge development, as the performance work systems depend on the knowledge worker. A knowledge worker is a person that adds value to an organization by processing existing information to create new information that could be used to define and solve problems. (Knowledge worker, 2013) HRM's employees should be knowledgeable regarding completing their task. The task given will be easy if they have knowledge towards their task. 5star rating will be easy to maintain as the employees are clear on the objective of the star rating. Based on my observation, some of the employees are not even clear what is vision and star rating in an organization. They only work if there is an instruction given by the top management. This is important to maintaining the star rating in Chief Minister's Office because knowing the vision, mission and the objective of an organization is important in order to achieve goals.

By applying these, the organizations will achieve a wide variety of outcomes from high performance work systems and effective human resources management. We have categorized these outcomes in terms of either employee concerns such as quality of work life issues and job security or competitive challenges such as the firm's performance, productivity and profitability. The best organizations will find ways to achieve their goals.

#### **4.7.6 Respect The Newbroom**

Another recommendation for HRM future is they should respect the newbroom as their new leader in their organization. Newbroom define in managing change as a new leader that need to change the old way. (Killersweet) As far as I concerned and have been practical there, I observe that the staff or employee are not respect their new leader in terms of communication. Even as a newcomer in the organization, they should show some respect to the person as they have to communicate, learn and work together with a person.

As a conclusion for the chapter, the organization should be more effective in giving the information, be clear on the objective, adapt the change by accepting newcomer as their leader, and be more knowledgeable worker to maintaining the star rating.

## **CHAPTER 5**

### **CONCLUSION**

#### **5.1 Introduction**

In chapter 1 of introduction, it discussed on the Human Resource Management Department that was introduced on 25 August 2001 where this department is led by a Director. There are 8 sections is led by Head of Assistant Director.

The Vision of Human Resource Management Department is to be "Among the Best Civil Service in the World" and the mission of Human Resource Management Department is "To Be the Leader in Managing World Class Workforce".

The functions of Human Resource Management (HRM) Unit are such as analyzing and improving the organization structures, planning the human resource requirements, observe the field of job status, managing recruitment and selection, dealing with confirmation, compulsory and premature retirement, transfer, promotion, competency, dealing with expenses, leave, facilities or amenities, information, recognition and public servants' records and finally Managing examinations, practical and Competency Level of Evaluation courses in Sarawak State Civil Service. The organization cultures of Human Resources Management (HRM) Section are Integrity, Fast and Accurate, Hospitality and Appreciation.

The objectives of Human Resource Management (HRM) Section are ensuring that the Sarawak State Civil Service is competence and balanced, developing the skills, delivering the excellence services, optimizing abilities and finally achieving high performance of service management.



## 5.2 Schedule of Practical Training

On the first day of my practical training, I was brief by one of the Human Resource Management Unit's staff, Madam Marina about dress code, rules and regulation of Chief Minister's Department. Besides, I have been briefed on the vision and mission of the Chief Minister's Department by Mr. Zawawi. At noon, I was introduced to host supervisor, En. Desmond Douglas Jerukan at Bilik Serbaguna 1, Level 10 for a briefing regarding the general administration aspect of the Human Resource Management Unit before I can start with my practical training. Later, I was assigned to Section 3, which is the Career Management Section, one of the 8 Sections under Human Resource Management Unit under the Chief Minister's Department. I have learn almost everything regarding Human Resource Unit including the vision, mission, objectives, policies and the history of the Sarawak Civil Service to ensure that I can have a general view of the organization that I am assigned to and able to understand my duties and responsibilities as part of the State Civil Service before I can be provided with specific training schedule.

Five weeks of my practical training in Career Development Management Section of the Human Resource Management Unit at Chief Minister's Department, has been filled with knowledge regarding to the 5star rating project and the objective of the star rating which is to assess and measure the performance of government agencies to ensure the delivery of public sector services are outstanding level. Give recognition to the agencies that have demonstrated high standards of governance and continuously improve the quality of service. Promote healthy competition among public sector agencies in the practice of organizational management and effective service delivery.

During my practical training, most of my time is filled with learning on the implementation and process of training, examination, and induction as I have been

assigned to Career Management Section. From there, I have gained a lot of experience regarding the actual training process. This is useful as before this I was only exposed to training and development in Human Resource subject under my program. Besides that, I also learned about office management from the most basic things such as photocopying and filing system.

The tasks and jobs that been assigned in Human Resource Management Unit is not ordinary and traditional of Human Resource Management (HRM) tasks as it covers mostly all concepts and topics in public management administration. When the tasks are related to every scope of the public management administration, it will develop competence public servants to produce a quality and efficient work. I believed that the work tasks that been exposed during practical training may give valuable information and benefits to me that prepare me to enter the working environment after graduating and eventually creating me to be a competent graduate.

As a conclusion, through the work tasks that been covered in practical training, I am able to apply what I studied in Universiti Teknologi MARA (UiTM) in Bachelor in Administrative Science (Hons.) such as, organizational Behavior, Strategic Management, Total Quality Management and Project Management. There are the similarities with the concepts I learned in classroom at workplace.

### 5.3 Analysis of Training

In chapter three, explains the analysis of the training specifically focuses on one area of task as covered in the practical training. During five weeks of my practical training, I have done many types of tasks such as including filling system, answering telephone calls and work on our project team which is *5Star Rating*. 5Star project as one of the most frequent tasks I had done in Chief Minister's Department and have been choosing this project as my area of analyzed is because in my opinion, Chief Minister's Office needs 5star as to achieve their vision "*to be a world class civil service*". The 5star rating will help the Chief Minister's Office be more productive in terms of achieving their goals, objective, mission and vision.

In this chapter, I touched on the definition of teamwork where teamwork is important when doing the project. Instead, I also mention on the star rating in terms of its purposes, objective, definition, evaluation aspects and the pathway of achieving star rating standards. A purpose of star rating is as mechanism to evaluate and rate the performance of specific categories of Public Sector agencies. The objective on the implementation of star rating is to assess and measure the performance of government agencies to ensure the delivery of public sector services are outstanding level, give recognition to the agencies that have demonstrated high standard of governance and continuously improve the quality of service and promote healthy competition among public sector agencies in the practices of organizational management and effective service delivery. Star rating evaluates three components which is management, core service and customer management. Pathway of HRM toward realizing the 5star standard where they focused on the element of strategies of HRM which mainly divided into three elements which is elements of human resource strategic plan, the coverage of program and strategy based on HRSP and the implementation of program or activity based on HRSP.

As a conclusion, I have relate the Star rating project to the theory that I had learnt in class which is strategic management, project management, project management and organizational behavior.

#### **5.4 Recommendations**

In chapter three, we have discussed on the definition, purposes, objective, evaluation aspects and pathway of achieving star rating standards. Therefore, this chapter will discuss on the guide in achieving the 5star rating and propose possible recommendations to improve the HRMD to be more productive and effective towards the star rating. Elements of Human Resource Strategic Plan The Sarawak Chief Minister Department use the Human Resource Management Plan 2011-2015 (HRMP2011-215) and SCS 10-20 Action Plan as their guide in order to achieve and maintain 5 Star Rating that they have achieved since year 2011. The HRMP 2011-2015 is based on the six thrust of the transformation strategies of CM Department which are;

- I) Setting up strategic goals
- II) Ensuring the organization competency
- III) Managing quality worker
- IV) Develop competency worker
- V) Managing performance, recognition and award
- VI) Development of high performance working culture

There are also programs and strategies that have been implemented based on the HRMP and it is divided into three elements which I relate to our subject, Human Resource Management that been offered in my courses;

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

As for the recommendation for maintaining achieving star rating, HRM should applying high performance work system (HPWS) is a specific combination of HR practices, flexibility, and resilience of employees. The key concept is based on the system. High performance work systems are composed of many interrelated parts that complement one another to reach the goals of an organization, large or small. (Bohlander, 2010) HPWS consist four simple but powerful principles as follows;

- I) Egalitarianism and engagement
- II) Shared information
- III) Knowledge Development
- IV) Performance reward linkage

## **5.5 Reflections**

The work tasks that were assigned to me during practical training are recommended to the other practical trainers as it covers a lot of subjects or topics that was leaned in UiTM especially for those students that took Bachelor of Administrative Science. Moreover, the work tasks are not the traditional human resource functions as it covers every aspects of public administration. Thus, it will expose the students in real working environment with various tasks to create multi-task employees in the future. Unfortunately, when the degree holders finished their studies, they will become the Assistant Director of any public department say they want to serve in the State Government. The job description will be more specific such as doing observations and leading certain programs. The task that were

assigned during practical training are more multi-tasks such as writing and taking a minute and photocopy. This chores usually being done by lower scale officers. Even though those tasks are not been assign to Assistant Director but the tasks is important for the new employee to learn from basic so they can master whatever the tasks given.

During practical training, it is easier as when the trainees do not know how to do certain tasks, they still able to ask from supervisors or lecturers but when in real working environment, they need to come out with their own ideas and formula to solve any problems and matters that may lead to inefficiency. It is up to them on how to deal with the problems by applying the theories and models with what they have studied and learned in university according to certain scholars. Real working environment will be more challenging as the students will confront with a lot of adaptations on policies and bureaucracies in administration. As government servants, they need to be ready with any changes made by the top management and political governance. They should portray discipline civil servants by practicing ethical conduct of behaviors.

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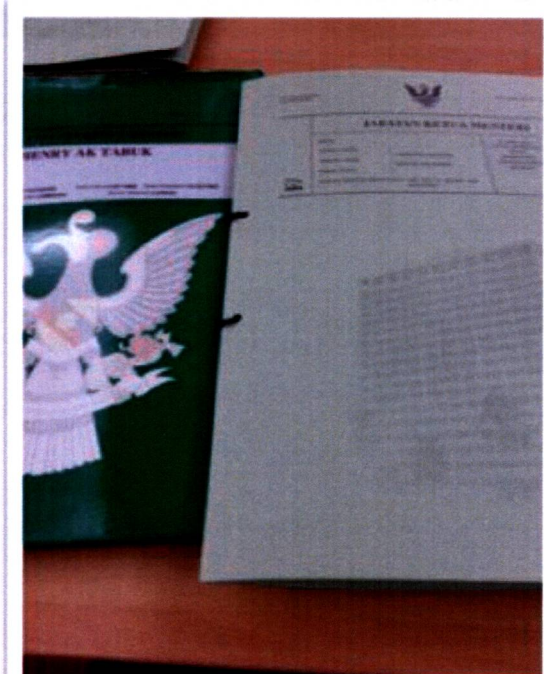
### List of Appendices

No.	Program Attended/Activity	Date	Role
1.	1 <sup>st</sup> Practical Students Meeting	22 <sup>th</sup> July 2013	Participant
2.	Visiting Exhibition	23 <sup>rd</sup> July 2013	Visitor
3.	Draft a Letter	25 <sup>th</sup> July 2013	Participant
4.	Filling	26 <sup>th</sup> July 2013	Participant
5.	Meeting on Sarawak Medal of Honor recipients	23 <sup>rd</sup> August 2013	Participant
6.	Star Rating presentation slide	29 <sup>th</sup> August 2013	Presenter





Exhibition  
Sources: Own Camera



Filing  
Sources: Own Camera

Meeting on Sarawak Medal of Honor recipients  
Sources: Own Camera



**KERTAS MINIT**  
**MINUTE SHEET**

KPP, Seksyen Pembangunan Organisasi  
KPP, Seksyen Perjawatan  
KPP, Seksyen Kerjaya  
KPP, Seksyen Kemudahan  
KPP, Seksyen Maklumat  
KPP, Seksyen Latihan  
KPP, Seksyen Disiplin

Tuan/Puan,

**PELAJAR LATIHAN INDUSTRI**

Dengan segala hormatnya perkara di atas dirujuk.

2. Sukacita dimaklumkan bahawa seramai 10 orang pelajar dari UiTM Samarahan sedang menjalani latihan industri di UPSM seperti di Lampiran A.
3. Sehubungan itu, mohon kerjasama pihak tuan/puan untuk memberi bantuan yang di perlukan oleh pelajar-pelajar berkenaan bagi tujuan laporan akademik.
4. Kerjasama dari pihak tuan/puan amatlah dihargai dan didahului dengan ucapan terima kasih.

Sekian.

**“BERSATU BERUSAHA BERBAKTI”**

**“AN HONOUR TO SERVE”**



**DESMOND DOUGLAS JERUKAN**

Ketua Penolong Pengarah  
Seksyen Khidmat Gunasama

Rujukan: /EO/3494/JLD. 5  
Tarikh : Julai 2013

**KERTAS MINIT**  
**MINUTE SHEET**

- KPP, Seksyen Pembangunan Organisasi
- KPP, Seksyen Perjawatan
- KPP, Seksyen Kerjaya
- KPP, Seksyen Kemudahan
- KPP, Seksyen Maklumat
- KPP, Seksyen Latihan
- KPP, Seksyen Disiplin

↑ 2

ang: inf/EO/

Tuan/Puan,

↑ 2

**PELAJAR LATIHAN INDUSTRI**

Dengan segala hormatnya perkara di atas dirujuk.

2. Sukacita dimaklumkan bahawa seramai 10 orang pelajar dari UiTM Samarahan menjalani latihan industri di ~~Unit Pengurusan Sumber Manusia~~ seperti yang tertera dalam lampiran. *U/PSM*

3. Sehubungan itu, pelajar berkenaan memerlukan maklumat yang berkaitan dari setiap seksyen bagi menjayakan projek yang telah diberikan kepada mereka. Maklumat berkenaan tidak akan di dedahkan kepada pihak lain.

4. Kerjasama dari pihak tuan/puan amatlah dihargai dan didahului dengan ucapan ribuan terima kasih.

Sekian.

*seterap dengan dan  
kepada semua pihak  
tuan/puan untuk  
memberi maklumat*

**"BERSATU BERUSAHA BERBAKTI"**

**"AN HONOUR TO SERVE"**

**DESMOND DOUGLAS JERUKAN**

Ketua Penolong Pengarah  
Seksyen Khidmat Gunasama

*40 di per ke ke*

Ruj: ~~BO/3494/JLD/S-~~

Tarikh: 25 Julai 2013

*bagi  
tujuan laporan  
akademik*



Bil	Nama Barang	Tindakan	Catatan
1	<b>Pingat</b> * Membersih pingat dan pin penyangkut dan memastikan pingat dan pin dalam keadaan baik.	Roger / Abu / Abdul Hamid / Mahmud	- Pastikan 'lock' penyangkut pingat di tutup dengan betul.
2	<b>Banner / Stand Banner / Backdrop</b>	Omar / Mahmud / Roger	- Dipasang sebelum program bermula. - Dirujuk tempat yang sesuai untuk meletak <i>Stand Banner</i> .
3	<b>Back Drop</b>	KPP / Omar	- Dipasang sebelum raptai.
4	Laptop untuk pendaftaran	Gary	- 1 unit laptop untuk pendaftaran. - 1 unit laptop untuk taklimat & tayangan video.
5	Projector, Laptop & Slide taklimat untuk penerima	Hazrie	- Skrin ready sebelum raptai. - CD terkini untuk tayangan video. - Hard copy disediakan sehari sebelum untuk rujukan KPP.
6	<b>Buku Program</b> * Penyediaan Buku Program	KPP / Hazrie Yasmin / Gary Sia	- WVIP 2 unit ( <i>Solven</i> )

Bil	Nama Barang	Tindakan	Catatan
7	<b>Sijil</b> * Stamping Sijil * Fotostat Sijil	Abu Talip / Roger / Mahmud	
8	<b>Catering</b> * Penyediaan jamuan	Zainal / Omar	- Minum pagi selepas pendaftaran - Jamuan tengahari selepas majlis.
9	Taklimat kepada Penjaga Barisan & Urus setia Majlis	Harie / Yasmin	- Diberi nota taklimat. - Etika pakaian & senarai tugas. - Masa kehadiran.
10	Pengurus Pentas untuk majlis	Saidful Hamdan (KPS) - Stage Manager	
11	Pengacara untuk Majlis penerimaan	Usup Niungi / Siti Rafeah	Memo pelepasan Encik Usup & Puan Siti Rafeah telah dikeluarkan.
12	Pendaftaran	Gary / Syamsury / Dyg. Zam / Siti Rafeah / Juri Sarimin / Salimah / Zahrah	- Pastikan meja disediakan sebelum raptai. - Meja pendaftaran dipasang 'scallop'.
13	Booth Pameran	Semua urus setia	- Dipasang sebelum raptai. - Scallop, pasu bunga dan kain yang sesuai.
14	Menjaga Pakaian Penerima (Kot / Kasut)	Abu Talip / Nanta	- Pastikan pakaian penerima sesuai. - Baju Melayu hitam untuk penerima - Changing Room.

Ena Fathi Hamidah  
 Tasmin Abdullah " → Briefing

Bil	Nama Barang	Tindakan	Catatan
1	<b>Pingat</b> * Membersih pingat dan pin penyangkut dan memastikan pingat dan pin dalam keadaan baik.	Roger / Abu / Abdul Hamid / Mahmud	- Pastikan 'lock' penyangkut pingat di tutup dengan betul.
2	<i>Banner / Stand Banner / Backdrop</i>	Omar / Mahmud / Roger	- Dipasang sebelum program bermula. - Dirujuk tempat yang sesuai untuk meletak <i>Stand Banner</i> .
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6	<b>Buku Program</b> * Penyediaan Buku Program	KPP / Hazrie Yasmin / Gary Sia	- VVIP 2 unit ( <i>Solven</i> )



<b>Bil</b>	<b>Nama Barang</b>
7	<b><u>Sijil</u></b> * Stamping Sijil * Fotostat Sijil
8	<b><u>Catering</u></b> * Penyediaan jamuan
9	Taklimat kepada Penjaga Barisan & Urus setia Majlis
10	Pengurus Pentas untuk majlis
11	Pengacara untuk Majlis penerimaan
12	Pendaftaran
13	Booth Pameran
14	Menjaga Pakaian Penerima (Kot / Kasut)

Tindakan	Catatan
Abu Talip / Roger / Mahmud	
Zainal / Omar	<ul style="list-style-type: none"> <li>- Minum pagi selepas pendaftaran</li> <li>- Jamuan tengahari selepas majlis.</li> </ul>
Harie / Yasmin	<ul style="list-style-type: none"> <li>- Diberi nota taklimat.</li> <li>- Etika pakaian &amp; senarai tugas.</li> <li>- Masa kehadiran.</li> </ul>
Saidful Hamdan (KPS) - Stage Manager	
Usup Niungi / Siti Rafeah	Memo pelepasan Encik Usup & Puan Siti Rafeah telah dikeluarkan.
Gary / Syamsury / Dyg. Zam / Siti Rafeah / Juri Sarimin / Salimah / Zahrah	<ul style="list-style-type: none"> <li>- Pastikan meja disediakan sebelum raptai.</li> <li>- Meja pendaftaran dipasang 'scallop'.</li> </ul>
Semua urus setia	<ul style="list-style-type: none"> <li>- Dipasang sebelum raptai.</li> <li>- Scallop, pasu bunga dan kain yang sesuai.</li> </ul>
Abu Talip / Nanta	<ul style="list-style-type: none"> <li>- Pastikan pakaian penerima sesuai.</li> <li>- Baju Melayu hitam untuk penerima</li> <li>- <i>Chanaina Room.</i></li> </ul>



**PROPOSED PROJECT :**  
"STAR RATING"

**PREPARED BY :**  
TITANIUM TEAM

**PROJECT TIME FRAME :**  
30<sup>th</sup> JULY – 30<sup>th</sup> August2013



# Titanium

*"Beyond the Expectation"*

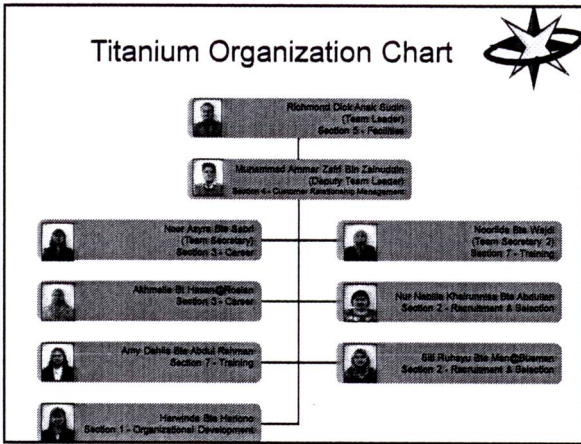


**Presenter :**  
Richmond Dick Anak Sudin  
Team Leader  
22 years old

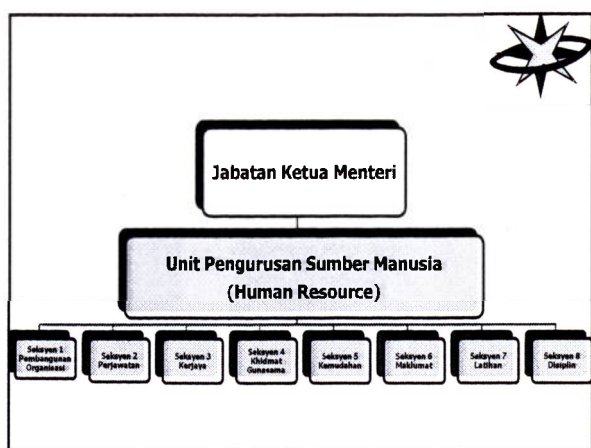
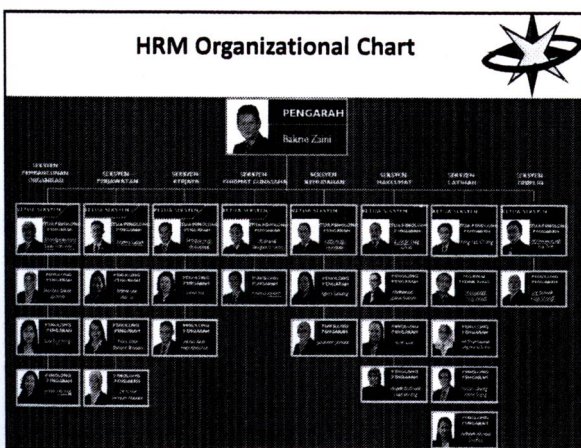


## Logo's Definition





**Presenter :**  
 Muhammad Ammar Zafri Bin Zainuddin  
 Deputy Team Leader  
 23 years old





**Vision of HRM**

*"Spearheading Sarawak Civil Service Human Capital Transformation"*

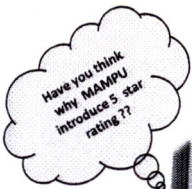
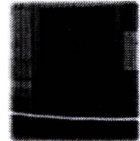
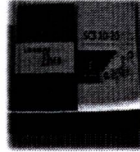
**Mission of HRM**

*"We Develop and Manage Talent for Organizational Excellence"*

**When Did HRM Achieve 5 Star?**



2011



**Presenter :**

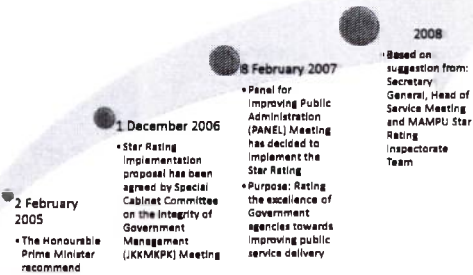
Noorlida bt Wajdi  
Team Secretary II  
22 years old

## Purpose



As a mechanism to evaluate and rate the performance of specific categories of Public Sector agencies

## Background



Presenter :

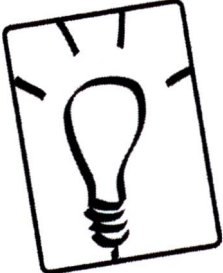

Siti Ruhayu Bt Man@Busman  
23 years old

## Objectives




1. Assess and measure the performance
2. Give recognition
3. Promote healthy competition


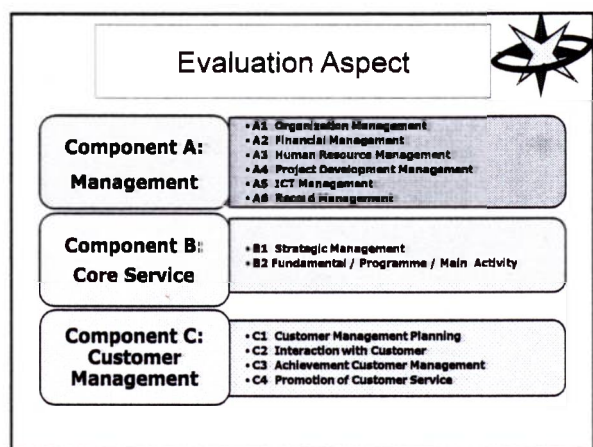
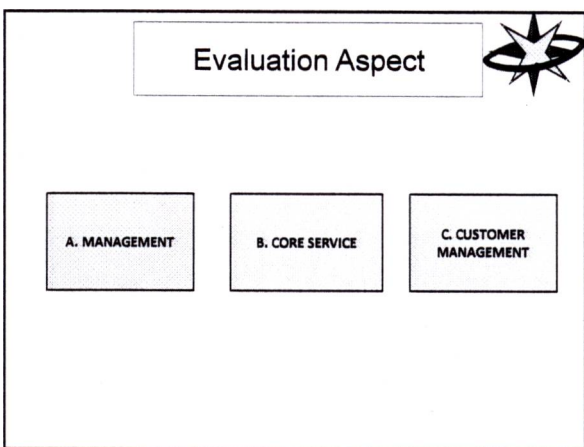
**CRITERIA  
FOR 5 STAR RATING**

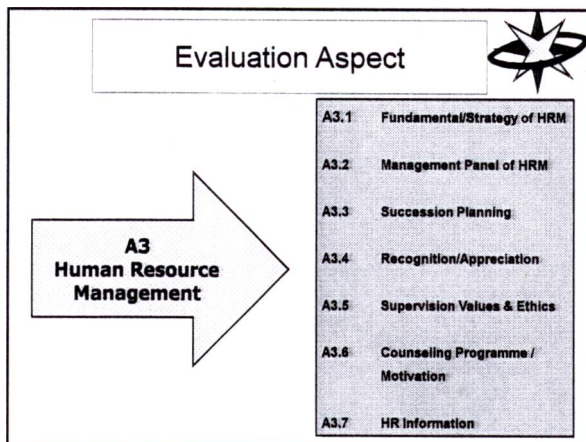



**A3  
Human Resource Management**



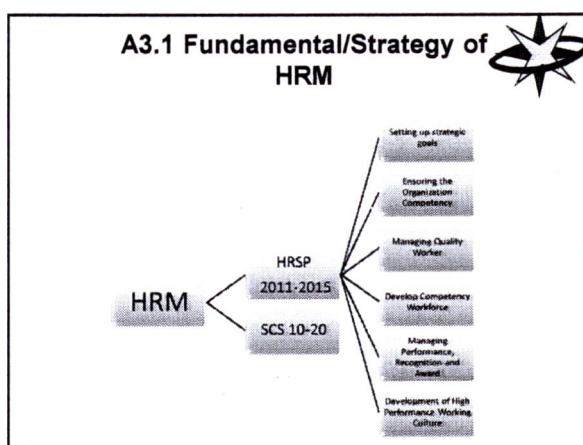
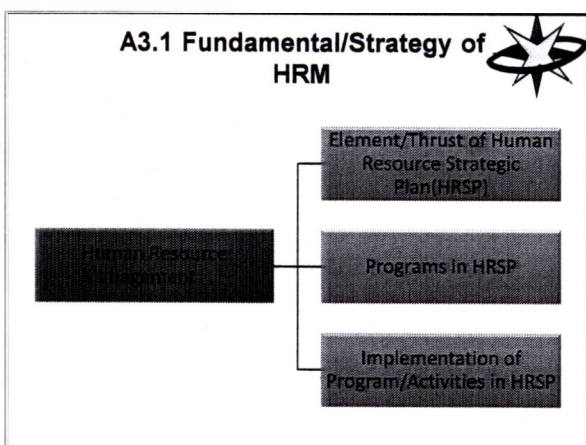
**Presenter :**  
Noor Azyra Bte Sabri  
Team Secretary I  
23 years old



**A3.1 Fundamental/Strategy of HRM**

**Presenter :**  
 Muhammad Ammar Zafr Bin Zainuddin  
 Deputy Team Leader  
 23 years old



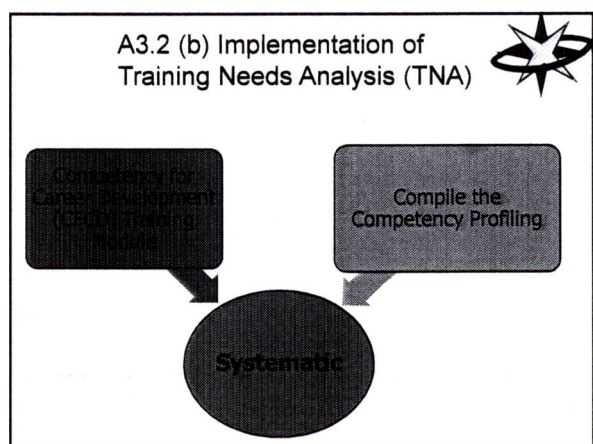
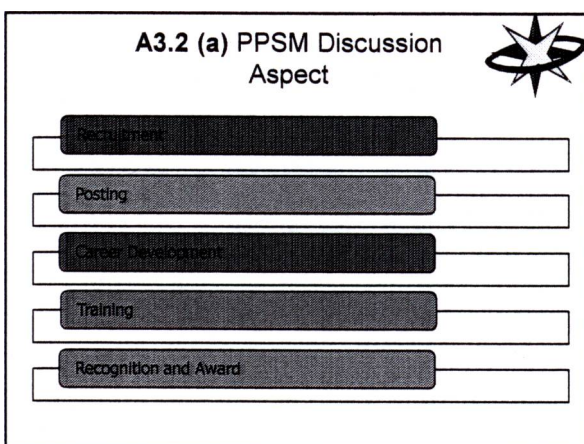




### A3.2 Management Panel of HRM

**Presenter :**  
Noorlida bt Wajdi  
Team Secretary II  
22 years old

**Presenter :**  
Amy Dahlia bt Abdul Rahman  
22 years old



A3.2 (c) Training Operation Plan (POL) Implementation Percentage (POL)



Depends on yearly POL

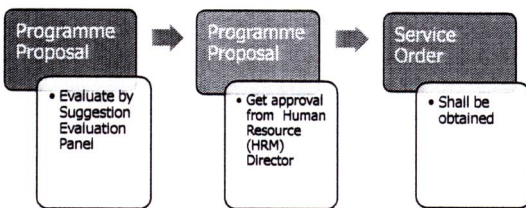
A3.2 (d) 7 Days Training Basis



- Sarawak State Civil Service do not adopt "7 Days Training Basis"
- Chief Minister Department have their own ways

42 HOURS


A3.2 (e) POL Implementation Observation Mechanism




A3.3(f) Evaluation of the level competency before and after attending training




- The employees will attend courses required.
- The supervisors are required to complete the form within three (3) months .
- The Chief Minister office has introduced the Competency Profiling

A3.3 (g)  
Implementation structures  
and mentoring programs 


- Mentoring programs implementation guidelines of State Civil Service
- Implementation of flowchart
- Mentor-mentee agreement
- Mentee development plan
- Mentoring Log Book


A3.3(h) The range level of  
mentoring programs 

- Less experienced in the tasks entrusted to them
- Performance needs to be improved
- New workers
- Newly promoted.
- New Appointment

A3.3(i)  
Assessment of effectiveness  
of mentoring programs 

- The effectiveness of these programs is assessed through the log book.

A3.3  
Succession Planning 



**Presenter :**  
Noor Azyra Bte Sabri  
Team Secretary I  
23 years old

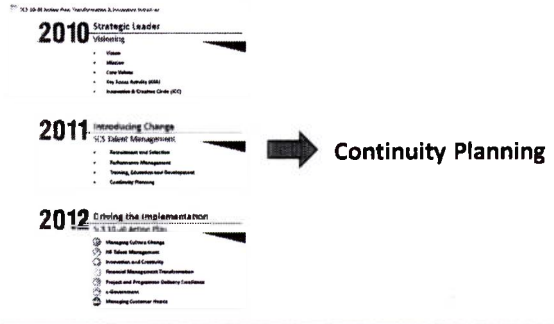
### A3.3 Succession Planning



**Evaluation aspects:**

- a) Succession planning structure for strategic positioning
- b) Implementation of the nurturing leadership skill program
- c) Evaluation on the effectiveness of the nurturing leadership skill program

### A3.3 (a) Succession planning structure for strategic positioning

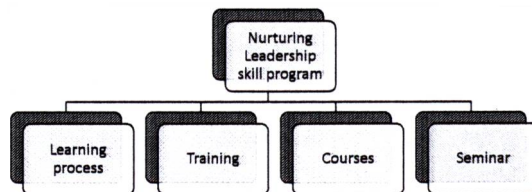


### SCS Continuity Planning Model Process



- Identify the strategic position
- Develop the Job Competency Profiling
- Identify superior performance
- Create Individual Development Program
- Implement Individual Development Program
- Observe, Evaluate, Identify and Implementation

### A3.3 (b) Implementation of the Nurturing leadership skill program



A3.3 (c)  
Evaluation on the program



**YES**

A3.4 Recognition/Appreciation



**Presenter :**

Richmond Dick Anak Sudin  
Team Leader  
22 years old

**A3.4**  
**Recognition/Appreciation**



A.3.4(a) Specific Guidelines	A.3.4 (b) Initiative by Organization	A.3.4(c) Other Recognition Coverage
<ol style="list-style-type: none"> <li>1. Anugerah Kebesaran Negeri</li> <li>2. Anugerah Perkhidmatan Cemerlang (APC)</li> <li>3. Pingat Perkhidmatan Setia</li> <li>4. Anugerah Pegawai Contoh</li> </ol>	<ol style="list-style-type: none"> <li>1. Circular</li> <li>2. Human Resource Development Panel</li> <li>3. Anugerah Pegawai Contoh</li> <li>4. Innovation – Sarawak Civil Service Innovative Idea</li> <li>5. Recognition Letter</li> </ol>	<ol style="list-style-type: none"> <li>1. Best Idea (Innovation)</li> <li>2. Toastmaster</li> <li>3. Certificate For Excellent Personnel</li> <li>4. Farewell Occasion</li> <li>5. Birthday Party</li> <li>6. Best Workstation</li> </ol>

**A3.5**  
**Supervision Values & Ethics**



**Presenter :**

Akhmalia bt Hasan@Roslan  
23 years old

**A3.5  
Supervision Values & Ethics**



**Evaluation aspect :**

- 1) Organizational Integrity Plan / Pelan integriti Organisasi (PIO)
- 2) Integrity Governance Committee Chief Minister / Jawatankuasa Kautuhan Tadbir Urus Jabatan Ketua Menteri (JKTUJKM)

**A3.6 Counseling  
Programme /Motivation**



**Presenter :**  
Siti Ruhayu Bt Man@Busman  
23 years old



**Presenter :**  
Nur Nabilla Khairunnisa Bt Abdullah  
23 years old

**A3.6 Counseling  
Programme /Motivation**



**Counseling Program**

Implementation mechanism counseling/counselor	Implementation of activities/programs implemented in agency counseling	The use of applications or application psychometrics psychology in human resource management
---	--	--

**A3.6 Counseling  
Programme /Motivation**



**Implementation mechanism  
counseling/counselor**

Public Service Department get a qualified psychologist officer for HRM.	To manage matters related to the psychology program at the State Public Service	JKM has established Personnel Support Program(PSP) in 2002, and now known as Customer Relation Management(CRM)
---	---	--

### A3.6 Counseling Programme /Motivation

**Programs implemented in agency counseling :**


- Program Ceramah Kesehatan
- Kursus Kaunseling Siri 19
- Seminar Psikologi Sumber Manusia

### A3.6 Counseling Programme /Motivation

#### Application psychometrics psychology in HRM

UPSM has taken the initiative to provide training to internal officials through workshop	It is collaboration with the Division of Psychology, JPA	<b>Psychometrics Test</b> 1) Indikator Perwatakan Unggul (IPU) 2) Indeks Bimbingan Kerjaya (IBK)
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### A3.7 HR Information



**Presenter :**  
 Harwinda Hariono  
 24 years old

### A3.7 HR Information

**Why it is so important ??**

- personal information
- profile of public service

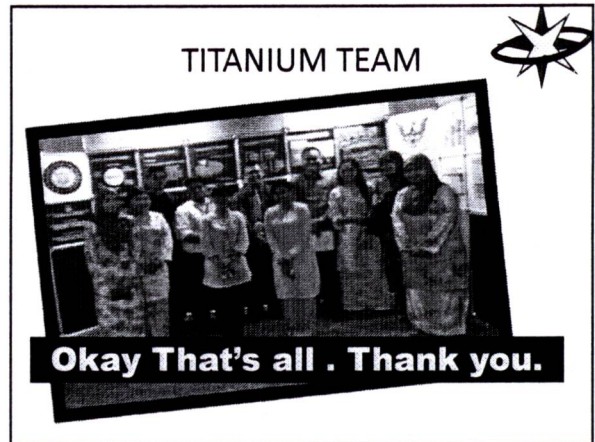
**Evaluation aspect :**

1) Level of updating information in Agency Staff Service Book:

- 91.08%.
- HRMIS adopted the Guide to Managing the Service Book of the Government.

2) The percentage of human resource information updated in HRMIS:

- Profile of services:- 99.24%
- Personal record:- 97.84%
- Asset declaration:- 91.88%



**GOODLUCK to HRM units in achieving the  
5 Star in 2013.  
Achieving a world class agency....**



Surat Tuan:

Tankah: 1 Ogos 2013

Surat Kami: 100-UITMKS (I-SPPE) 14-13

**URUT PENGURUSAN SUMBER MANUSIA**

Jabatan Ketua Menteri

Tingkat 9, 10 & 11

Wisma Bapa Malaysia,

Petra Jaya

93502 Kuching

Sarawak

(i.p. Enric De rmann Douglas Jerikan)

Tuan/Puan

**Kelulusan Cuti Sempena Hari Raya Aidilfitri untuk Pelajar-Pelajar Latihan Praktikal**

Adalah dimaklumkan bahawa pihak fakulti telah meluluskan permohonan cuti sempena sambutan Hari Raya Aidilfitri untuk pelajar-pelajar berikut.

1. AKHMALIA BT HASAN @ROSLAN (2011528707)
2. AMY DANILIA BT ABDUL RAHMAN (2011371107)
3. HARWINDA BINTI HARIOMO (2011904453)
4. MUHAMMAD AMMAR ZAERI BIN ZAINUDDIN (2011936017)
5. NOOR AZYRA BTE SABRI (2011837004)
6. NOORLIDA BINTI WAJDI (2011974099)
7. NUR NABILLA KHAIRUNNISA BT ABDULLAH (2011143953)
8. RICHMOND DICK ANAK SUDIN (2011145165)
9. SETI RUMAYU BINTI MAN@BUSMAN (2011363503)

Kelulusan cuti tersebut adalah untuk tempoh 3 GA (3) hari iaitu bermula pada 5 Ogos 2013 hingga 7 Ogos 2013

Sekian. Terima Kasih

Yang Benar

**FATRUZ HIDAYAT MERICAN BIN WAN MERICAN**

Penyelaras Latihan Praktikal (Amali)

Sarjana Muda Sains Pentadbiran

Fakulti Sains Pentadbiran dan Pengajian Pensi UiTM Sarawak

faturuz@sarawak.uitm.edu.my

*sk ketua Pusat Pengajian Sains Sosial  
Koordinator Kursus Pentadbiran*

*Richmond  
Here beside  
a copy for PPT  
Marina. /s/ 2/8/13*