



**UNIVERSITI TEKNOLOGI MARA SARAWAK**

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**PRACTICAL TRAINING REPORT:**

**MINISTRY OF RURAL DEVELOPMENT, SARAWAK (MRD)**

**PREPARED BY**

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TEKNOLOGI  
MARA

**FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDIES**

**BACHELOR IN ADMINISTRATIVE SCIENCE (AM228)**

**PRACTICAL TRAINING (ADS666)**

**“PRACTICAL TRAINING REPORT : MINISTRY OF RURAL DEVELOPMENT (MRD)”**

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## DECLARATION FORM

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



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(MUSFIRAH ZHARIFAH ZHAFIRAH BT REJLI)

## **ACKNOWLEDGEMENT**

Firstly, I would like to express my special gratitude and lots of appreciation to all staffs in the Ministry of Rural Development for their assistance and understanding while I am doing my internship there. They have provided me with lots of information that is helpful for my practical training report. Not forgotten, a very special thanks also to my supervisor, Madam Noorfadhleen Bt Mahmud, for her guidance, constructive comments and meaningful advice. Moreover, I would like to thank my friends because with their assistance, I have managed to complete my report much easier. In short, once again I would like to express my appreciation to those who have contributing their valuable time, ideas and suggestions in helping me to complete my practical training report. Indeed, I was blessed to have all these. You all have been my pillar of strength to complete my report. As customary, I would like to take responsibility of any deficiency or any lacking in the report.

# CHAPTER 1: INTRODUCTION OF THE ORGANIZATION [MINISTRY OF RURAL DEVELOPMENT (MRD), SARAWAK]

## 1.1 BACKGROUND OF MRD

The Ministry of Rural Development (MRD) is located at 5<sup>th</sup> floor of Bangunan Baitul Makmur, Petra Jaya. The Ministry of Rural and Land Development was established on January 2<sup>nd</sup> 1998. However due to the cabinet reshuffle on July 1<sup>st</sup> 2004, the Ministry was split into two full-fledged ministries namely Ministry of Rural Development and Ministry of Land Development. In October 2009, the Ministry of Rural Development and the Ministry of Land Development had become totally two different ministries, where each ministry has its own minister and permanent secretary.

MRD's core functions are to provide better development in the rural area in term of water supply, electricity supply, improve the road and provide houses to those who in need. MRD cooperate with district and resident offices when doing development for people at rural area. Besides that, MRD also deliver its responsibilities through "Pusat Sumber Pembangunan Desa (PSPD)" and "Pusat Pertumbuhan Desa (PPD)". PSPD main responsibilities is to plan, coordinate, implement and evaluate training programs in line with the desire to realize the political policy of the State Development and Vision 2020. PSPD focuses in giving training aids to the agencies under the state and federal governments if they need the training. PSPD also cooperates with local and national higher education institutions and Non Government Organization (NGO) such as AZAM, SALCRA, and INFRA.

Meanwhile, "Pusat Pembangunan Desa (PPD)" also known as Rural Growth Centre (RGC) is a Mini Regional Rural Development Areas. RGC mainly focus on commercial projects involving the use of machinery. In short, RGC is not really encouraging traditional economic activities. Besides that, RGC should provide competition to the migration process by providing jobs to more rewarding and profitable salary. The development programs for RGC will be implemented in 20



years time which started since 7<sup>th</sup> Malaysia's Plan in 1996. For the time being, RGC are located in several areas such as Balingian, Beladin, Long Lama, Semop and other five villages.

## **1.2 VISION AND MISSION OF MRD**

### **1.2.1 The old vision and mission of MRD**

- To lead rural planning and development towards a modern, progressive civil and sustainable rural society
- To increase and empower capacity and capability in planning, implementing, monitoring and evaluating rural development policies and programs
- To stimulate human resource development, socio-economic development, infrastructure and amenities development as well as overall sustainable development

### **1.2.2 The latest vision and mission of MRD**

MRD has altered their vision and mission due to the use of Balanced Score Card in the ministries. This new vision and mission will help them to achieve better performance when conducting development at rural area.

#### **VISION**

A high performance organisation in advancing quality of life of the rural population in Sarawak

#### **MISSION**

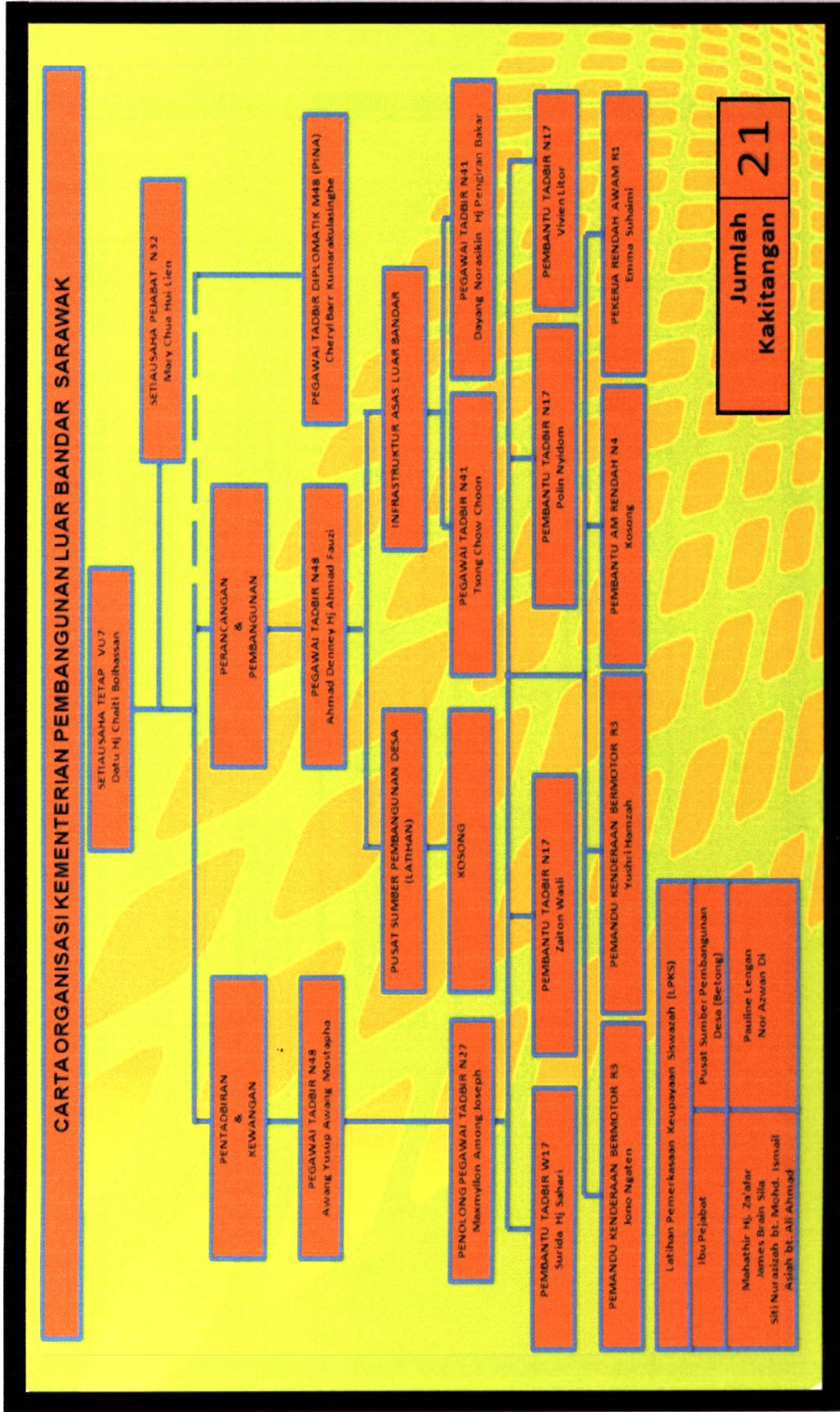
To sustainably develop rural Sarawak and enhance the standard of living of rural population in Sarawak

### 1.3 OBJECTIVES OF MRD

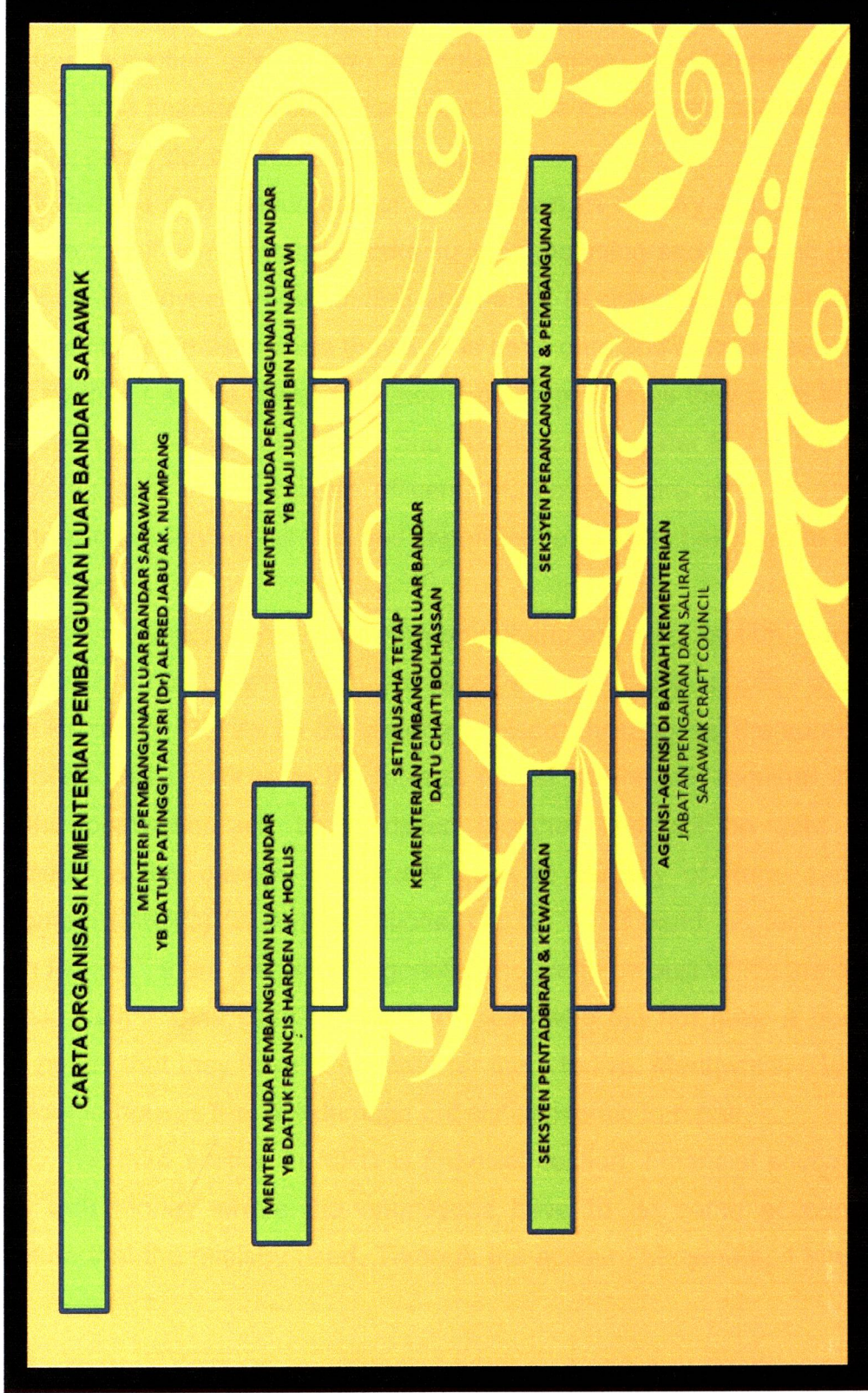
MRD'S OBJECTIVES	DESCRIPTION
1. Customer satisfaction	<p><u>Purpose:</u> To measure the satisfaction level of customers or stakeholders towards services provided by the Ministry.</p>
2. Finance	<p><u>Purpose:</u> To manage budget prudently for optimal utilization of budget vis-a-vis objectives set.</p>
3. Internal process	<p><i>i. Leverage favorable state federal relationship</i></p> <ul style="list-style-type: none"> <li>• <u>Purpose:</u> to seek federal government's continuous support to finance rural development programmes.</li> </ul> <p><i>ii. Enhance socio economic mobility</i></p> <ul style="list-style-type: none"> <li>• <u>Purpose:</u> to enhance quality of life of the rural populace by increasing rural household income and creating employment opportunities through various high impact rural development programmes or projects.</li> </ul> <p><i>iii. Enhance strategic communication</i></p> <ul style="list-style-type: none"> <li>• <u>Purpose:</u> to ensure the Ministry engages with the stakeholders strategically to keep them informed of the programmes and feedback from time to time.</li> </ul> <p><i>iv. Enhance inter-agency or stakeholders collaboration</i></p> <ul style="list-style-type: none"> <li>• <u>Purpose:</u> to build and enhance close coordination or networking between government agencies.</li> </ul> <p><i>v. Expand the coverage of basic amenities</i></p> <ul style="list-style-type: none"> <li>• <u>Purpose:</u> to ensure that the rural communities have access to basic amenities regardless of locality.</li> </ul>

	<p><i>vi. Reengineer internal processes</i></p> <ul style="list-style-type: none"> <li>• <u>Purpose</u>: to ensure all internal processes with the regard to all internal process strategic objectives are both strategically and operationally linked and focused on vision and mission of the Ministry.</li> </ul>
<p>4. Learning and growth</p>	<p><i>i. Enhance staff competency</i></p> <ul style="list-style-type: none"> <li>• <u>Purpose</u>: improve staff skill set to support performance.</li> </ul> <p><i>ii. Internalize shared values</i></p> <ul style="list-style-type: none"> <li>• <u>Purpose</u>: to make sure the workforce is driven by a strong performance mindset to achieve breakthrough results.</li> </ul> <p><i>iii. Leverage usage of ICT effectively</i></p> <ul style="list-style-type: none"> <li>• <u>Purpose</u>: to use ICT extensively in the conduct of daily work and upgrade all processes through automation.</li> </ul>

# 1.4 MINISTRY OF RURAL DEVELOPMENT'S ORGANIZATION CHART



## 1.5 MINISTRY OF RURAL DEVELOPMENT'S ORGANIZATION STRUCTURE



## 1.6 SECTIONS IN MRD

Ministry of Rural Development Sarawak only has around 21 personnel and staffs. It is a very small ministry but according to the MRD's permanent secretary, he said that "*small is beautiful*". This ministry is divided into three sections which are administration section (also known as registry section), development and planning section and also financial section. Each section has its own responsibilities and roles in providing better development to the rural area.

Firstly is the administration section (also known as registry section). This section responsible for all administrative works such as incoming and outgoing mails, leave applications, employees' personal files and so on. Besides that, the employees who work at this section must ensure the stock is up to date and always keep the storage in order so that it will be easier for other staffs to get things they need in the future. Not forgotten, all the incoming mails and fax must be register first in the PROACTS before being sent to the related officers. Moreover, there is a file room in the administration section and all files and important documents belonged to the ministry being kept there.

The second section in MRD is development and planning section. This section is divided into two main parts which are water and electricity supplies and Program Bantuan Rumah (PBR). As for the water and electricity supplies, the applications are sent through district offices in the form of formal letters with required information. Then, the application will be compiled together and will be sent to federal government, in this case it will usually goes to Ministry of Rural and Regional Development (MRRD) for further actions. On the other hand, as for the "Program Bantuan Rumah", there are two categories of house to be built which are "Bina Baru" and "Baik Pulih". "Bina Baru" is given to those who did not have a house or the existing house that they have is not safe for them to live. Meanwhile, "Baik Pulih" is usually for the houses that are damage but still economic to repair.

Lastly, the third section in MRD is financial section. Financial section basically handles with money where the employees have to do some accounts on the expenditure that the ministry used. Through the account statement, it shows clearly

on the flow of money and what the money is been used for. Furthermore, matters related to salaries, claims, budget for activities or programs, bills payments and payment to other parties will have to go through this section first before any payment can be proceed. Every transaction will also be recorded in the ledger book and all the related financial documents will be kept in the specific cabinet file.

## **1.7 MRD'S CLIENT CHARTER**

Mostly, almost all organizations or ministries has its own set of client charter where this client charter show the organizations or ministries promises towards their customers or clients. Below is the MRD's client charter.

"As supporting the aspirations and objectives of the ministry to promote development efforts towards rural sector to be developed, interesting and profitable, we promise:"

- i. To provide planning and supervision of the implementation of rural programs in order to meet government policies and responding to central agencies on schedule
- ii. To provide knowledge and skills to rural communities in the social, economic and political order to be positive for change
- iii. To provide adequate infrastructure facilities to the rural population
- iv. To provide and efficient, accurate, fair and friendly services

## 1.8 MRD'S POLICY

- i. To increase the number of development in rural area and close the economy gap between rural and urban areas
- ii. To increase the achievability of community in rural area for better income through various village industry and handcraft
- iii. To enhance better accessibility at a rural community for ICT and new technologies and improve farming practices
- iv. To expand and improve trade-related credit facilities for agriculture and services activities
- v. To improve the quality of life of the rural population through increasing the social and physical infrastructure, health and education facilities



## **CHAPTER 2: SCHEDULE OF PRACTICAL TRAINING**

### **2.1 INTRODUCTION**

I have been undergoing my practical training for five weeks in Ministry of Rural Development (MRD), Sarawak at Bangunan Baitul Makmur. During the five weeks time, I have been exposed to the job duties at three sections in the ministry which are administration, financial and lastly, planning and development. Besides that, I also learned how to deal with administration work, doing 5S activities, record keeping, involved in Balance Score Card meeting, learn to organize an event, and many more. Therefore in short, this chapter will summarize the daily training activities that I have been doing and the activities are extracted from the practical training log book.

### **2.2 WEEK 1 (28<sup>th</sup> January 2013 – 2<sup>nd</sup> February 2013)**

On the first day of my practical training, I was introduced to my supervisor, Mr. Awang Yusup Awang Mostapha. When meeting with my supervisor, he briefly explain about the Ministry of Rural Development structure and the tasks been carried out at each section at the ministry. Besides that, he mentioned about the rules and regulations that must be obey by all staffs at the ministry. He also introduced me on the Balanced Score Card, which is one of the measurement tools that the ministry will used to make their performance more effective. After meeting with my supervisor, I have been attached to planning and development section. At that section, Miss Siti Nurazizah has helped me to understand “Garis Panduan Program Bantuan Rumah (PBR)”, which its objective is to increase the quality of life of poor people by providing them a new house that are more safe and comfortable. There are two categories of “Program Bantuan Rumah”, firstly “Bina Baru” and secondly “Baik Pulih”. “Bina Baru” is given to those who did not have a house or the existing house that they have is not safe for them to live. Meanwhile, “Baik Pulih” is

usually for the houses that are damage but still economic to repair. After understand the “Garis Panduan Program Bantuan Rumah (PBR)”, Miss Siti Nurazizah has taught me how to calculate the petrol usage for government vehicle by using the specific formula. The formula will be attached at the appendixes in this practical report.

On the second day of my practical training, I have been asked by Miss Asiah from administration section to check quotation for office items. As for this task, I must ensure that the numbers of stock for office items are according to the data in the list given. Examples of the office items being checked are “Brother Fax 2820 Toner”, “Canon FX-9 Toner”, “Fax Ink Cartridge FX-3”, “Panasonic Toner Cartridge”, and more. Then at 10.00, I have been instructed to meet with the Permanent Secretary of Ministry of Rural Development, Datu Haji Chaiti Bolhassan. On the meeting with him, Datu explained briefly about the ministry’s core functions are to supply water, electricity, and build road for rural area. Datu also talked about the Balance Score Card, which is one of the measurement tools to enhance organizational performance. He kindly invited me and my friends that also doing practical training there to join the Balanced Score Card Workshop at Damai Beach Resort on the upcoming Saturday. After meeting with Datu, I help with the filing system at administration section. I have been instructed to arrange the files according to its codes and categories and put the files in the specific box. Examples of files being arranged are water supply, electricity supply, report on rural area’s road, files on “Program Bantuan Rumah”, and more. In the afternoon, my supervisor asked me to see him and he gave me the staff personal’s file. He has asked me to analyze the file and examine the Human Resource Management process that take place during the staff’s period of service. Besides that, he also told me to differentiate on three communication tools that being used by government namely letterhead, memorandum, and minute sheet.

On the third day of my practical training, I started to analyze the staff personal’s file. I do report based on Madam Polin’s file, where she is one of the Ministry of Rural Development’s staff which assigned at administration section. From the report, I gained information about the procedures and steps being conducted in the Human

Resource Management process such as the advertisement, recruitment, selection, hiring, training and development, reward system, and also the salary and wages. When I go through the file, I can relate what I have learned in the Human Resource Management subject. Therefore with the knowledge that I have gain from my Human Resource Management class, I can easily understand and do the task given to me. Apart from that, I also know how to use appropriate communication tools where letterhead is use when communicate with different government agencies or ministries, memorandum is use between the departments and lastly, minute sheet is use to inform the staff on the activity happen only in their department. After analyzing the file, I have been instructed by Madam Polin to do the filing system. Before I closed the files, the files are arrange according to its codes and be put in the right box according to the files' categories.

On the fourth day of my practical training, I continue doing the filing system as instructed by Madam Polin. Besides sorting the files according to its categories, I type the codes for the files and paste the codes that have been print to the specific boxes. The purpose of doing this is to ensure that it will be easier for the staff to get the files if they need it in the future. After finishing the filing work, I meet with my supervisor to submit the report on the staff personal's file. My supervisor checked the report and made some comments regarding on my work. He asked me to compare my work with other practical training students because each of us get different file and the content in each files are different. Furthermore, he also explained about the workshop on Balanced Score Card that will be held this week and asked us, the practical training students to be actively participating during the discussion later.

On the fifth and sixth day of my practical training, I attending "Strategic Planning Workshop" for the Balanced Score Card at Damai Beach Resort. The workshop had been done for two days and lead by Datu Haji Chaiti Bolhassan. During the workshop, we were translating the Balances Score Card content from English to Bahasa Melayu language. We get help from Mr. Gnanasegaran Amurugam, who is the consultant from Employee Provident Fund and he is also the consultant for the Ministry of Rural Development Sarawak. A lot of discussion and brainstorming take

place to make the Balanced Score Card more effective for the ministry's use. Moreover, we also conducted some analysis such as the SWOT and TOWS to strengthen the Balanced Score Card's strategies.

### **2.3 WEEK 2 (4<sup>th</sup> February 2013 – 8<sup>th</sup> February 2013)**

First day of the second week, I have been instructed to bind a document. The task was given by Madam Surida from financial section. I bind the statement of revenue/expenditure/trust accounts for the month of January to December 2012. Here, I learned how to bind the statement properly and compile the statement into one book. Then, I was asked by Miss Asiah to keep the processed letters. The letters will be code according to the subject on each letter. After the letters has been processed, the letters are put in specific files to ensure that the letters are kept systematically and easy for the staff to get it for future used. In the afternoon, Mr. Ahmad Denney from planning and development section has invited me and other practical students to join him in a meeting on Solar Hybrid Plan. The staff from the Sarawak Energy Berhad also joined in the meeting. The meeting is about the progress of the phase of solar hybrid at the rural area in Sarawak. One of the issue arise in the meeting is the Sarawak Energy Berhad want to change the location to built the solar hybrid because the existing location is difficult to get through. Thus, they discuss on the suitable location that can minimize the logistic problems and ensure the new location is easy to get through. After the meeting ended, Madam Polin has asked me to check on the office stationeries. In this task, I must check whether the number of stock is according to the data being kept and ensure the label of the office stationeries and the items are being put at the right place or not. If not, I must sort the items according to its label.

Second day of the second week, I start my day with searching names for "Program Bantuan Rumah" as instructed by Miss Siti Nurazizah. When I search in the data base system, the name for the person I searched was not there. According to Miss Siti Nurazizah, the name may not yet be updated because there are too many names to key in. Therefore if the name is not in the system, files that are

specific to kept documents or letters on “Program Bantuan Rumah” will be used for the searching. Then, Miss Siti Nurazizah told me to help her to key in the data for “Laporan Prestasi Pelaksanaan Program Bantuan Rumah Tahun 2012”. Both of us key in data for “Program Bantuan Rumah” at all district in Sarawak. Then, she teach me how to calculate the “Baik Pulih” and “Bina Baru” houses and also determine how many houses have been completed, still in process and not yet been started. In the afternoon, my supervisor asked me to meet him. He asked me for my perception about “Strategic Planning Workshop” that been conducted last week, how do I feel when doing tasks in the ministry and what are my opinions and suggestions to improve the effectiveness of the ministry. After I respond all to his questions, he gave me “The State Public Service General Orders” book to read so that I can understand better and clearly on the process in the government.

Third day of the second week, I continue to key in data for “Laporan Prestasi Pelaksanaan Program Bantuan Rumah Tahun 2012”. This report usually must be submitted on every month at 15<sup>th</sup> and 30<sup>th</sup> to “Kementerian Kemajuan Luar Bandar & Wilayah (KKLW)” in Semenanjung and Sarawak. The number of houses that have been completed, still in process and not yet been started for “Baik Pulih” and “Bina Baru” must be insert in the report. In the afternoon, I helped Miss Asiah to keep the processed letters in the file room at the registry division.

Fourth day of the second week, I have learned how to process the incoming letters from Miss Asiah. Firstly, she asked me to check whether the letters are really for the ministry or not. If yes, put department cop, place your signature and date you receive the letters at the postman's book. However, if the letters are not for the ministry, just put them at the recycle paper. Next if the letters contain word “sulit” or the permanent secretary name on it, the letters cannot be open. Other than that, the receiver can open the letters and process it. Then, the letters will be register in the “PROACTS”, where it is the place for the ministry to key in all the require information from the letters they received. After that, Madam Polin has taught me how to receive phone calls. She said that if the button is red, it means that there is staff using the phone. Therefore to receive the call, press button that is in yellow color. To make extension to other staffs, press “TRF” button and the staff's extension number. After

lunch, I have to search for a letter about “Kelulusan Pengecualian Gotong-Royong Bagi Daerah Kapit Tahun 2012”. Firstly, I search the letter in the PROACTS and get the file code. Then, I went to the file room and get the letter according to the code given. Since the letter being kept systematically, it is easier for me to find the letter in time. Before the day end, I have been instructed by Miss Siti Nurazizah to key in data for report on National Key Result Area (NKRA) for the year 2011 to 2012. The report must be submitted every month to State Implementation and Monitoring Unit. This is to ensure the State Implementation and Monitoring Unit is been updated on the progress of development for “Baik Pulih” and “Bina Baru” houses at all district in Sarawak.

Last day of the second week, my day start with a meeting with my supervisor. He informed me that he is being transfer to Kuching Resident Office and Madam Dayang Norasikin will replace him and assist me until my practical training end. He also reminds me to submit the log book in the afternoon. After meet my supervisor, my first task in the morning is finding letters as instructed by Miss Asiah. She wants me to find the latest letters on all the upcoming events and make a copy of each letters. After that, the copy has been distributed to the staff so that they can be alert and know on the programs or events that involve them. The last task in my second week of practical training was calculating the usage of petrol by government vehicles. Miss Siti Nurazizah has taught me a specific formula on how to calculate the sum of the petrol used and the balance of the petrol stock in each government vehicle at each month.

#### **2.4 WEEK 3 (13<sup>th</sup> February 2013 – 15<sup>th</sup> February 2013)**

On Monday and Tuesday, it is a public holiday in conjunction for the Chinese New Year celebration. Therefore, I started the third week of my practical training on the third day, which is on Wednesday, February 13.

On Wednesday, there was a meeting with Mr. Ahmad Denney in the morning. The purpose of the meeting is to discuss on Mr. Awang Yusup Awang Mostapha’s farewell. As been agreed, the dinner be held at Grand Magherita and the event will

include the “Farewell, Welcoming and Gong Xi Fa Cai” dinner. He asked all the staffs to be cooperative when organizing the dinner. Mr. Ahmad Denney also touched a bit on Balanced Score Card and asked me and other practical students to conduct a questionnaire on how to measure the customer satisfaction at Ministry of Rural Development Sarawak. After the meeting end, we the practical students started to construct a questionnaire. We discuss on the possible questions to be insert in the questionnaire later. We also list out some questions that we get from the internet and after some discussion, we select the suitable questions that suit to measure the customer satisfaction. After the lunch hour, I have been instructed to bind a document by Miss Siti Nurazizah. I bind a document on “Laporan Prestasi Pelaksanaan Program Bantuan Rumah Tahun 2012” and lastly, make the report into one book. At the end of the day, I faxed an official memorandum given by Miss Siti Nurazizah to Sri Aman district. The memorandum is about “Permohonan Baik Pulih Rumah Program Bantuan Rumah Daerah Sri Aman Tahun 2012”. The memorandum stated the amount that been allocated for “Baik Pulih Rumah Panjang” and the long house must be build according to “Garis Panduan Program Bantuan Rumah”. If the contractor did not follow the “Garis Panduan Program Bantuan Rumah”, they can be sued and the long house that they have built can be destroyed. In short, the contractor must pay all the loss that they have caused.

On Thursday, I key in “Senarai Nama Penerima Muktamad Tahun 2013” for “Program Bantuan Rumah”. The task was given by Miss Siti Nurazizah and she asked me to key in the qualified names for “Program Bantuan Rumah” and emails the names to all district office in Sarawak for future action. After finish key in and email the names, she instructed me to fax a document on “Unjuran Pelaksanaan Program Bantuan Rumah Tahun 2014 Sehingga Tahun 2015 Bagi Negeri Sarawak” to all district in Sarawak. The purpose of doing this is to ensure all the district office give the “Unjuran Pelaksanaan Program Bantuan Rumah” at their own district because they know better those who is qualified enough to get the help. All the district offices also have been reminded to follow the format given so that only people who really in need get the aid. In the afternoon, we the practical students submitted the questionnaire that Mr. Ahmad Denney asked to do before. He reviews

the questionnaire with us and made some changes on it. He asked us to double check the questionnaire before the presentation made to Datu tomorrow.

On Friday morning before the presentation, I and other practical students finalize the questionnaire by making some changes as being told, check the spelling and put the questionnaire to Microsoft Power Point. Then, the questionnaire been print out and we make copy to all staffs for their reference in the meeting later. At 9.30, the meeting started and the meeting was chaired by Datu Haji Chaiti Bolhassan. Firstly, we discuss on the Balanced Score Card and Datu remind all of us to finalize and keep the Balance Score Card up to date. Then, the questionnaire been reviewed and discussed. Any changes on the questionnaire been made on the spot or in other words, changes are made along the discussion. After the meeting end, we have lunch together in the meeting room. In the afternoon, all of us have a meeting with Mr. Awang Yusup Awang Mostapha. Today is the last day he work at the ministry before he being transfer to Kuching Resident Office. He talked about his work experienced at the ministry especially his experienced doing 5S. At the end of our meeting, we apologize to each other if there are words or actions that have made us feel uncomfortable with each others. Before going home, Madam Surida has asked me to make a symbolic for Mr. Awang Yusup's present for tomorrow dinner. Together with other practical students, we make a final touch on the preparation for dinner such as doing tentative program and confirm those who will come that night.

## **2.5 WEEK 4 (18<sup>th</sup> February 2013 – 22<sup>nd</sup> February 2013)**

First day in the fourth week of my practical training, I was asked to key in incoming mails by Madam Polin. I key in all the require information of the mails in the PROACTS. I also register the incoming fax in the PROACTS. Then, the incoming mails and faxes will be given to Datu and later, it will be edit in detail according to the Datu's instruction. Apart from that, Miss Asiah has instructed me to make a copy of a letter that will be given to only related officer. In the afternoon, I have a meeting with Mr. Kiprawi, who is one of the important people in managing the housing development for poor people. Then, he explained to me on the criteria to get



“Program Bantuan Rumah” where some of the criteria are victim of natural disaster, been confirmed for not having a house or the existing house been certified as not being safe, priority given to older people that aged 65 above, and many more. Besides that, he also explained what are the processes involved during “Program Bantuan Rumah” and tell me who should be contact during the process. Before I end my meeting with him, he kindly invites us, the practical training students, join him for a poll for “Program Bantuan Rumah” tomorrow.

Second day in the fourth week of my practical training, I went to Kuching and Samarahan divisions for “Cabutan Undi Program Bantuan Rumah”. The meeting for the vote has been chaired by Mr. Kiprawi. He told the contractors that their license must be comply with Construction Industry Development Board (CIDB) specifications, insurance must be taken, and if any problems with the site, the contractors are advise to refer the problems to specific resident office. If there is no progress on the construction after one month from the voting date, action will be taken to the contractors. Moreover, the houses must be completed after three months the voting takes place. There are three ways of voting to determine whether the contractors get the tender or not which are by putting the paper in the container, envelope and capsule. If the contractors are lucky, they will get a paper with a number that tell them which project to be conducted.

Third day in the fourth week of my practical training, Madam Polin has instructed me to sort document for the water supply in rural area. She told me to arrange the letters according to the date received and identify where the letters come from. After organize the letters and able to identify it from whom, she asked me to number the letters by using red and black/blue pen. Red pen is used for incoming letters and black/blue pen is used for outgoing letters. In the afternoon, I key in the incoming mails as instructed by Miss Asiah. I register all the incoming mails in the PROACTS and edit it again after checked by Datu.

Fourth day in the fourth week of my practical training, my first task is to prepare a letter for Madam Dayang Norasikin, which is my new supervisor. She asked me to type a letter on “Senarai Nama Peserta Untuk Tujuan Pemberian Saham Amanah Saham Bumiputera (ASB)”. The purpose of the letter is to inform each division office

that they need to submit thirty-two names of those who are qualified from their area to received "Pemberian Saham Amanah Saham Bumiputera (ASB)". After that, Miss Asiah has instructed me to sort the office stationeries. When doing the task, I can observe that the stationeries are not in order and some of the stocks are not been updated. At the end, the stationeries are been rearrange and being put at the right place. Furthermore, I also updated the new stock and key in it in the system.

Last day in the fourth week of my practical training, I have been assigned by Madam Dayang Norasikin to make a phone call the whole day. The phone call is about "Cadangan Keahlian Jawatankuasa Rundingan Harga Di Peringkat Negeri Sarawak Bagi Projek Rimbunan Kaseh". I have to call the state government that have been listed by Madam Dayang Norasikin and asked them for some information about the person that will attend the program. The priority for "Cadangan Keahlian Jawatankuasa Rundingan Harga Di Peringkat Negeri Sarawak Bagi Projek Rimbunan Kaseh" is given to those who hold the highest position in the organization. The information on those who be attending the program been submitted to "Ketua Setiausaha Negara" at 4.00 in that afternoon.

## **2.6 WEEK 5 (25<sup>h</sup> February 2013 – 1<sup>st</sup> March 2013)**

On Monday February 25<sup>th</sup>, Madam Polin and Miss Asiah have instructed us, the practical training students, to sort the office stationeries. The stationeries must be sort according to their labels/categories. We also calculate the existing and incoming stocks. Then in the afternoon, our lecturer Madam Fadleen has visited us at our workplace. She meets with our supervisor and check on our progress when doing practical training at the ministry. Then, we have been asked by our lecturer to fill a form before she went back.

On Tuesday February 26<sup>th</sup>, we still continue sorting the office stationeries. After the stocks being calculated, the stocks had been put at the specific place. Besides sorting the office stationeries, we also sort the file room. This task is also given by Madam Polin and Miss Asiah. Here, we sort the files and put them in the specific

boxes. Not forgotten, we labeled the boxes properly before putting them on the shelf.

On Wednesday February 27<sup>th</sup>, in the morning I have been asked by Miss Asiah to temporarily replacing her at the work station since she has works to do outside. Some of her works that I have done are receiving phone calls, receive and key in incoming mails, and keeping the used files and processed letters at the right place. In the afternoon, I continue to sort the file room with my other friends that also doing the practical training at the ministry.

On Thursday February 28<sup>th</sup>, we continue to sort the file room. More labels been printed out and being paste to the specific boxes. Since there is no more empty space on the shelf, the remaining boxes being put on the cabinet file and been arranged systematically according to the categories told by Madam Polin. We managed to complete the sorting before the day end.

On the last day of my practical training on March 1<sup>st</sup>, I temporarily replace Miss Asiah at the work station in the morning. As usual, I am dealing with works such as receiving phone calls, received incoming mails and key in the letters. After that, I submit a letter that Madam Dayang Norasikin asked me to do before which is on "Senarai Nama Peserta Untuk Tujuan Pemberian Saham Amanah Saham Bumiputera (ASB)". Any adjustment been made immediately and then, the letter was signed by Mr. Ahmad Denney. Lastly, I faxed the letter to all division in Sarawak. Later in the afternoon, we have a meeting with all the staff. The staff made a farewell party for us and the permanent secretary, Datu Haji Chaiti Bolhassan has thanked us for our hard work and cooperation during our internship at the ministry. After eating with the staff, we finish the remaining work that been instructed before we pack our stuff and say last goodbye.

## CHAPTER 3: ANALYSIS OF PRACTICAL TRAINING

### 3.1 INTRODUCTION

During my five weeks of practical training at Ministry of Rural Development (MRD), I would like to focus on 5S practices as my analysis of training. The 5S system is a good starting point for all improvement efforts aiming to drive out waste from the manufacturing process and also improve an organization's products and services besides lowering costs too. Implementing the 5S method means cleaning up and organizing the workplace in its existing condition. Through the 5S implementation, it encourages workers to improve their working condition and help them to learn to reduce waste, unplanned downtime, and in-process inventory. Briefly in MRD, the 5S practice has been launched by Yang Berbahagia Datu Chaiti Bolhassan on July 23<sup>rd</sup>, 2010. Then, the ministry has been awarded "Persijilan Amalan Berkualiti 5S" on December 9<sup>th</sup>, 2010. To conclude, in this chapter I will describe the concept of 5S, the 5S's policy and objectives in MRD, the meaning of the 5S logo, and I will explain about the two zones of workspace in MRD.

### 3.2 DEFINITION OF CONCEPT

5S concept can be defined as an organizational methodology originating in Japan that when implemented, reduces the waste of resources and space while increasing operational efficiency, (Anon, 2012). 5S is a structured program to systematically achieve total organization, cleanliness, and standardization in the workplace. A well organized workplace results in a safer, more efficient, and more productive operation. Moreover, it also helps to boost the morale of the workers, promoting a sense of pride in their work and ownership of their responsibilities. 5S stands for five Japanese words that start with the letter 'S' which are Seiri (Sort), Seiton (Set in Order), Seiso (Shine), Seiketsu (Standardize), and Shitsuke (Sustain).

### **3.3 5S's POLICY IN MINISTRY OF RURAL DEVELOPMENT**

- i. Provide information that easily accessible to people
- ii. To save time and cost
- iii. Producing workers that practice 5S

### **3.4 5S's OBJECTIVES IN MINISTRY OF RURAL DEVELOPMENT**

- i. Increasing the ministry image through dissemination of accurate information and effective to community
- ii. To build cooperation among all the staff through involvement at all levels

### **3.5 THE MEANING OF THE 5S LOGO**



- Red color – bold and fabulous
- Yellow color – putting 5S practice as priority
- Blue color – unity and cooperation
- Diamond shape – superior/excellent

## **3.6 THE 5 PILLARS OF A VISUAL WORKPLACE**

After I defined the 5S concept, now I will explain on the five pillars of a visual workplace. The five pillars are sort, set in order, shine, standardize and sustain.

### **3.6.1 SORT**

The first step of the 5S process is sort which it is a process to get rid of any unnecessary tools and equipment items from the workplace area, (Wilson, 2012). In other words, it refers to the act of throwing away all unwanted, unnecessary, and unrelated materials in the workplace. People involved in sorting process must not feel sorry about having to throw away things because it helps to ensure that everything left in the workplace is related to work. Even the number of necessary items in the workplace must be kept to its absolute minimum. Sorting is important because space, time, money, energy, and other resources can be managed and used most effectively. Besides that, sorting process also help to reduce problems and annoyances in the work flow, improve communication between workers, increase product quality and enhance productivity.

During my practical training, I have been instructed to sort the files in the file room. Before I closed the files, the files are arrange according to its codes and be put in the right box according to the files' categories. Besides sorting the files, I also have sort letters received by Ministry of Rural Development. I arranged the letters according to the date received and identify where the letters come from. After organize the letters and able to identify it from whom, I number the letters by using red and black/blue pen. Red pen is used for incoming letters and black/blue pen is used for outgoing letters. Furthermore, I also have been instructed to sort the office stationeries. When doing the task, I can observe that the stationeries are not in order and some of the stocks are not been updated. Therefore, I sort the items according to its label and throw away all the outdated stock that cannot be used anymore. Not forgotten, I update the office stationeries so that the staff can easily get the items they need in future.

### **3.6.2 SET IN ORDER**

The second step of the 5S process is set in order where it is all about efficiency. On this process, it focuses on organizing work areas for maximum efficiency by organizing tools and equipment to promote optimum workflows through minimizing movement, (Wilson, 2012). For instance, all tools and equipment should be located as close as possible to where they will be needed and processes should be designed to maximize efficiency. In short, this process consists of putting everything in an assigned place so that it can be accessed or retrieved quickly. The correct place, position, or holder for every tool, item, or material must be chosen carefully in relation to how the work will be performed and who will use them.

During my practical training, I type the codes for the files and paste the codes that have been print to the specific boxes. The purpose of doing these is to ensure that it will be easier for the staff to get the files if they need it. Moreover, if everyone has quick access to an item or materials, work flow becomes efficient and the worker becomes productive. Furthermore, I also ensure the label of the office stationeries and the items are being put at the right place or not. If not, I must put the items according to its label because every single item must be allocated at its own place for safekeeping and each location must be labeled for easy identification of what it is for.

### **3.6.2 SHINE**

The third step of the 5S process is shine where it is a process of cleaning up the workplace and giving it a 'shine'. This method relates to maintain a disciplined, systematic approach to ensure a clean and tidy workplace and maintained machines, (Wilson, 2012). When every shift ends, work areas must be tidy and tools and equipment are returned to their designated locations. Machinery that is maintained and in good condition experiences less downtime and will produce quality levels which can help to boost the organization performance. Most importantly, cleaning must be done by everyone in the organization. Shine process

is important because it turn the workplace into a clean and bright place where everyone can work comfortably.

For instance, at my practical training place which is at Ministry of Rural Development Sarawak, the ministry has divided the work station into two zones. These zones are called Orkid Zone and Mawar Zone. The purpose of dividing the work station into two zones is to ensure more effective monitoring toward the 5S implementation in the ministry. In my opinion, I think that the Ministry of Rural Development has come with a good idea to have the workplace assigned to a group of persons for cleaning as it can effectively prevent any area be left unclean. Therefore, it can directly ensure the ministry will effectively carry out the 5s practices.

#### **3.6.4 STANDARDIZE**

The fourth step of the 5S process is standardize which require the work practices are followed in a uniform and consistent manner. The standardize part of 5S addresses this issue where it described as the “what, when, whom, where” of 5S, (Wilson, 2012). For instance, when a specific machine needs to be maintained, there should be a system such as checklists and documented instructions that details what needs to be done, when it must be done, by whom and where. This is because it can reduce of waste in every operation besides giving significant impact on the entire performance of the company. Besides that, standardize also consists of defining the standards by which personnel must measure and maintain cleanliness. Visual management is an important ingredient of standardize. For examples, color-coding and standardized coloration of surroundings are used for easier visual identification of differences in the surroundings.

From my practical training experienced, to do effective standardize, the ministry followed and enforce the rules for the first three “S’s” (Sort, Set-in-Order, and Shine). The power of setting standards is that we can immediately see when something is abnormal or out-of-standard. Once this is recognized, the ministry can immediately fix the problem and able to produce an effective practice. If the standard not been



set, then the ministry will never know if something is wrong or what needs to be improved.

### **3.6.5 SUSTAIN**

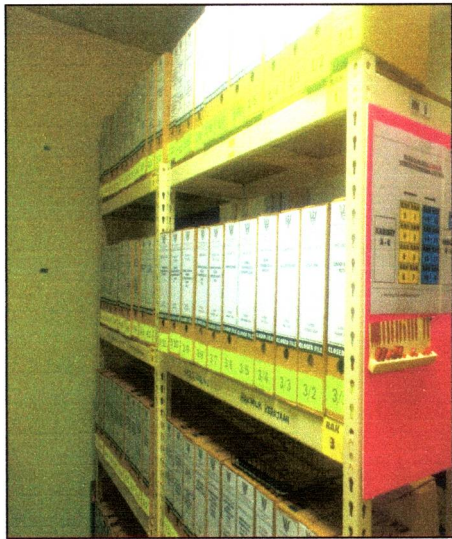
Lastly, the fifth step of the 5S process is sustain where it denotes commitment to maintain orderliness and to practice the first 4S as a way of life. The process of sustaining the system is considered to be the most difficult to accomplish. Maintaining a strong focus on this innovative method of working is essential to prevent slipping back into old habits and poor productivity (Wilson, 2012). The 5S system relies on staff involvement and commitment at every level to sustain it. The emphasis of sustain is elimination of bad habits and constant practice of good ones. Once true sustain is achieved, personnel voluntarily observe cleanliness and orderliness at all times without having to be reminded by management.

To conclude, a good 5S implementation has several advantages. The organization's assets are kept in good working order. Quality is maintained to levels similar to when plant and equipment was first bought. Maintenance costs are less because deterioration is identified quickly and the work environment is kept organized which allows for more productivity. Below are some of the photos taken during my practical training when I doing 5S process in the file room and office stationeries store.

Before 5S – File Room



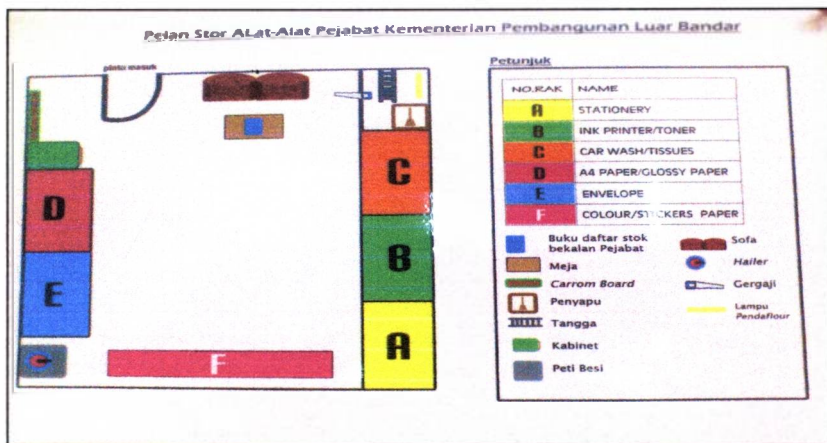
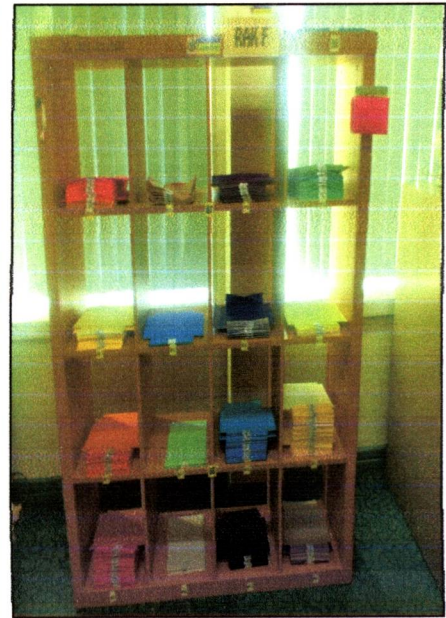
After 5S – File Room



Before 5S – Office Stationeries Store



After 5S – Office Stationeries Store



### **3.7 THE MEANING OF 2 ZONES IN MRD**

The Ministry of Rural Development has divided its work station into two zones. These zones are called Orkid Zone and Mawar Zone. The purpose of dividing the work station into two zones is to ensure more effective monitoring toward the 5S implementation in the ministry.

#### **3.7.1 ORKID ZONE**

- O – Organisasi Zon Orkid bertindak (Orkid Zone organization act)
- R – Rasional dan serta (Rasional)
- K – Kerjasama untuk mengamalkan (Cooperate in order to practice)
- I – Integriti di samping (Integrity as well as)
- D – Dedikasi terhadap 5S (Dedication toward 5S)

#### **3.7.2 MAWAR ZONE**

- M – Minda terbuka, ruang selesa (Open-minded, comfortable space)
- A – Ayuh bersama berganding bahu (Come together join hands)
- W – Wahai teman, kita bekerja (Dear friends, we work)
- A – Amalan 5S, pegangan kita (5S practice, our belief)
- R – Ruang kemas, produktiviti berganda (Tidy/neat space, double productivity)

## **CHAPTER 4: RECOMMENDATIONS**

### **4.1 INTRODUCTION**

In chapter three, I have discussed on the theoretical concept of 5S and how it been implement in the Ministry of Rural Development. Therefore, this chapter will discuss on possible recommendations to improve the 5S effectiveness and efficiency. The recommendation will touch on the five pillars of 5S concept where I will state the strength and weakness of each pillar that been practiced by the ministry. Then, I will discuss on the recommendations for future improvement of 5S that can be adopted by Ministry of Rural Development.

### **4.2 STRENGTH OF 5 PILLARS IN 5S CONCEPT**

#### **4.2.1 SORT**

In Ministry of Rural Development, only the required paperwork is present at the workstation. Outdated or unnecessary posters, memos, announcements and reports are removed from the workplace. Besides that, only the required equipment is present at the workstation. All obsolete or broken machinery, shelves, tables and chairs which are not required is removed from the workplace. Items which are not required to make the current product are also removed from the ministry and only the required tools are present at the workstation.

Some of the strengths of sort implementation in the ministry are:

- Careful purchasing of items
- Less clutter to interfere with productive work
- Effective use of space

#### **4.2.2 SET IN ORDER**

In Ministry of Rural Development, all documents or letters are properly labeled and be keep systematically in the specific cabinet in the file room. Equipment is clearly labeled with numbered, named and color coded, and is placed in the office stationeries store. Besides that, furniture is also being clearly identified with numbered, named and color coded, and then be placed in a properly identified location. Tools have a designated storage location that is within reach of the operator. The location is properly labeled and tools can easily be identified if absent.

Some of the strengths of set in order implementation in the ministry are:

- Save workers time to do other works
- Things can be found easily

#### **4.2.3 SHINE**

With the implementation of 5S system in the ministry, floors are free from dirt and rubbish. Moreover, the wall and partitions are painted and kept clean. There is a schedule showing times, frequency and responsibilities to clean areas of the workplace such as windows, corners, doors, top of cabinets and many more. All cleaning equipment is neatly stored and is readily available when needed. Tools are also been kept clean and in good working order. All the paperwork been kept systematically in the file.

Some of the strengths of shine implementation in the ministry are:

- Give good impression to others
- Turn the workplace into a clean and bright place where everyone will comfortably work
- A better quality of life

#### **4.2.4 STANDARDIZE**

The results of the previous audit are posted and clearly visible to the entire members in the Ministry of Rural Development. Areas for improvement are identified and the ministry takes a quick action to make the 5S process more effective and efficient. Tools, equipment, paperwork and furniture are stored neatly in designated areas and are returned immediately after each use. Documents are labeled clearly as to contents and responsibility for control and revision. Equipment maintenance records are visible and clearly state when maintenance last occurred and when next maintenance is scheduled.

Some of the strengths of standardize implementation in the ministry are:

- Color-coding
- Outlining tools on a tool board

#### **4.2.5 SUSTAIN**

All operators, team leaders or supervisors must actively monitor the 5S implementation to ensure the 5S activities been completed at least once a week. The team must take the initiative to make improvements to the workplace that was not identified during the last 5S audit. Besides that, to ensure all of the staff in the Ministry of Rural Development take part in the 5S program, recognition and reward is given to encourage them to sustain the 5S activities.

Some of the strengths of sustain implementation in the ministry are:

- No gradual decline back to the previous way of operating
- Produce high morale and productivity in the workers



Generally, 5S implementation in the Ministry of Rural Development has gives lots of advantage to the ministry work performance and operation. One of the advantages of the 5S system is **the enhanced and increased quality of output**. Quality is improved through a reduction in the number of defects and errors. It helps to implement standardization that helps the ministry to achieve consistent output. A simplified work environment and free of clutter helps to enhance the employee morale. Besides that, **cost savings** become possible through a reduction in space requirements, storage fees and inventories. It promotes safety in the workplace and also helps to reduce the number of accidents and worker injuries. It directly affects overall production costs through a reduction in ministry waste. Furthermore, through 5S program it can **build customer confidence**. As an example, the Ministry of Rural Development has organized workstation, equipment been kept in specific locations and an excellent communication system which reflect an image of high level of efficiency and quality. All of this goes toward proving the ministry's efficiency and performance potential to the customers. Last but not least, **achieving worker commitment** is a major goal of a 5S implementation, as they will be largely responsible for using it on the ground. 5S also encourages worker participation in the workplace design and maintenance. This involvement serves to engage the workers in the long term sustainability of the workplace and can enhance their commitment in the ministry work. Achieving worker commitment can also help to lower absenteeism in the workplace.

## 4.3 WEAKNESS OF 5 PILLARS IN 5S CONCEPT

### 4.3.1 SORT

Common problems at sort stage include:

- Not removing all unnecessary items from the work area
- Not documenting what was removed
- Not having an independent adjudicator to settle any disagreements

Tips to avoid these problems:

- Design a large space or area for unnecessary or removed items
- Explain the importance of documenting for recording purposes
- When a disagreement occurs, apply reasonable judgment and better allow the staff to feel part of the change. Explain to them nicely why the change is important.

### 4.3.2 SET IN ORDER

Common problems at set in order stage include:

- Not hold to ergonomic design principles
- Not locating the items in the optimal position
- Not using visual management principles

Tips to avoid these problems:

- Hold to ergonomics guidelines
- Locate the items based on frequency of use. The more frequently the items be used, it should be located at a place that is easier to be reach by the staff.
- Use labeling and color coding to help identify where the items should be place

### 4.3.3 SHINE

#### Common problems at shine stage include:

- Cleaning may have been neglected for a long time (staff may busy with routine work)
- Belief that cleaning is not part of the staff job
- Belief that this is a one-time activity

#### Tips to avoid these problems:

- It may be beneficial to get equipment deep cleaned by a specialist company
- Explain that it is everybody's responsibility to maintain a clean and tidy work environment. Putting the responsibility onto the people who work in the area makes them more likely to keep it tidy and take pride in their workplace.
- Make 5S a regular part of everybody's daily routine. Schedule 15 minute clean-up sessions at the end of every shift and include the maintenance team.

### 4.3.4 STANDARDIZE

#### Common problems at standardize stage include:

- Some of the ministry organize 5S better than the Ministry of Rural Development (MRD)
- Some of the staff not involved in the initial 5S implementation and not understand the standards

#### Tips to avoid these problems:

- Use job rotation to get operators who are well versed in 5S to support the MRD to make the 5S more interesting
- Actively involve all the staff in the 5S implementation and keep them up to date on the upcoming activities.
- Make 5S part of the new starter induction training

#### 4.3.5 SUSTAIN

Common problems at sustain stage include:

- Losing focus on 5S after some period of time
- The 5S end of shift time becomes less disciplined and eventually stops altogether.
- Standards do not get updated as improvements are made, making 5S less relevant until they become ignored.

Tips to avoid these problems:

- Conduct regular 5S audits to uncover abnormal conditions and do analysis to determine why the abnormal condition occur
- Recognize the good behaviors that the ministry wishes to promote. Where necessary, use disciplinary procedure to enforce how important 5S is to the ministry performance.
- Provide time to implement standards as improvements are made. Involve everybody in 5S activities and make it part of the culture.

Generally, 5S implementation in the Ministry of Rural Development not only gives lots of advantage to the ministry work performance and operation but also it can cause problems if the 5S implementation not be monitor carefully. One of the problems of the 5S system is **resistance to change**. Change is always difficult and 5S typically brings big changes to the workplace. Habits are difficult to change and the staff may not comfortable with the change and they are not willing to get out from their comfort zone. They may prefer to stick on the working style they used before. Besides that, the 5S implementation may **not addressing problems in the workplace**. In general 5S provides a framework that is used to eliminate waste in the workplace. However, that framework must be used in a way such that it addresses the specific situation in each workplace. Moreover, **lack of management support** also become problem in making 5S an effective and efficient process. Without the full support from the management, it is difficult for 5S to succeed. The management may be busy with their routine job so they cannot give full support in the 5S process. Last but not least, **over expected of what 5S can accomplish** also becomes a problem. Expecting 5S to do more than what it does will lead to failure because 5S on its own will not accomplish what was expected. 5S is a system that is primarily targeted at eliminating waste by cleaning up, organizing and establishing standards in the workplace. When compared with the cost, 5S may be the most effective lean technique. However, it takes more than 5S alone to find and eliminate waste and maximize the use of the resources at the workplace. The problems and disadvantages of 5S are not that 5S does not work. They arise from unrealistic expectations or 5S not being fully and properly implemented.

#### 4.4 RECOMMENDATIONS FOR FUTURE IMPROVEMENT IN 5S SYSTEM

There are a lot of benefits to be gained by using 5S process in the workplace but many organizations fail to successfully implement the 5S with most effective and efficient ways. Therefore, here are some recommendations for future improvement in 5S system. This can help the organization to be more swept, straightened, sorted, standardized, and self-disciplined.

First recommendation is **do not see 5S initiative as a stand alone effort**. This is because treating 5S initiative as a stand alone process will create a lot of confusion about why the organization are undertaking this effort and this will indirectly result in the inefficient use of resources. Many organizations use special training, audits and meetings that have a specific 5S focus in an effort to get the program going effectively. Moreover, the organization should build 5S practices and expectations into their larger performance improvement plan and operational excellence strategies. Most importantly, do not form a 5S specific team but instead, build 5S initiative reviews into organization's leadership team and workgroup team meetings.

Secondly, **reward excellence**. Take the time to reward the staff or teams that show good performance and commitment. This can encourage the staff to become more motivated in doing the 5S activities. However, this does not mean of rewarding employees for doing their job, but rather pointing out those that go above and beyond the level of standards the organization want. Besides that, taking before and after pictures can be helpful to the organization as it show a pattern of progression and track success. It sends a strong message about what is expected and will be recognized. Pictures also help people better understand what each 5S concept will look like when it is actually put in place on the job.

Thirdly is **require management to set a strong 5S example**. The Leadership Team should be the most effective team in a given company and the work areas of managers should be the cleanest and most organized. Additionally, the company should expect every member of management to support 5S practices consistently and regularly. If a manager sees someone not practicing 5S, they should politely

challenge those people and ask them to correct the behavior or condition. In short, the upper management must become a role model in implementing 5S effectively so that other people can follow obediently. The example they set will correlate to cooperation by the rest of the staff. The leaders should understand all the fundamentals of the 5S system and be ready to explain and help fix any situations that arise.

Fourthly, **provide proper training to 5S implementation.** There is a strong correlation between proper training and a successful 5S system. As an example, without the proper tools and training, the employees feel less engaged into the system. Classroom type sessions, videos, 5S events and reading material are all effective ways to provide the initial training to get the 5S system up and running successfully. Through the training, every employee should have specific roles that they are expected to fill within the system. These expectations should be clearly defined within each and every job description. Consistently emphasize the importance of completing these tasks and why they are important to the overall success of the company can lead to effective and efficient 5S implementation.

As a conclusion, the above recommendations are designed to help the organization to create a successful 5S system and ensure them on the road to a more organized and productive workplace. 5S is a system reliant upon the culture and philosophy behind its implementation. The organization willingness to embrace its ideals can make all the difference in the process. In short, do not see 5S initiative as a stand alone effort, reward excellence, require management to set a strong 5S example and provide proper training to 5S implementation are some recommendations for future improvement in 5S system.

## **CHAPTER 5: CONCLUSION**

### **5.1 INTRODUCTION**

Chapter 1 is about the introduction to the organization, and I have choose Ministry of Rural Development as my scope of study. The Ministry of Rural Development (MRD) is located at 5<sup>th</sup> floor of Bangunan Baitul Makmur, Petra Jaya. MRD's core functions are to provide better development in the rural area in term of water supply, electricity supply, improve the road and provide houses to those who in need. The vision of MRD is to become a high performance organisation in advancing quality of life of the rural population in Sarawak. Meanwhile, its vision is to sustainably develop rural Sarawak and enhance the standard of living of rural population in Sarawak. MRD has four objectives which are customer satisfaction, finance, internal process and lastly, learning and growth. In chapter 1, I also include on the MRD's organization chart and its organization structure. This ministry is divided into three sections which are administration section (also known as registry section), development and planning section and also financial section. Administration section is responsible for all administrative works such as incoming and outgoing mails, leave applications, employees' personal files and so on. Meanwhile, the development and planning section is divided into two main parts which are water and electricity supplies and Program Bantuan Rumah (PBR). Last section is financial where this section basically handles with money where the employees have to do some accounts on the expenditure that the ministry used. Furthermore, MRD also has its own policy and client charter that shows the ministry promises towards their customers or clients.



## 5.2 SCHEDULE OF PRACTICAL TRAINING

Chapter 2 is about what I have been doing during my practical training for five weeks in Ministry of Rural Development (MRD). On my first week, I was introduced to my supervisor, Mr. Awang Yusup Awang Mostapha and I also meet with the Permanent Secretary of Ministry of Rural Development, Datu Haji Chaiti Bolhassan. Then, I was introduced to the implementation of Balanced Score Card, which is one of the measurement tools that the ministry will use to make their performance more effective. I also learned "Garis Panduan Program Bantuan Rumah (PBR)", which its objective is to increase the quality of life of poor people by providing them a new house that is more safe and comfortable. Other tasks that I have been doing on my first week are calculating the petrol usage for government vehicles by using the specific formula, checking quotations for office items and also helping with the filing system at the administration section. Besides that, I was instructed to make reports and examine the Human Resource Management process that takes place during the staff's period of service. Moreover, I was also asked to differentiate on three communication tools that are being used by the government, namely letterhead, memorandum, and minute sheet. On the last day of week 1, I was attending "Strategic Planning Workshop" for the Balanced Score Card at Damai Beach Resort for two days. A lot of discussion and brainstorming took place to make the Balanced Score Card more effective for the ministry's use. Moreover, we also conducted some analysis such as the SWOT and TOWS to strengthen the Balanced Score Card's strategies.

On week 2, I have been instructed to bind documents, check on the office stationeries and keep the processed letters. Mr. Ahmad Denney from the planning and development section has invited me and other practical students to join him in a meeting on Solar Hybrid Plan. The meeting is about the progress of the phase of solar hybrid at the rural area in Sarawak and we also discuss on the problems and suggestions on the solar hybrid development. Besides that, I also searched the names for "Program Bantuan Rumah" and key in the data for "Laporan Prestasi Pelaksanaan Program Bantuan Rumah Tahun 2012" at all districts in Sarawak. This report usually must be submitted on every month at 15<sup>th</sup> and 30<sup>th</sup> to "Kementerian

Kemajuan Luar Bandar & Wilayah (KKLW)” in Semenanjung and Sarawak. Other than that, I have learned how to process the incoming letters. Check whether the letters are really for the ministry or not and if yes, put department cop, place your signature and date you receive the letters at the postman’s book. However, if the letters are not for the ministry, just put them at the recycle paper. Next if the letters contain word “sulit” or the permanent secretary name on it, the letters cannot be open. Other than that, the receiver can open the letters and the letters will be register in the “PROACTS”. I also had been taught how to receive phone calls. If the button is red, it means that there is staff using the phone. Therefore to receive the call, press button that is in yellow color. To make extension to other staffs, press “TRF” button and the staff’s extension number. Besides that, I had been instructed to key in data for report on National Key Result Area (NKRA) for the year 2011 to 2012. The report must be submitted every month to State Implementation and Monitoring Unit.

On week 3, there is a meeting to discuss on Mr. Awang Yusup Awang Mostapha’s farewell and Madam Dayang Norasikin will replace him and assist me until my practical training end. Then, the ministry has asked me and other practical students to conduct a questionnaire on how to measure the customer satisfaction at Ministry of Rural Development Sarawak. Other tasks that I have been doing on this week are binding document and faxed an official memorandum to certain district. I also key in “Senarai Nama Penerima Muktamad Tahun 2013” for “Program Bantuan Rumah” and email the names to all district office in Sarawak for future action. The ministry has asked me and other practical student to present the questionnaire. The questionnaire been reviewed and discussed and any changes on the questionnaire were made along the discussion. This week is the last for Mr. Awang Yusup Awang Mostapha work at the ministry before he be transfer to Kuching Resident Office. Therefore, a dinner was held at Grand Magherita and the event will include the “Farewell, Welcoming and Gong Xi Fa Cai” dinner.

On week 4, I process the incoming mails, sort the office stationeries and do photostatting work. I also meet with Mr. Kiprawi, who is one of the important people in managing the housing development for poor people and he kindly explained to

me on the criteria and process to get "Program Bantuan Rumah". On this week, I went to Kuching and Samarahan divisions for "Cabutan Undi Program Bantuan Rumah". There are three ways of voting to determine whether the contractors get the tender or not which are by putting the paper in the container, envelope and capsule. I have been instructed to sort document for the water supply in rural area. Then, I number the letters by using red and black/blue pen, where red pen is used for incoming letters and black/blue pen is used for outgoing letters. I also have been asked to prepare a letter on "Senarai Nama Peserta Untuk Tujuan Pemberian Saham Amanah Saham Bumiputera (ASB)". The purpose of the letter is to inform each division office that they need to submit thirty-two names of those who are qualified from their area to received "Pemberian Saham Amanah Saham Bumiputera (ASB)". My last task on this week is making a phone call. The phone call is about "Cadangan Keahlian Jawatankuasa Rundingan Harga Di Peringkat Negeri Sarawak Bagi Projek Rimbunan Kaseh". I have to call the state government that have been listed by my supervisor and asked them for some information about the person that will attend the program. Priority is given to those who hold the highest position in the organization and the result will be submitted to "Ketua Setiausaha Negara".

On the last week of my practical training, most of the times, me and other practical training been instructed to do 5S activities in the file room and office stationeries store. Our lecturer, Madam Fadleen has visited us at our workplace and she meets with our supervisor and check on our progress when doing practical training at the ministry. I also have been asked by Miss Asiah to temporarily replacing her at the work station since she has works to do outside. Some of her works that I have done are receiving phone calls, receive and key in incoming mails, and keeping the used files and processed letters at the right place. I also submitted a letter that my supervisor asked me to do before and any adjustment been made immediately before the letter being faxed to all division in Sarawak. On the last day of my practical training, the staff made a farewell party the permanent secretary has thanked us for our hard work and cooperation during our internship at the ministry.

### 5.3 ANALYSIS OF PRACTICAL TRAINING

As my analysis of training, I choose on 5S practices. The 5S system is a good starting point for all improvement efforts aiming to drive out waste from the manufacturing process and also improve an organization's products and services besides lowering costs too. Briefly in MRD, the 5S practice has been launched by Yang Berbahagia Datu Chaiti Bolhassan on July 23<sup>rd</sup>, 2010. The ministry has been awarded "Persijilan Amalan Berkualiti 5S" on December 9<sup>th</sup>, 2010.

5S concept can be defined as an organizational methodology originating in Japan that when implemented, reduces the waste of resources and space while increasing operational efficiency. A well organized workplace results in a safer, more efficient, and more productive operation. 5S stands for five Japanese words that start with the letter 'S' which are Seiri (Sort), Seiton (Set in Order), Seiso (Shine), Seiketsu (Standardize), and Shitsuke (Sustain). The Ministry of Rural Development has its own 5S's policy and objective. The ministry also has created its own logo of 5S.

There are 5 pillars in 5S system namely sort, set in order, shine, standardize and sustain. Sort refers to the act of throwing away all unwanted, unnecessary, and unrelated materials in the workplace. Set in order focuses on organizing work areas for maximum efficiency by organizing tools and equipment to promote optimum workflows. Shine relates to maintain a disciplined, systematic approach to ensure a clean and tidy workplace and maintained machines. Standardize require the work practices are followed in a uniform and consistent manner. Lastly, sustain denotes commitment to maintain orderliness and to practice the first 4S as a way of life to prevent slipping back into old habits and poor productivity.

In chapter 3, I have inserted some photos taken during my practical training when I doing 5S process in the file room and office stationeries store. Last but not least, the Ministry of Rural Development has divided it work station into two zones. These zones are called Orkid Zone and Mawar Zone. The purpose of dividing the work station into two zones is to ensure more effective monitoring toward the 5S implementation in the ministry.

## 5.4 RECOMMENDATIONS

Chapter 4 discuss on possible recommendations to improve the 5S effectiveness and efficiency. The recommendation will touch on the five pillars of 5S concept where I have discuss on the strength and weakness of each pillar that been practiced by the ministry. I also state some recommendations for future improvement of 5S that can be adopted by Ministry of Rural Development.

There are some strength that I can identify on the 5S implementation in the ministry. As for sort, careful purchasing of items, less clutter to interfere with productive work and effective use of space are among its strength. As for set in order, save workers time to do other works and things can be found easily are among its strength. Among the strength in shine implementation are give good impression to others, turn the workplace into a clean and bright place where everyone will comfortably work, and having a better quality of life. As for standardize, color-coding and outlining tools on a tool board are among of its strength. Lastly, the strength of sustain are no gradual decline back to the previous way of operating, and produce high morale and productivity in the workers.

Generally, 5S implementation in the Ministry of Rural Development has gives lots of advantage to the ministry work performance and operation. One of the advantages of the 5S system is the enhanced and increased quality of output. Quality is improved through a reduction in the number of defects and errors. Besides that, cost savings become possible through a reduction in space requirements, storage fees and inventories. Furthermore, through 5S program it can build customer confidence. Last but not least, achieving worker commitment is a major goal of a 5S implementation, as they will be largely responsible for using it on the ground.

Below show a table that states the weakness of each pillar in 5S implementation in the Ministry of Rural Development. The table also includes the tips to overcome the problems.

	PROBLEMS OCCUR	TIPS TO OVERCOME
<b>SORT</b>	<ul style="list-style-type: none"> <li>• Not removing all unnecessary items from the work area</li> <li>• Not documenting what was removed</li> <li>• Not having an independent adjudicator to settle any disagreements</li> </ul>	<ul style="list-style-type: none"> <li>• Design a large space or area for unnecessary or removed items</li> <li>• Explain the importance of documenting for recording purposes</li> <li>• When a disagreement occurs, apply reasonable judgment and better allow the staff to feel part of the change. Explain to them nicely why the change is important.</li> </ul>
<b>SET IN ORDER</b>	<ul style="list-style-type: none"> <li>• Not hold to ergonomic design principles</li> <li>• Not locating the items in the optimal position</li> <li>• Not using visual management principles</li> </ul>	<ul style="list-style-type: none"> <li>• Hold to ergonomics guidelines</li> <li>• Locate the items based on frequency of use. The more frequently the items be used, it should be located at a place that is easier to be reach by the staff.</li> <li>• Use labeling and color coding to help identify where the items should be place</li> </ul>

<p><b>SHINE</b></p>	<ul style="list-style-type: none"> <li>• Cleaning may have been neglected for a long time (staff may busy with routine work)</li> <li>• Belief that cleaning is not part of the staff job</li>   <li>• Belief that this is a one-time activity</li> </ul>	<ul style="list-style-type: none"> <li>• It may be beneficial to get equipment deep cleaned by a specialist company</li> <li>• Explain that it is everybody's responsibility to maintain a clean and tidy work environment. Putting the responsibility onto the people who work in the area makes them more likely to keep it tidy and take pride in their workplace.</li> <li>• Make 5S a regular part of everybody's daily routine. Schedule 15 minute clean-up sessions at the end of every shift and include the maintenance team.</li> </ul>
<p><b>STANDARDIZE</b></p>	<ul style="list-style-type: none"> <li>• Some of the ministry organize 5S better than the Ministry of Rural Development (MRD)</li> <li>• Some of the staff not involved in the initial 5S implementation and not understand the standards</li> </ul>	<ul style="list-style-type: none"> <li>• Use job rotation to get operators who are well versed in 5S to support the MRD to make the 5S more interesting</li> <li>• Actively involve all the staff in the 5S implementation and keep them up to date on the upcoming activities.</li> <li>• Make 5S part of the new starter induction training</li> </ul>

<p><b>SUSTAIN</b></p>	<ul style="list-style-type: none"> <li>• Losing focus on 5S after some period of time</li>   <li>• The 5S end of shift time becomes less disciplined and eventually stops altogether</li>   <li>• Standards do not get updated as improvements are made, making 5S less relevant until they become ignored.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct regular 5S audits to uncover abnormal conditions and do analysis to determine why the abnormal condition occur</li>   <li>• Recognize the good behaviors that the ministry wishes to promote. Where necessary, use disciplinary procedure to enforce how important 5S is to the ministry performance.</li>   <li>• Provide time to implement standards as improvements are made. Involve everybody in 5S activities and make it part of the culture.</li> </ul>
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Generally, 5S implementation in the Ministry of Rural Development not only gives lots of advantage to the ministry work performance and operation but also it can cause problems if the 5S implementation not be monitor carefully. One of the problems of the 5S system is resistance to change. Change is always difficult and 5S typically brings big changes to the workplace. Besides that, the 5S implementation may not addressing problems in the workplace. Moreover, lack of management support also become problem in making 5S an effective and efficient process. Without the full support from the management, it is difficult for 5S to succeed. Last but not least, over expected of what 5S can accomplish also becomes a problem. Expecting 5S to do more than what it does will lead to failure because 5S on its own will not accomplish what was expected.



As for the recommendations for future improvement in 5S system, firstly is do not see 5S initiative as a stand alone effort. This is because treating 5S initiative as a stand alone process will create a lot of confusion about why the organization are undertaking this effort and this will indirectly result in the inefficient use of resources. Secondly, reward excellence. Take the time to reward the staff or teams that show good performance and commitment as this can encourage the staff to become more motivated in doing the 5S activities. Thirdly is require management to set a strong 5S example. The upper management must become a role model in implementing 5S effectively so that other people can follow obediently. Fourthly, provide proper training to 5S implementation. This is because there is a strong correlation between proper training and a successful 5S system. To conclude, these recommendations are designed to help the organization to create a successful 5S system and ensure them on the road to a more organized and productive workplace.

## **5.5 REFLECTIONS**

The work tasks that were assigned to me during my practical training are recommended to the other practical trainers as it covers a lot of subjects or topics that was learned in UiTM especially for those students that took Diploma of Public Administration and Bachelor of Administrative Science. Basically, the main purpose of practical training is to expose students in real working environment. With various tasks that been assigned to me during my internship, it help me to become a multi-task employees in the future. Based on my observation, if I am unable to understand certain task that been instructed, I still able to ask from my supervisor or my colleagues but when in real working environment, mostly I must come out with my own ideas and ways to solve the problems. Therefore, I am glad that I been given the chance to do practical training as I can gain lots of knowledge that can prepare me for my job in the future. There will be lots of adaptations on policies and bureaucracies when I work later, thus I need to be ready with any changes made by the top management and political governance.

## REFERENCES

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# **APPENDIXES**

**BULAN SEMASA**

**Analisa Penggunaan Petrol/Diesel Bagi Bulan .....**

Jenis Kenderaan: \_\_\_\_\_

No. Pendaftaran: \_\_\_\_\_

**1. Bacaan odometer Mengikut Catatan Pada Lembaran Log Harian T.256**

Bacaan pada awal bulan **(a)** : BACAAN PERTAMA PADA 'START' LOG SHEET PERTAMA  
Bacaan pada akhir bulan **(b)** : BACAAN PERTAMA PADA 'FINISH' LOG SHEET TERAKHIR  
Jumlah kilometeran yang dilalui :  $(x) = (b) - (a)$

**2. Penggunaan Petrol/Diesel**

Baki stok petrol/diesel dalam tangki Kenderaan pada akhir bulan lepas **(c)** : LIHAT BAKI STOK PETROL BULAN SEBELUM (e)

Jumlah pembelian bekalan petrol/diesel mengikut Laporan Butiran Belian Shell bagi bulan semasa **(d)** : TAMBAH SEMUA JUMLAH BELIAN PETROL DLM

Jumlah stok petrol/diesel yang ada untuk Kegunaan bagi bulan semasa setelah dicampur dengan baki stok petrol/diesel pada akhir bulan lepas :  $(Y) = (c) + (d)$

Baki stok petrol/diesel dalam tangki kenderaan Pada akhir bulan semasa **(e)** : LIHAT BELIAN PETROL DALAM RESIT TERAKHIR

Jumlah penggunaan petrol/diesel dalam bulan semasa :  $(z) = (Y) - (e)$

Jumlah kilometeran dilalui bagi Setiap liter petrol/diesel =  $\frac{(x)}{(z)}$

Disediakan oleh:  
Tarikh:

Disemak oleh:  
Tarikh:



KEMENTERIAN PEMBANGUNAN  
LUAR BANDAR  
SARAWAK



## AMALAN

## PERSEHITARAN

## BERKUALITI

SS



DISEDIAKAN OLEH,

JAWATANKUASA KECIL LATIHAN

KEMENTERIAN PEMBANGUNAN  
LUAR BANDAR  
SARAWAK

AMALAN PERSEKITARAN BERKUALITI  
SS DI KEMENTERIAN PEMBANGUNAN  
LUAR BANDAR TELAH DILANCARKAN  
OLEH YANG BERBAHAGIA DATU  
CHAITI BOLHASSAN PADA 23 JULAI  
2010 DAN TELAH DIANUGERAHKAN  
DENGAN PERNISIJILAN AMALAN  
BERKUALITI SS PADA 09 DISEMBER  
2010.



HARI PELANCARAN SS PADA 23 JULAI OLEH  
SETIAUSAHA TETAP KPLB  
YBHG DATU CHAITI BOLHASSAN

KEMENTERIAN PEMBANGUNAN  
LUAR BANDAR  
SARAWAK

POLISI

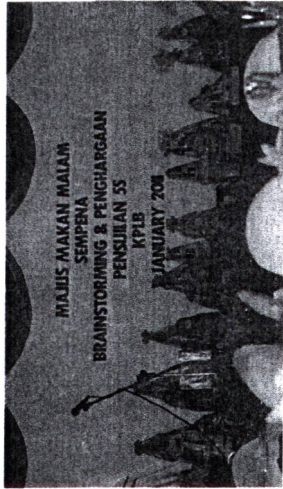
1. MENYEDIAKAN MAKLUMAT YANG MUDAH DIPEROLEHI UMUM;
2. MENJIMATKAN MASA DAN KOS; DAN
3. MELAHIRKAN PEKERJA YANG MENGAMALKAN SS

OBJEKTIF

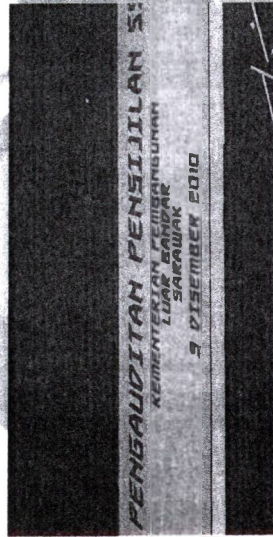
- MENINGKATKAN IMEJ KEMENTERIAN MELALUI PENINGKATAN PENYEBARAN MAKLUMAT YANG TEPAT DAN BERKESANKEPADA MASYARAKAT
- MEMBENTUK KERJASAMA ANTARA SEMUA KAKITANGAN KEMENTERIAN MELALUI PENYERTAAN SEMUA PERINGKAT



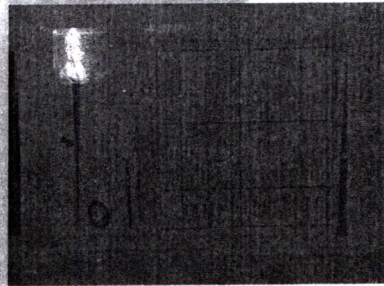
AUDIT PENSUJILAN SS OLEH MPC SABAH  
PADA 9 DISEMBER 2010



HADIAH UNTUK CABUTAN BERTUAH SEMPENA MAJLIS MAKAN MALAM PENGHARGAAN 5S PADA 7/1/2011



BANNER BAGI PENGAUDITAN 5S



RISALAH PENGENALAN 5S 2011

UNTUK TUJUAN PEMANTAUAN YANG LEBIH BERKESAN KEMENTERIAN INI TELAH TERBAHAGI KEPADA DUA ZON IAITU;

ZON ORKID



ORKID

- O — ORGANISASI ZON ORKID BERTINDAK
- R — RASIONAL DAN SERTA
- K — KERJASAMA UNTUK MENGAMALKAN
- I — INTERGRITI DI SAMPING
- D — DEDIKASI TERHADAP 5S

ZON MAWAR



MAWAR

- M — MINDA TERBUKA, RUANG SELESA
- A — AYUJH BERSAMA BERGANDING BAHU
- W — WAHAI TEMAN, KITA BEKERJA
- A — AMALAN 5S, PEGANGAN KITA
- R — RUANG KEMAS, PRDUKTIVITI BERGANDA

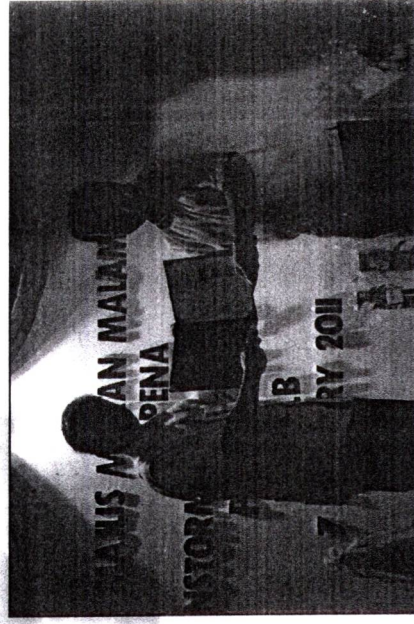


MERAH  
BERANI DAN HERBAT

KUNING  
MENGUTAMAKAN AMALAN 5S

BERLIAN  
UNGGUL

BIRU  
PERPADUAN DAN KERJASAMA



MAJLIS MAKAN MALAM PENGHARGAAN 5S PADA 7/1/2011



KEMENTERIAN PEMBANGUNAN  
LUAR BANDAR

**KPLB/PLB/BE/  
27-1 (29)**

**BEKALAN ELEKTRIK  
(BELB)**

**CLOSED:  
NOVEMBER 2011**

**KPLB/PLB/BE/  
27-1 (30)**

**BEKALAN ELEKTRIK  
(BELB)**

**CLOSED:  
DECEMBER 2011**

**CLOSED FILE**



**SOAL SELIDIK KAJIAN  
TAHAP KEPUASAN PELANGGAN DI KEMENTERIAN PEMBANGUNAN LUAR  
BANDAR SARAWAK**

Ybhg. Datuk/Datu/Tuan/Puan:

Kementerian Pembangunan Luar Bandar Sarawak sedang menjalankan kajian mengenai tahap kepuasan pelanggan terhadap layanan dan perkhidmatan yang telah diterima dan diberi semasa berurusan dengan pihak kami. Survei ini dijalankan adalah untuk mempertingkatkan lagi kualiti Kementerian Pembangunan Luar Bandar Sarawak dalam memberikan perkhidmatan yang terbaik kepada para pelanggan.

Kerjasama anda meluangkan sedikit masa untuk melengkapkan Borang Soal Selidik bagi tujuan survei ini amatlah dihargai. Borang Soal Selidik ini mengandungi tiga (3) bahagian untuk dilengkapkan.

Segala maklumat yang diberikan adalah rahsia dan hanya digunakan bagi tujuan penambahbaikan organisasi kami sahaja. Sekiranya terdapat sebarang kemusykilan dan pertanyaan, bolehlah diajukan kepada:

Kementerian Pembangunan Luar Bandar Sarawak.

Tingkat 5, Bangunan Baitul Makmur,

Medan Raya, Petra Jaya,

93050 Kuching.

Tel: 082-440133/082-443759

Sekian, terima kasih.



## Bahagian A: Maklumat Asas Responden

Arahan: Bahagian A mengandungi tujuh (7) soalan berkaitan dengan latar belakang responden dalam kajian ini. Sila tandakan (/) pada pilihan jawapan anda atau tulis respon anda diruang yang telah disediakan.

1. Jantina:

- a) Lelaki
- b) Perempuan


2. Umur: \_\_\_\_\_ tahun

3. Tahap Pendidikan Tertinggi:

- a) SRP/PMR
- b) SPM
- c) STPM/Diploma
- d) Ijazah Sarjana Muda
- e) Ijazah Sarjana
- f) Ph.D
- g) Lain-lain, sila nyatakan: \_\_\_\_\_


4. Tempoh Perkhidmatan: \_\_\_\_\_ tahun (jika berkenaan)

5. Kategori Organisasi Anda:

- a) Kakitangan Kerajaan
- b) Kakitangan Persekutuan
- c) Syarikat Swasta
- d) Badan Berkanun
- e) Pertubuhan Bukan Kerajaan
- f) Orang Awam
- g) Lain-lain (sila nyatakan): \_\_\_\_\_


6. Cara Anda Berurusan Dengan Kementerian Pembangunan Luar Bandar (KPLB) Sarawak:  
(pilihan jawapan boleh melebihi satu)

- a. Telefon
- b. Surat
- c. E-mel/Portal
- d. Temu janji/Bersemuka dengan pegawai
- e. Forum rasmi: mesyuarat, seminar/taklimat




**Bahagian B: Tahap Kepuasan Pelanggan terhadap layanan dan perkhidmatan yang disediakan oleh Kementerian Pembangunan Luar Bandar (KPLB) Sarawak.**

Arahan: Bulatkan pada skala yang paling tepat menyatakan tahap kepuasan anda terhadap layanan dan perkhidmatan yang diberikan keseluruhannya oleh Kementerian Pembangunan Luar Bandar (KPLB) Sarawak.

**Skala Tahap Kepuasan Pelanggan**

1	2	3	4	5
Sangat Tidak Puas Hati	Tidak Puas Hati	Sederhana	Puas Hati	Sangat Puas Hati

Bil	Item Kajian Kualiti Perkhidmatan Pelanggan	Skala Jawapan				
<b>(A) Layanan</b>						
1.	Bersifat mesra dan sopan.	1	2	3	4	5
2.	Bersifat professional.	1	2	3	4	5
3.	Penggunaan bahasa yang sopan.	1	2	3	4	5
4.	Menghormati pelanggan.	1	2	3	4	5
5.	Sentiasa senyum dalam urusan.	1	2	3	4	5
<b>(B) Perkhidmatan</b>						
1.	Maklumat yang diberikan adalah tepat dan betul.	1	2	3	4	5
2.	Mudah memperolehi perkhidmatan.	1	2	3	4	5
3.	Pegawai dan kakitangan berpengetahuan.	1	2	3	4	5
4.	Keselamatan pelanggan dan dokumen terjamin.	1	2	3	4	5
<b>(C) Masa</b>						
1.	Tempoh masa untuk mendapatkan dokumen.	1	2	3	4	5
2.	Tempoh masa untuk menjawab panggilan telefon.	1	2	3	4	5
3.	Tempoh masa untuk mendapatkan maklum balas.	1	2	3	4	5
4.	Tempoh masa untuk dilayan oleh pihak berkenaan.	1	2	3	4	5
5.	Tempoh masa untuk proses permohonan.	1	2	3	4	5
6.	Tempoh masa untuk berurusan dengan pegawai.	1	2	3	4	5

**Bahagian C: Komen dan Cadangan**

1. Sila nyatakan kekuatan atau kelebihan yang anda perolehi apabila berurusan dengan Kementerian Pembangunan Luar Bandar (KPLB) Sarawak.

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2. Sila nyatakan kelemahan atau masalah yang sering anda hadapi apabila berurusan dengan Kementerian Pembangunan Luar Bandar (KPLB) Sarawak.

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3. Sila nyatakan komen atau cadangan secara menyeluruh mengenai penyampaian perkhidmatan yang ditawarkan oleh Kementerian Pembangunan Luar Bandar (KPLB) Sarawak. Cadangan anda sangatlah bermakna untuk tujuan menambahbaik dan meningkatkan kualiti perkhidmatan kami.

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**'TERIMA KASIH'**



**Kementerian Pembangunan Luar Bandar Sarawak**

Tingkat 5, Bangunan Baitul Makmur,

Medan Raya, Petra Jaya,

93050, Kuching,

Sarawak.

Telefon : 082-440133

Fax : 082 - 441533 / 311486

Bilangan Surat Kita : KPLB/ 27-38 (24)

Bilangan Surat Tuan :

**26 Disember 2012**

Ketua Pengarah

Unit Penyelarasan Pelaksanaan

Jabatan Perdana Menteri (ICU JPM)

Bangunan Perdana Putra

Pusat Pentadbiran Kerajaan Persekutuan

62502 Putrajaya

MALAYSIA

(u.p: YBhg. Dato' Seri Ab. Ghani bin Ariffin)

YBhg. Dato' Seri,

**CADANGAN KEAHLIAN JAWATANKUASA RUNDINGAN HARGA DI PERINGKAT NEGERI SARAWAK BAGI PROJEK RIMBUNAN KASEH**

Dengan segala hormatnya surat pihak YBhg. Dato' Seri Rujukan **UPP:BSSM (S) 177/673/1 JLD3 (41)** bertarikh **21 Disember 2012** mengenai perkara di atas adalah dirujuk.

2. Sukacita dimaklumkan **Senarai Cadangan Keahlian Jawatankuasa Rundingan Harga Di Peringkat Negeri Sarawak** bagi **Projek Rimbunan Kaseh** iaitu seperti berikut:

- I. Setiausaha Kewangan Negeri (SFS)
- II. Pegawai Kewangan Persekutuan Kanan
- III. Pengarah, Jabatan Tanah dan Survei Sarawak
- IV. Pengarah, Unit Perancang Negeri (SPU)
- V. Pengarah, Jabatan Kerja Raya Sarawak
- VI. Pengurus Besar, Lembaga Pembangunan dan Lindungan Tanah (LCDA)
- VII. Pengarah, Jabatan Pertanian Sarawak
- VIII. Pengarah, Jabatan Pengairan dan Saliran Sarawak
- IX. Setiausaha, Majlis Daerah Limbang
- X. Setiausaha, Majlis Daerah Lawas

3. Sehubungan itu, pihak YBhg. Datuk/Datu/Dato/ Tuan/ Puan dipohon untuk mengemukakan seorang lagi **Pegawai Kanan** selain YBhg. Datuk/Datu/Dato/ Tuan/ Puan sendiri bagi menghadiri mesyuarat Rundingan harga yang akan diadakan pada masa akan ditetapkan kemudian. Ini disebabkan surat pelantikan adalah dikeluarkan oleh **YBhg. Dato' Sri Dr. Ketua Setiausaha Negara**.

4. Kerjasama dan perhatian serta tindakan segera daripada pihak YBhg. Datuk/Datu/Dato/ Tuan/ Puan amatlah dihargai.

Sekian, terima kasih.

**“BERSATU BERUSAHA BERBAKTI”**

**“AN HONOUR TO SERVE”**

A handwritten signature in blue ink, consisting of several fluid, overlapping strokes that form a stylized representation of the name Ahmad Denney B Hj Ahmad Fauzi.

**(AHMAD DENNEY B HJ AHMAD FAUZI)**

b.p Setiausaha Tetap

Kementerian Pembangunan Luar Bandar Sarawak

## “The Usage of Communication Tools in Human Resource Management Process”

There are three types of communication tools being used in government which are letterhead, memorandum, and minute sheet. Letterhead is being used between different government agencies such as local, state, and federal. Meanwhile, memorandum will be used among ministries and minute sheet is used to inform any order or activities within department.

In recruitment process, the Chief Ministry Office used a letterhead to inform the applicant about the offer given to them. As an example, a letterhead on permanent appointment as an administrative assistance has been given to the applicant. Then, the applicant also used a letterhead to inform the Chief Ministry Office whether she accept or reject the offer. If the applicant accepts the offer, she needs to fulfil some requirements before she been confirm for the position. She need to served on probation for one to three years, attending induction course and pass the service examination. Then, when the applicant has fulfilled the requirement, there will be another official memorandum be given for the confirmation of applicant's position. Another official memorandum also be given to the departments or ministries for conformation on the staff's report duty.

As for the training process, it is very important for the organization to held or involved in training program because the employees are one of the decisive factors for the various achievements of the organization. As an example, when the National Productivity Corporation wants to invite the Ministry of Land Development on their program, a letterhead will be issued to them. The letter will consist of activities to be done such as store and stock management, effective filing and record management, leadership skills, and understanding ISO 9001: 2000 requirements. Then, the Ministry of Land Development will give conformation on their participation on the program whether to be involved or not. Moreover with proper training, the staff can know the right ways to received and record in-going letter and fax. For example as the in-going letter been received, the official and personal letter will be separated. For the official letter, it will be cop and be recorded in the computer. Then, the letter will be submitted to the permanent secretary and the result can be obtained after few days of the submission.

Besides that, reward system is also important in Human Resource Management process as it is an appreciation for the employees' hard work. As an example, when the employee been reward with 'Anugerah Kebesaran Kerajaan Negeri Sarawak Tahun 2012', he/she need to make acceptance whether to agree or not with the award. If the employee agrees to be granted with the award, he/she must send back or fax the necessary letter with passport size photo. Those who been granted with the award must be kept confidential until the day of the ceremony. As for the 'Pingat Perkhidmatan Setia', there will be a respond forms that must be fill in by the chosen employee to inform the Chief Office Ministry about their attendance during the ceremony. Furthermore if the employee has any inquiries, they can fax or call the officer in charge for the ceremony.

**MEMORANDUM RASMI**

<b>DARIPADA</b>	Setiausaha Tetap, Kementerian Pembangunan Luar Bandar Sarawak	<b>KEPADA</b>	Seperti Di Senarai Agihan
<b>PERKARA</b>	Sila Lihat Di Bawah	<b>SALINAN KPD</b>	
<b>RUJ. KAMI</b>	KPLB/27-39(14)	<b>TARIKH</b>	28.02.13
		<b>RUJ. TUAN</b>	<b>TARIKH</b>

**MEMOHON SENARAI NAMA PESERTA UNTUK TUJUAN PEMBERIAN SAHAM AMANAH SAHAM BUMIPUTERA (ASB) DI BAWAH PROGRAM AMANAH SAHAM BUMIPUTERA (ASB) SEJAHTERA, SKIM PEMBANGUNAN KESEJAHTERAAN RAKYAT (SPKR), KEMENTERIAN KEMAJUAN LUAR BANDAR DAN WILAYAH (KKLW)**

YBhg. Dato'/Tuan/Puan,

Dengan segala hormatnya saya merujuk kepada perkara di atas.

2. Sebagaimana pihak YBhg. Dato'/Tuan/Puan sedia maklum, Program Amanah Saham Bumiputera (ASB) Sejahtera, Skim Pembangunan Kesejahteraan Rakyat (SPKR), Kementerian Kemajuan Luar Bandar Dan Wilayah (KKLW) telah mula dilaksanakan oleh Bahagian Kesejahteraan Rakyat sejak Rancangan Malaysia Ke Lapan (RMKe8) iaitu pada tahun 2004 dan pelaksanaannya akan diteruskan dalam Rancangan Malaysia Ke Sepuluh (RMKe10).

3. Sehubungan itu, sukacita dipohon kerjasama daripada pihak YBhg. Dato'/Tuan/Puan untuk mengemukakan senarai nama peserta yang layak bagi tahun 2013. Perhatian pihak YBhg. Dato'/Tuan/Puan adalah dipohon untuk membuat pemilihan peserta dengan berdasarkan keutamaan kriteria seperti berikut:-

- a) Terdiri daripada **Ketua Isi Rumah (KIR) atau Ibu Tunggal (IT) Miskin Tegar yang produktif** iaitu golongan KIR atau IT yang berpendapatan isi rumah bulanan berjumlah kurang daripada paras Pendapatan Garis Kemiskinan (PGK) Makanan Miskin Tegar semasa; dan
- b) Peserta penerima bantuan hendaklah **berdaftar** dalam sistem E-kasih atau disahkan dalam Focus Group.

**Keutamaan** perlu diberikan kepada KIR dan Ibu Tunggal (IT) daripada Miskin Tegar yang juga:

- a) Mempunyai tanggungan yang ramai; atau
- b) Menjaga/mempunyai anggota keluarga golongan istimewa/anak yatim piatu/orang tua dan tidak menerima sebarang bantuan kebajikan bulanan daripada mana-mana jabatan/organisasi/institut bantuan; atau
- c) Mempunyai ahli isi rumah yang uzur/memerlukan bantuan perubatan dengan kos yang tinggi.



Manakala KIR atau IT Miskin Tegar adalah **tidak layak** mendapat bantuan di bawah program ini jika:

- a) Pernah menerima bantuan di bawah Program ASB-PPRT atau sebarang program bantuan saham amanah oleh mana-mana agensi; atau
- b) Mempunyai simpanan ASB melebihi RM 1,000; atau
- c) Pernah muflis.

4. Bersama ini dikepilkan Lampiran A yang mengandungi format untuk mengisi maklumat senarai peserta yang layak bagi tahun 2013. Kerjasama daripada YBhg. Dato'/Tuan/Puan adalah dipohon untuk mengemukakan senarai nama peserta yang layak iatu seramai **32 orang sahaja bagi setiap Bahagian** dan e-melkan di alamat [norasikb@sarawak.gov.my](mailto:norasikb@sarawak.gov.my). **sebelum atau pada 20 Mac 2013 (Rabu)**. Jika terdapat sebarang pertanyaan berhubung dengan perkara ini, pihak YBhg. Dato'/Tuan/Puan boleh menghubungi saya, Puan Dayang Norasikin Bt Hj. Pengiran Bakar di talian 082-440133/082-443759 atau fakskan ke 082-311486

5. Kerjasama, perhatian dan tindakan awal YBhg. Dato'/Tuan/Puan amatlah dihargai dan diucapkan jutaan terima kasih.

Sekian.

**"BERSATU BERUSAHA BERBAKTI"**  
**"AN HONOUR TO SERVE"**

**(DATU HAJI CHAITI BOLHASSAN)**  
Setiausaha Tetap  
Kementerian Pembangunan Luar Bandar Sarawak





**Kementerian Pembangunan Luar Bandar Sarawak**

Tingkat 5, Bangunan Baitul Makmur,

Medan Raya, Petra Jaya,

93050, Kuching,

Sarawak.

Telefon : 082-440133

Fax : 082 - 441533 / 311486

Bilangan Surat Kita : KPLB/ 27-39

Bilangan Surat Tuan :

**28 FEBRUARI 2013**

SENARAI EDARAN SEPERTI DI **LAMPIRAN A**

YBhg. Dato'/Tuan/Puan,

**MEMOHON SENARAI NAMA PESERTA UNTUK TUJUAN PEMBERIAN SAHAM AMANAH SAHAM BUMIPUTERA (ASB) DI BAWAH PROGRAM AMANAH SAHAM BUMIPUTERA (ASB) SEJAHTERA, SKIM PEMBANGUNAN KESEJAHTERAAN RAKYAT (SPKR), KEMENTERIAN KEMAJUAN LUAR BANDAR DAN WILAYAH (KKLW)**

Dengan segala hormatnya saya diarah merujuk perkara tersebut di atas.

2. Sebagaimana YBhg. Dato'/Tuan/Puan sedia maklum, di bawah Rancangan Malaysia Ke Sepuluh (RMKe-10), pihak kementerian akan terus melaksanakan Program Amanah Saham Bumiputera (ASB) Sejahtera yang bertujuan memberi tambahan pendapatan kepada golongan miskin tegar di luar bandar dan menimbulkan inisiatif bagi menggalakkan golongan miskin tegar melabur dalam pasaran saham yang dijamin oleh kerajaan. Bagi tahun 2013, seramai 1,800 peserta dijangka akan menerima manfaat di bawah Program ASB Sejahtera dengan anggaran peruntukan sebanyak RM 9 juta. Butiran lanjut berkaitan kuota penerima bantuan ASB Sejahtera dan agihan peruntukan mengikut negeri adalah seperti di Lampiran B.

3. Sehubungan dengan itu, sukacita dipohon kerjasama daripada pihak YBhg. Dato'/Tuan/Puan untuk mengemukakan senarai peserta yang layak bagi menerima bantuan di bawah Program ASB Sejahtera untuk tahun 2013 mengikut kuota yang telah ditetapkan.

4. Perhatian pihak YBhg. Dato'/Tuan/Puan adalah dipohon untuk membuat pemilihan peserta berdasarkan keutamaan kriteria sepertimana ditetapkan dalam Garis Panduan Program ASB Sejahtera SPKR RMKe-10 (2011-2015) dengan mengambil maklum bahawa peserta adalah **tidak layak** mendapat bantuan di bawah program ini, jika :-

- a) pernah menerima bantuan di bawah Program ASB-PPRT atau sebarang program bantuan saham amanah oleh mana-mana agensi; atau
- b) telah mempunyai simpanan ASB melebihi RM 1,000; atau
- c) pernah muflis

5. Maklumat senarai peserta yang layak hendaklah diisi berdasarkan format seperti di Lampiran C yang disertakan dan perlu dikemukakan dengan segera ke

kementerian ini **sebelum atau pada 20 Mac 2013 (Rabu)** untuk tindakan selanjutnya. Senarai lengkap peserta yang layak perlu juga dihantar dalam bentuk 'softcopy' menerusi e-mel di alamat [norasikb@sarawak.gov.my](mailto:norasikb@sarawak.gov.my). Jika terdapat sebarang pertanyaan berhubung dengan perkara ini pihak YBhg. Dato'/Tuan/Puan boleh menghubungi saya, Puan Dayang Norasikin binti Pengiran Bakar di talian 082-440133/082-443759 atau fakskan ke 082-311486.

Sekian, terima kasih.

**"BERSATU BERUSAHA BERBAKTI"**  
**"AN HONOUR TO SERVE"**

**(DAYANG NORASIKIN BINTI PENGIRAN BAKAR)**  
b.p Penolong Ketua Setiausaha  
Kementerian Pembangunan Luar Bandar Sarawak

Edaran kepada:

- 1) Residen  
Pejabat Residen Bahagian Kuching  
Jalan Barrack  
**93000 KUCHING, SARAWAK**  
Tel: 082-241660                      Faks :082-244435
  
- 2) Residen  
Pejabat Residen Bahagian Samarahan  
**94300 Kota Samarahan, SARAWAK**  
Tel: 082-671205/180              Faks : 082-671289
  
- 3) Residen  
Pejabat Residen Bahagian Sri Aman  
Jalan Astana  
**95000 Sri Aman, SARAWAK**  
Tel: 083-322011                      Faks : 083-320568
  
- 4) Residen  
Pejabat Residen Bahagian Betong  
Jalan Pengerah Isek  
**95700 Betong, SARAWAK**  
Tel: 083-472766 / 472866/ 471563              Faks : 083-472966
  
- 5) Residen  
Pejabat Residen Bahagian Sarikei  
Tingkat 10, Wisma Jubli Mutiara, Jalan Bersatu  
**96100 Sarikei, SARAWAK**  
Tel: 084-651963                      Faks : 084-653204
  
- 6) Residen  
Pejabat Residen Bahagian Sibul  
Tingkat 9, Wisma Sanyan  
Jalan Sanyan  
**96000 Sibul, SARAWAK**  
Tel: 084-330500                      Faks : 084-320970
  
- 7) Residen  
Pejabat Residen Bahagian Mukah  
Tingkat 10, Menara Pehin Setia Raja  
**96400 Mukah, SARAWAK**  
Tel: 084-872596                      Faks : 084-873408
  
- 8) Residen  
Pejabat Residen Bahagian Kapit  
**96800 Kapit, SARAWAK**  
Tel: 084-796425                      Faks : 084-796932

9) Residen

Pejabat Residen Bahagian Bintulu  
Jalan Tun Razak

**97000 Bintulu, SARAWAK**

Tel: 086-331758/334425

Faks : 086-337043/336620

10)Residen

Pejabat Residen Bahagian Miri

**98000 Miri, SARAWAK**

Tel: 085-433202/085-415560/085-426480(THOMPSON) Faks : 085-432876

11)Residen

Pejabat Residen Bahagian Limbang  
Tingkat 6, Bangunan Limbang Plaza

**98700 Limbang, SARAWAK**

Tel: 085-202106

Faks : 085-211005