

Appendices

Appendix A

Code Switching

Questionnaire

1. Age :
 - a) Below 26 ()
 - b) 26 – 35 ()
 - c) 36 – 45 ()
 - d) Above 45 ()

2. Position :
 - a) General Manager ()
 - b) Senior Manager ()
 - c) Manager ()
 - d) Senior Executive ()
 - e) Executive ()

3. Birth Place :
 - Rural ()
 - Urban ()

4. Nationality :

5. Language/s spoken by participant at home :
 - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()

6. Language/s spoken by participant's father :
 - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()

7. Language/s spoken by participant's mother :
 - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()

8. Languages spoken by participant to :
 - a) Father :
 - Malay ()
 - English ()

- Tamil ()
- Chinese ()
- Others ()

- b) Mother : - Malay ()
- English ()
- Tamil ()
- Chinese ()
- Others ()

- c) Siblings : - Malay ()
- English ()
- Tamil ()
- Chinese ()
- Others ()

- d) Children : - Malay ()
- English ()
- Tamil ()
- Chinese ()
- Others ()

- e) Personal friends : - Malay ()
- English ()
- Tamil ()
- Chinese ()
- Others ()

9. Language medium of interaction in ...

- a) Primary school/s : - Malay ()
- English ()
- Tamil ()
- Chinese ()
- Others ()

- b) Secondary school/s : - Malay ()
- English ()
- Tamil ()
- Chinese ()
- Others ()

- c) University : - Malay ()
- English ()
- Tamil ()
- Chinese ()

- Others ()
- d) Work place :
 - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()
- 10. Language preferred for ...
 - a) Reading :
 - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()
 - b) Writing :
 - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()
 - c) Speaking :
 - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()
 - d) Recreation :
 - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()
- 11. Language/s used to ...
 - a) Count :
 - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()
 - b) Pray :
 - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()

- c) Greet : - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()
- d) Think : - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()
- e) Quarrel : - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()

12. Language/s used when ...

- a) Shopping : - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()
- b) Making enquiries
 at Governmental
 Departments : - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()
- c) Talking to a stranger
 Malaysian stranger : - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()
- d) Talking over the phone :
- i) Social - Malay ()
 - English ()
 - Tamil ()
 - Chinese ()
 - Others ()
- ii) Work place : - Malay ()
 - English ()

- Tamil ()
 - Chinese ()
 - Others ()
13. Language/s used to ...
- a) Discuss work : - Malay ()
- English ()
 - Tamil ()
 - Chinese ()
 - Others ()
- b) Gossip : - Malay ()
- English ()
 - Tamil ()
 - Chinese ()
 - Others ()
- c) Discuss problems : - Malay ()
- English ()
 - Tamil ()
 - Chinese ()
 - Others ()
- d) Talk about future plans : - Malay ()
- English ()
 - Tamil ()
 - Chinese ()
 - Others ()
- e) Tell jokes : - Malay ()
- English ()
 - Tamil ()
 - Chinese ()
 - Others ()
- f) Give advice : - Malay ()
- English ()
 - Tamil ()
 - Chinese ()
 - Others ()
- g) Discuss current affairs : - Malay ()
- English ()
 - Tamil ()
 - Chinese ()
 - Others ()

Appendix B
Interview Questions

1. Are you aware of the fact that you code switch when you speak?
2. Do you agree that code switching is an unconscious process? Why?
3. Why do you code switch? State the reasons that you are aware of.
4. How do you feel on occasions during which you are only to speak Malay or English?
5. (The researcher counter checked particular instances from the transcripts of the recordings for this question and the question below.) Why do you code switch at this particular time?

Appendix C Transcription of Meeting 1

It is 2.00 p.m. and the meeting takes place in Room 5 on the 9th floor at the Corporate office. Speakers 1, 2, 3 and 4 are discussing about a survey to be conducted in Company X. The survey is to assess how effective improvement initiatives have been and how they have been accepted by the masses. Information is put on the board and discussions are centered around it.

- Speaker 1 : What are we here for?
(A)
- Speaker 2 : O.K. This is just a *apa ini* some rough statistic-lah for the DICE
(B) *punya* survey. I'll put it on board *dulu* and then we'll discuss it.
The total population. I think this does not include some staff (5)
dengan contractors.
- [O.K. This is just a *you know* some rough statistic-lah for the
DICE's survey. I'll put it on board *first* and then we'll discuss it.
Total population. I think this does not include some staff *with*
contractors.] (10)
- Speaker 3 : This includes fabrication staff eh?
(C)
- B : Yes. All fabrication staff. Roughly 120 with this 18. But I have to
check-lah, because the index are all here. This DICE is only meant
for the ongoing active hits. So about 26 of them. (15)
So about 120 staff.
- A : So 134 is the whole population?
- B : The whole population.
- A : 134 includes what? Execs and non-exec?
- B : Yes. After this *kita nak* go through *ini kah?* (20)
- [Yes. After this *do we have to go through this?*]
- C : We have got 26 Hits. Active Hits. The definition of active Hits is?
- A : On going, under planning, roll-out or pilot.
- Speaker 4 : PDCA
(D) (25)

- B : *Mana ada PDCA?*
- [Where got PDCA?]
- D : The number should be reduced.
- B : The number should be reduced because there might be some duplication because certain Hits have the same number of (30) people. But I have not really checked. I just asked Rosie to count for me on the highlights of the active Hits.
- That's all.
- A : The highlights is as at what?
- B : As at what you created for the last COC. As at 1st December. (35)
- D : Are you sure that the name index as listed are the *apa...* the active members?
- [Are you sure that the name index as listed are the *you know...* the active members?]
- B : That is why we are going to break it down into 3 areas, which (40)
- department you are going to take and then from there we can probe further on your respective department for the Hits you have been taking care of.
- C : That one we have to rely on you all, because you all did the matrix of the Hit index. (45)
- B : O.K. There are 3, eh... 6 departments. No Commercial because they do not have any Hits.
- A : This is only involves the Hits, not the new initiatives?
- B : As it is, no.
- D : GM's office. (50)
- B : But GM's office can lump as it has only one Hit, So, OK. On the statistics part ...

- C : Just on the Commercial case, they are not involved in this Hits. Right. So we don't send them the Hits questions.
- B : But I want to send them the general questions. (55)
- C : If you want to send them the general one can. Where would that fall under? Culture?
- B : They will fall under 10.1A, where we measure whether they are Ready, Willing and Able and also their culture.
- C : Can you know? (60)
- B : *Ya... we can.*
[*Yes... we can.*]
- C : We can do Commercial
- B : That is where we because .. eh Excluding the Hits, we have to send 25% of the 10.1A questionnaires. (65)
- C : So you include Commercial.
- B : We can include Commercial because the 75% cover 45.
- C : So we tabulate for Commercial. What the culture is like in Commercial. You have a separate table for the description.
- B : Once we know whom we sent to, like Commercial, then (70) whenever the questionnaire comes back to us, then we can analyse further. No problem.
- D : We are going to capture the name as well?
- C : You have to. You have to design a system whereby when the interview comes back we know who it is from. (75)
- B : For example, D, *macam Kalau* if we sent to non executive, just to differentiate between executive and non-executive, probably the heading 'non-executive' will be in small letters.
- [For example, D, *like If* if we sent to non executive, just to differentiate between executive and non-executive, probably (80) the heading 'non-executive' will be in small letters.]
- D : Unless they are smart-lah to check.

B : And then probably the coding, probably down here may have the abbreviation of the person we sent to. In this we separate into two pages: ...a...b.... *kah*, ...k...f.... *Kalau K...J...*, probably KJ. (85)
J in the next page. We have to design certain way. I am going to give you the soft copies and then the names are all here.

[And then probably the coding, probably down here may have the abbreviation of the person we sent to. In this we separate into two pages: ...a...b.... *kah*, ...k...f.... *If K...J...*, probably KJ. (90)
J in the next page. We have to design certain way. I am going to give you the soft copies and then the names are all here.]

C : The file names are all here. You have to give numbers.

D : *Ya....*

[*Yes....*] (95)

B : Depends on you creativity-lah.

D : I think we have to standardise that.

B : Standardise?

C : Standardise.

B : O.K. (100)

D : Polling eh... voting also they do the same. They put the name, the numbers and then they call by the numbers *kan?*

So they don't know. You don't realise that your name can be tracked.

B : So it is not really a secret. It is not really a confidential vote. (105)

C : Actually the context of the survey is not to pin-point the fault but it is to find out the culture of the organization and the organization is broken down to all these divisions.

D : I think our involvement will be heavy on data analysis. Just after.

B : Just after? (110)

D : Just after this *Iya.... Ini.*

[Just after this *Yes.... This.*]

B : But in the meantime we have to deal with all this *apa panggil kerja-kerja* admin.

[But in the meantime we have to deal with all this *what is admin work.*] (115)

C : Administrative.

B : Yes, we have to. We are involved with the other divisions and we know if we want to differentiate this, then some work got to be done. (120)

D : Just an easy way out is just the numbers.

C : Yes. That is finished.

B : Do we have the time?

C : *Ya..* and at the end of the day maybe we don't use it.

[*Yes..* and at the end of the day maybe we don't use it.] (125)

B : Yes. The same one we have produced before.

D : Yes. Of course.

C : Yes. As far as I have the effort of the Hits, that's it. That is how I am going to do it.

D : O.K. Let's say. *Daripada* some Hits, let's say (130)

[O.K. Let's say. *From* some Hits, let's say]

C : But..... I can know from the Hits I know which Hit is very strong. Which Hit project is not strong that I want to know. So the members will be looked together.

A : So the Hits we break down into active and non-active. (135)

B : That is right.

C : *Tak guna.*

[Useless.]

- A : Once you do that I can provide that advice.
- D : Do you want to measure *siapa* yang reporting and who is not (140) reporting?
[Do you want to measure *who is* reporting and who is not reporting?]
- C : Reporting what?
- D : Who is ... *apa ini*... giving the feedback and (145)
[Who is ... what is... giving the feedback and]
- C : No...No....No...
- A : Once you do that ..eh..... then you have to do 25.
- C : That one we do depending on the amount we get back and the total amount and not on the individual. (150)
- D : How many percent that we want to target? 100 percent or 90 percent?
- C : 90 percent.
- D : 90 percent. That is quite high,
- C : *Ya*.... (155)
[*Yes*....]
- A : That is very high.
- D : By statistics, is very high.
- C : We got that in the last survey.
- A : O.K. So we need to do on submission number. (160)
- B : Executive and non-executive is very simple. Coding *saja*.
[Executive and non-executive is very simple. Coding *only*.]

That is masses.

A : This is not for

C : *Tak mahu.* (165)

[*Do not want.*]

A : No..No...

C : No need.

A : We got to

C : *Tak payah.....* (170)

[*No need.....*]

B : Simple 3!

C : That is what we do normally, isn't it?

A : O.K. By Department. By Executive and Non-Executive.

B & C : That's it. (175)

Appendix D Transcription of Meeting 2

It is 9.00 a.m. and the meeting takes place in the General Manager's meeting room. Speakers 1, 2, 3 and 4 are reviewing a report submitted by another company to Company X and identifying areas of improvement.

- Speaker 1 : Yes. I am the secretary. I just take notes only. Please comment and
(E) I just call the team to change accordingly.
- Speaker 2 : Who is the team leader for this one?
(F)
- E : Eh... K. (5)
- Speaker 3 : Ah! K?
(G)
- F : K
- E : Mat K. Mat Kadir. O.K. Who will be the Chairman?
- F : J.C. there. (10)
- E : J.C. there. O.K.
- G : J.C.
- E : I am the secretary. O.K. Just comment.
- G : O.K.
- H : O.K. Just for my.. our, interest, this is what, the second time? (15)
- E : This is the first time.
- G : First time?
- H : Oh! First time.
- E & G : Yes.
- H : Sorry, Confused with the drilling. (20)
- G : Better not. You *puasa-eh* today?

[Better not. You *are* fasting today?]

- H : You have the HPD?
- E : This is the whole thing.
- G : What is the reason you ask for? (25)
- H : No. It will avoid asking.....
- G : A lot of questions
- H : Questions if I have the HPD in front of me. O.K. Meanwhile, the sheet I?
- G : Fine, no problem. (30)
- H : O.K. You don't have any problem. I am not sure whether we ...
- G : Except
- H : For the COO we should leave it blank or what?
- F : Which one? I think we should leave it blank.
- H : No! No! For the approval. (35)
- G : I think should, should leave blank.
- F : Could be Dato –eh?
- G : Yep.
- H : Could be anybody.
- G : Could be me. (40)
- H : You never know – lah.
- G : O.K. By the way there is one, just one, cosmetics – eh..*ini* observation, eh.. on your second box ... eh ... position there. Position, then there is a semi colon. So change that.
- [O.K. By the way there is one, just one, cosmetics – eh..*this* (45)

observation, eh.. on your second box ... eh ... position there. Position, then there is a semi colon. So change that.]

- G : O.K. Can we proceed.
- H : I am sure you can. Sheet 2.
- G : O.K. So remove the shade. (50)
- E : Sheet 2, remove the shade.
- G : And then notes also remove.
- H : O.K.
- G : Anything else?
- H : I think all the rest is O.K. (55)
- G : O.K. Except for one observation 5A, B I suggest we use A Up to the last.
- E : Customise it.
- G : O.K. Customise it. O.K. All are relevant for all these sheets.
- H : Sheet 3? (60)
- G : Wow! XAAA, XAAA 19 wrongly coded. X-AA 09.
- E : O.K. Change it. No problem.
- G : Similarly on the previous pages.
- F : XD all like that – eh?
- G : Ya. (65)
- F : The codes.
- G : They forgot – eh. O.K. next. Confirmation. Do you want to put the title after the names?
- H : Titles? What do you mean?
- G : Like, Mr. X, Result Manager, Mr. Y whatever. (70)

- F : Why is it on Sheet 4?
- G : O.K.... No. *Tak payahlah.*
[O.K.... No. *No need.*]
- F : FWY, resource person should be last *sekalilah.*
[FWY, resource person should be last one.] (75)
- E : Last.
- G : O.K. I suggest remove
- F : Why resource person also got time allocation – eh?
- E : Which one?
- F : FWY. (80)
- E : He is resource person during that period –lah.
- G : *Potong sajalah.* Resource person we said not included what?
[*Just cut.* Resource person we said not included what?]
- E : *Ya.*
[*Yes.*] (85)
- F : Out
- G : Out. And then under, under the schedule box. You have roll out right? And then they have question mark. Suggest remove that one.
- F : Which one? Sheet *berapa ini?*
[Which one? *What sheet are you referring to?*] (90)
- G : Sheet 3. Then you have NA for feedback, also remove.
- E : Remove. O.K.
- G : And then true saving eh... I suggest they spell in full for true.

- E : Full. O.K.
- G : Ya, wow! A smart way of utilizing other intangible benefits. I (95)
think they don't have enough space to write all the points.
- E : So?
- G : Because they have Sheet 8, they have 8. Sorry 7 point eh.
- E : So what to do?
- G : I am not sure. What do you think guys? I think its O.K. eh? (100)
- H : Basically it should be the same process, with the same graph.
- F : I think this was brought up a few
- G : Many times.
- F : Many times?
- G : Many times. When it was one of the (105)
- H : That's right.
- F : Don't know whether they actually have this team who designed the
system?
- G : I cannot answer that. What I know is drilling, mentoring and HR
already sat down and then they already had a discussion on how
(110)
they want to approach it and then they are taking onboard what HR
already has.
- F : Who are these guys? Did XD guys speak to HR or not?
- E : I am not sure
- G : They are already *ini..* with Hamidah. (115)
[They are already *this..* with Hamidah.]
- F : Should be the same – lah, *kan?*
[Should be the same - lah – *isn't it?*]

- E : Ya. Should be the same. Ya. In fact for at the planning stage. H was actively involved, except for drilling, instead of H they sent CZ. (120)
- F : And then the other thing if I am not mistaken they would have some kind of evaluation, right, of the person who just wentwhatever it is..... after going through this mentoring thing with that fellow the expert. They would have an evaluation form, isn't it? (125)
- E : I am not sure whether they do or not.
- F : I think drilling fellows, they have you know. Some index or whatever ...
- G : Yes. (130)
- H : Alright. A lot of discussion.
- F : O.K.
- G : O.K. Sorry. For Sheet 5A
- F : Sheet 4 oh! We have done.
- G : For Sheet 5A, erase the note please. (135)
- F : Erase the note.
- G : And then also the note on Sheet 6.
- F : Is the schedule O.K., K?
- G : Looks O.K. Except is too simple.
- E : Too simple. (140)
- F : 5A, 5B, 6. 95 no budget?
- E ; No.
- H : What are the deliverables?
- G : O.K. Figure looks O.K.
- E : The whole think is that they don't loose this thing. (145)

The whole thing is here. They don't have any copy. They don't have any copy.

- H : They are not well organized. Why? It is in the system.
- E : No. It is not in the system. Their deliverables.
- F : How did they do it then? (150)
- E : I don't know. They don't have hard copies also.
- F : Perhaps they made soft copies.
- H : What this?
- E : Eh.....
- H : I thought it should be in the system. (155)
- E : It is not in the system.
- F : Thumb drive?
- E : It should be, but it is not.
- H : Now be careful.
- E : What? (160)
- H : You cannot approve.....
- G : We cannot.
- H : Even if we approve in principle, this thing it is just minor staff, just imagine – eh. You cannot endorse it until they have all this in the system. Because this will be gone. (165)
- E : But first you must look at it, what is it inside. It is their work sheets.
- H : No, I am talking about the
- F : Guidelines.....
- H : Mentoring system. (170)

- F : That's right. *Siapa tinggal susahlah!!*
 [That's right. *Who is left difficult!!*]
- H : The guidelines, procedures should be in the system.
- E : Then I need to ask them, because they told me that this is the one they have. The copies that they have. (175)
- H : In fact we should
- G : In fact, eh. In fact the
- H : We should actually amend the other back-up documents. In fact we should put a comment, it is too late now. I know. It should be deliverable, in between brackets, in the system. (180)
- G : Ya. And then
- F : I thought it was understood.
- H : Ya. I know, but you see. You come up first one case where you are seeing only hard copies, you cannot find the original.
- G : Ya. True. (185)
- H : And you are going to
- G : And then eh... it seems like the deliverables also is not from the package itself, on RCR is not properly done, I think.
- F : Why?
- G : Like deliverables, just procedure, manuals, guidelines. It should be something like mentoring system. Something like that *kan?* Training materials. (190)
 [Like deliverables, just procedure, manuals, guidelines. It should be something like mentoring system. Something like that *isn't it?* Training materials.] (195)
- H : By the way is it true that we have two things? We have the procedures and guidelines or is it one of the two.
- G : Just a copy J.C. This one is copy from template.

- H : No No No Here it should be either procedure or guideline. (200)
- G : O.K.
- F : Can also.

Appendix E
Transcription of Meeting 3

It is 9.00 a.m. and the meeting takes place in Level 52 meeting room at the Corporate office. Speakers 1, 2, 3, 4, 5, and 6 are discussing about projects being under taken in the company. The status of the various projects and the value creation (VC) for each project is being discussed prior to the Management Committee meeting. The projects are being reviewed department by department.

Speaker 1

(I) : Good morning. Let's start so that we can finish by lunch time. Let us start with DD.

Speaker 2

(J) : So KBB I have still got that area concern which HJ is also (5)
fully aware. See how they come out?

Speaker 3

(K) : I think the issue is that what is in it for them, at a personal level, because if it is like for the company level then it is not really that meaningful. (10)

J : We have talked about incentives before. How to give them incentives? Money incentive is definitely out, not possible.

Speaker 4

(L) : You see, the last thing is, it has got to become a part of it.

J : That is going to be quite a lengthy process. (15)

L : A long process.

J : It won't happen overnight and it must be consistently driven.

L : People are supposed to put things in. This is why when they talk to other people, especially like what we have. It is absolutely important that when there is a problem on the rig, the guys will(20)

input it and the code word means somebody in Paris will see that problem and may be co-ordinate in different part of the company and do something about it. That is the way they will see it.

Speaker 5

(M) : How long has the pilot being going on? (25)

- L : A year.
- K : No. About 8 to 9 months.
- I : Maybe your survey should also cover somethings like that. What is the thing that prevents people putting in data?
- J : I think, if you can recall, cc mail also the same thing last time. (30)
At least one and a half years after that then people start using it.
- L : This is a little bit different in that, it is like KH said, you know. What is in it for the people? Put something in and it can be used as a criticism.
- I : Which can be later used against them. That is the fear – lah. (35)
- L : Even though there are benefits. If it gets into the rewards system, as far as congratulations and patting them on the back and that sort of thing, that will be the approach at the moment.
- M : So this Lotus 3 was supposed to provide only the negative or also positive stuff? (40)
- I
J : Should be both. Both.
L
- M : Is this what has been received? What is the trend like? Lots of positive? Lots of negative? Or what? (45)
- K : I reckon there is more negative than positive.
- I : I look at it as our culture. If anything at the first level, put all the negatives.
- M : That's right. Lessons learnt sounds negative.
- K : Sorry. The title now is experiences. (50)
- M : Experiences?
- K : Experiences sharing database.
- I : O.K. Any other thing on DD?

- L : No. That's about it.
- I : PED? (55)
- K : O.K. The technology, you are not capturing under DD Division.
- I : Now it is suspended.
- K : I know. The 1 and 2 is suspended and it is in the overall action points. So let us leave it there-lah.
- M : So the technology framework, which forum will they be (60) advising the management? So we will not see technology framework, whatever it is.
- I : For a while. Six months or something until they get their problem sorted out.
- M : Then it will go out? (65)
- I : No. Then it might come back to this committee or it might be a separate one and taken out of this committee. That they will decide after six months. Anyway it will be tabled at the CMC.
- M : So the main discussion on technology will take place after six months? (70)
- I : Yes. Six months. They just started the discussion, I mean they can have an update either at the CMC or COC, depending on CEO. O.K. PED.
- Speaker 6
(N) : PED. Everything is O.K. except one or two projects. And (75) during the PED meeting, the GM asked how about the progress and the Result Manager was there. He and JA kept quiet; so I also kept quiet about the delay. This team had promised to complete by February and to tell you the truth, they had promised that a year ago. (80)
- I : Why didn't you highlight during the meeting?
- N : Because PED is there and I thought much better to talk to RM first.
- I : But the RM was sitting there. So you have wasted on opportunity like that and lets say you go and have a small talk, sometimes it doesn't serve the purpose. AS was there. So at the time at (85)

least he can give some sort of direction. At least use the divisional meetings. While you try to accommodate these guys, sometimes the boss has to know the true picture. If nobody is highlighting how are they going to progress.

N : But the next COC they won't be ready. They have been (90)
sitting on it for so long. I don't know what changes they are going to make.

J : I have two queries. One, project 03 VC should be 3.99 but now they are getting only 1.91. I think somethings needs to be highlighted there. (95)

N : Their VC is tied to their drilling programme.

J : Drilling programme?

N : So when there is no drilling how to create value?

J : O.K. O.K. Right. The other one what you said is project 09. The VC, the five year VC should be 2.95 but now they are (100)
creating zero value.

N : Right after our meeting I asked him where he got the figure and he was also not very sure. I said I want to take it out as he was not sure.

J : For project 17, the plan VC is 13.26, but as at now, the value (105)
realized is only 0.76. You have about three more years to make the thirteen million. I am not sure they can.

N : Most likely they may not make it. The reason is very simple. The team consists of LCF and the rest of the senior geophysicists do not see eye to eye with the custodian geophysicist. The (110)
geophysicist custodian recommended another software instead of Jason software.

J : So it is a problem.

I : This sort of thing has to be highlighted.

M : There is an issue, isn' t there? (115)

L : How much did we spend on the software?

- J : The custodian in our context is SK, but in exploration they have a geophysicist custodian, which is Dr. So, now this geophysicist custodian will not be the custodian for the project, will not drive it through. (120)
- K : The GM has to sort it out then.
- I : O.K. They like what KJ is doing. All the VCs which differ have to be in the pack where we highlight to the Chairman. So, then, we can highlight to the Chairman the issues and whatever explanation you have we highlight that also. So the COC can deliberate (125) further. At least they can give some directions. In this case what do we do?
- Now for all the VC we don't see the difference and we don't see the reasons and they just get hidden.
- K : Yes and we don't hear much issues in PED. Only now they (130) are surfacing.
- N : I asked PED. Do you want to highlight everything that is not so good and he said no.
- I : The thing is not whether you want to highlight anything but what needs to be highlighted. O.K. let us go to commercial. (135)
- K : I think they only major ones are the procurement projects 4 and 9. SMs are still poor and they are still not meeting and so that has been highlighted. CD will probably highlight it again to show what is the results and what are they doing about it.
- I : O.K. In project CD 1, for the time being at least you have the (140) international VBM. Remember JC sent e-mail and then IAA replied and all that, the 11% and
- K : There are two issues.
- I : 3.5 exchange rate and 11% COC. That is what we are going to use now. But it is not only those things, there are other (145) parameters. Let us talk to CD to see whether this team is looking in total.
- K : He is having O.K. there is this international VBM factors to work out plus VC factors for new projects. So both of these are being handled. The VC factors will be CPL plus also this (150)

international. Both have been grouped together and it is going to take sometime.

- M : CD is the champion?
- K : CD is the champion.
- I : Are they going to table anything during this meeting? (155)
- K : I am not sure yet.
- M : If you look at the updated . . .
- K : It is going to take some time. I don't think it is updated yet.
- M : It is not updated yet.
- K : He is not going to present anything at the COC. International (160) VBM will report to the taskforce under custodian and look at a few things. He has got AM on it, he has discussed with AM in the divisional meeting last week and AM has not got anything yet. So I don't see any presentation coming up.
- I : AM *sibuk* with the . . . (165)
- [AM *busy* with the . . .]
- K : Corporate budget.
- I : And I believe he is hospitalized. Any idea why.
- M : Something to do with some toxins in his blood.
- L : Who is it? (170)
- I : AM, CPL.
- M : He is going to be in the hospital till the 20th or something.
- J : So where are we now? CD?
- K : We are talking about CD. So that is the VBM and then the other one is the guidelines. These are the ones that need some (175) attention now.
- I : O.K. If we look at this, VC realised, VC planned.

- L : Which page are we on?
- I : No, the handout. Looking at the VC. O.K. Now that we have this, each of you can incorporate this in your . . . (180)
- J : Comments.
- I : Comments. HR?
- J : O.K. There are two teams which I think are worth highlighting.
- One is HR5. For HR5, they are planning to roll out, get implemented for grade 23 to grade 24, but the planning (185) to get it initiated is not done at all. It is not transparent. So there is something I think that HR needs to highlight to the next COC.
- J : O.K. Another team is HR8. Team leader has been nominated, Result Manager . . .
- I : It is SAB? (190)
- J : SAB was nominated as the Result Manager, but when we decided, 2 days after that we informed him officially because he was not around at time, he was on leave, and he rejected. HR said he wanted to check with DD who is the best candidate. Until now he has not got any name. (195)
- L : It has not been agreed yet?
- J : SAB has not been agreed yet?
- I : That is a jinxed project you know. How many times they have changed.
- K : Now it is under planning, eh? (200)
- I : That one you highlight.
- J : The team members as well has got to be finalised as soon as possible.
- M : How can the Result Manager reject?
- J : It is an honour. (205)

I : O.K. All this is settled. Please include the VCs and the cut off date is Monday – *bukan?* We will have the pack ready by Monday.

[O.K. All this is settled. Please include the VCs and the cut off date is Monday – *isn't it?* We will have the pack ready by Monday.] (210)

J : Yes.

I : O.K. And . . .

N : Do we send it out?

I : No, you don't have to send it out. Have both the packs ready and give it to me Tuesday morning. I'll distribute to the GMs (215) during the HRPC. Then they will have a day to look at it.

J : Do you want this to be in the pack as well? As an Appendix.

I : Ya. You can put that as appendix.

J : We can show during presentation.

I : O.K. (220)