

CHAPTER II : TBC AT SDG

1. SDG - BUSINESS PROFILE

Eighty five years ago, in 1910, Sime Darby started as a small British company managing 500 acres of rubber plantation in Malacca, West Malaysia. It was then established by William Sime (a Scottish adventurer) and Henry Darby (an English banker).

From such modest beginnings, Sime Darby has grown into the biggest multinational corporation in Malaysia and one of the largest in ASEAN. Today, Sime Darby's world is highly extensive and well diversified. With its headquarters in Kuala Lumpur, Malaysia, Sime Darby operates more than 200 companies in 21 countries around the world, employing 32,000 people. Its business activities ranges from plantation to power generation. The company is listed in Kuala Lumpur Stock Exchange and International Stock Exchange in London.

Throughout its growth and diversification, Sime Darby has established a sound financial base and steadily improving turnover with sustained profit. In 1993, Sime Darby achieved a record PBIT of \$840.8 million on the back of \$7,041.4 million turnover. Its total assets stand at \$7,277.1 million, (SIME DARBY GROUP ANNUAL REPORT, 1993).

The key to Sime Darby's growth is diversification and innovation. Today its core business has widened from plantation to many sectors, such as manufacturing, heavy equipment, travel, information technology and power generation. All these business activities are carried out by various subsidiary companies operating throughout the ASEAN region.

And in search of future excellence, Sime Darby is not limited by traditions, by industry or by geographical region. The group is interested in growth, job profits, dividend and the development of the countries where it operates and the people of those countries who join as employees, employers, customers and shareholders.

1. HUMAN RESOURCE MANAGEMENT AT SDG

2.1 Human Resource Policy

It is SDG's policy to train and develop employees at all levels to equip them with the needed knowledge, skills and attitudes to perform competently in their current jobs as well as prepare those with potential to perform duties with wider responsibilities when needed in support of its business plans and objectives.

2.2 Responsibility For Training And Development

The responsibility for group training and development lies with the SDG Human Resource Development Department (SDGHRDD) as well as the Personnel/Human Resource Departments of the respective Divisions/Regions.

The roles of SDGHRDD are to plan, organize and assist in organizing training programmes, provide assistance in sourcing training resources, set standards, determine needs, secure and disseminate information on human resources for specialised training, give advice on current methods, consult with management on training and development programmes and provide budget guidelines.

The roles of divisions/regions and operating units are to develop a climate which provides for on-going training and development to meet present and future needs with competent and industrious employees readily available to assume higher level responsibilities. They are also responsible for establishing management accountability for training and development of staff they employ. Likewise, they are responsible to consult with the SDGHRDD to develop adequate and competent system for proactive training and development of their employees.

The roles of managers and supervisors are to identify training needs, promote and encourage the development of their subordinates as well as to create an atmosphere in which it is possible for employees to develop themselves, and to provide appropriate training exposure and coaching necessary for present and future job requirements.

The individual employee is responsible to himself and the company for his own development. It is the duty of all employees to attend training identified by the company. He is also expected to identify his own training needs in consultation with his head of department.

2.3 Annual Training and Training Facilities

In line with its Human Resource Policy, SDG conducts a wide range of training programmes annually. All these training programmes can be divided as follows:-

i. Management and Supervisory Programmes

A number of training programmes lasting 3-5 days are catered for the need of each subsidiary in the SDG. Among the programmes are:-

- a. Total Customer Service
- b. Effective Presentation Skills
- c. Total Quality Management

ii. Development Programmes

The above programmes, lasting 18-43 days are divided as follows:-

- a. Executive Development Programme
- b. Supervisory Development Programme
- c. Staff Development Programme

As the above programme incurs substantial expenses, participating candidates are required to enter a bond with SDG. This is to ensure that, the candidates give their minimum return to the group for a stipulated period.

iii. Organizational Development Programmes

Currently, this is the most popular training programme at SDG, catered for all levels of employees. The TBC programme lasts 6-7 days. Participating candidates, are required to be physically and mentally fit.

iv. Customized Programmes

The above programme, is mainly conducted by the Sime Darby Plantation, specifically for the employees in the plantation division. Among the programmes are New Planting and Replanting and Harvest Mechanization and Management.

It should be briefly mentioned here that, most of the training programmes are conducted at the SDG Training Centre in Merlimau, Malacca. Established in July 1992, the training centre has a wide range of facilities. Among the facilities are, 22 twin-sharing air-conditioned room, television lounge, in-door and out-door games facilities and 2 large training halls with seating capacity of 60 participants each at any one time.

Although most of the training programmes are conducted at the SDG Training Centre in Merlimau, the TBC is conducted at Merlin Resort in Frazer's Hill. This is to provide both the lecture-hall experience (at the resorts' facilities) and the jungle-trekking/outdoor experience at the Frazer Hill's forest.

. TBC AT SDG

3.1 Background of TBC

An organization's effectiveness largely depends on, among others, the quality of cooperation among its group and its individual members. For this reason many large business organizations have been spending substantial budgets on team training.

An effective team skillfully combines appropriate individual talents with a positive team spirit to achieve results. A team is more than a group of individuals. It is in part, an emotional entity, rooted in the feelings as well as the thoughts of its members; they actively care about their teams' well being. They are an energetic group of people who are committed to achieving the common objectives, who work well together, enjoy doing so and produce high quality results.

The TBC programme at SDG was established way back in 1990, to provide the right opportunity for its employees to develop and practise good teamwork. It was started as an eight days programme, for 25 employees of Sime Tyres International at Gunung Jerai Resort, Kedah. Since then, the TBC has developed well and is now being extended to various subsidiaries of SDG.

3.2 Objectives of TBC

The primary objective of the programme is for the participants to understand and practice team work. Further, towards the end, the course will see the participants:-

- * develop a positive mental attitude
- * learn and discover self through others
- * understand and work as a team
- * liberate from self imposed hangups
- * develop mental and physical fitness
- * know how to manage and develop their own teams

3.3 Elements of TBC

The TBC programme is specifically designed for organizational development. Each session will consist of a cross section of participant from various departments. Participants full cooperation is crucial for the success of the programme. The programme is divided into three modules as follows:-

Module 1 : TEAM DYNAMICS

This is a building process of learning and unlearning. In team dynamics, the learner will be given the opportunity to increase the personal awareness of self and others. It gives him virtually complete control of the learning process. They will undergo and experience the process of understanding the interactive process in teambuilding which is experiential in nature.

Module 2 : TEAM MANAGEMENT AND DEVELOPMENT

Team management and development mainly covers the various processes involved to achieve and maintain the developed team. This would require the person to utilize the skills, knowledge and experience gathered during the teambuilding process to manage and further develop the team and harness positive energy to the maximum. This module allows the participants learn the intricacies of team management and development.

Module 3 : TEAMWORK IN ACTION

This module gives the learner a first hand experience of teamwork in action. It involves outdoor adventure and camping activities. The activities is self/team managed with minimal guidance from the facilitators. The team work in action experience will boost their morale to greater heights.

TRAINING PHILOSOPHY

The total training philosophy is adopted in this programme where the integration of learning, working and living as a total training process will come into play to enable participants to introduce change at the work place.

METHODOLOGY

The methods used in this course is mostly andragogical adult learning methods, which encourages participative learning. It is learner centred and experiential in nature. Among the methods are games, video feedback and analysis, video lecture, role playing, case studies, group discussion, sensitivity training and facilitators rationalization.

3.4 Administration of TBC

The TBC is a residential programme lasting 7-8 days. All food, accomodation and transportation will be arranged by the SDGHRDD. Currently the programme is conducted at various resorts in West Malaysia, such as, Frazer's Hill, Gunung Jerai, Templer's Park and Desaru.

As TBC is highly strenuous, involving long hours of training (16 hours/day), only the medically fit participants are allowed to participate in the programme. The medical fitness of participants must be certified by SDG panel doctors. Physical fitness can be acquired during the course. It is recommended that necessary clothing and first aid kit, be brought along especially for the jungle activities.