

ABSTRACT

Forest Department, Sarawak has one thousand nine hundred and seventy four employees. More than halves of the total number of the employees are Forest Guards. They are responsible for field works such as logging supervision, royalty assessment and enforcement of forest laws. They play a very important role in determining the success of the implementation of the organizational functions. Therefore, it is critical for the organization to provide proper, systematic and up to date training to meet the organizational requirements. Transformation of the Forest Department from public agency to a corporatised organisation necessitates the Forest Guards to go for further training to enhance their competency in performing their functions effectively. Due to the changes in the functions, work processes and new technology adopted by the organisation, new knowledge and skills are required. Training is identified as one way of reducing incompetence. In order for the training to be effective in giving the relevant competency, the designing of the training program plays a critical role. To start with, there is a need to review the current training program to determine its effectiveness to meet current and future needs. If it is found to be inadequate, then designing a new training program is necessary.

In this study, action research methodology is used to determine whether the current training program is still effective or not and also to design a new training program. Six trainers from Forest Training School Sarawak and the researcher forms the core action research group in this study. Information and data was collected through interviews and group discussions. The respondents for the interviews were mainly key personnel from within the organisation and outside agencies such as International Tropical Timber Organisation, Sarawak Timber Association and others. The study indicated that the current Forest Guard training program is not adequate to meet the current and future needs, as it is outdated, generalizing in nature, lacking specialization and did not include management subjects. The lack of competency in designing the program is identified as a major contributor for the poor versatility in the curriculum. To remedy the problem, the trainers did a hand on exercise on designing a training program through action learning. The trainers, through action learning acquire the knowledge and skill effectively and even manage to compile a manual on the process of designing a training program. The action group members through the process of action research cycles managed to design a training program on "Introductory to Park and Wildlife Management" and implement the pilot training program successfully. Base on this study, action research is found to be applicable for developing and implementing the training program. Thus, action research is recommended to be continually adopted for such purpose in the future.

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ABSTRAK

Jabatan Perhutanan Sarawak mempunyai seramai satu ribu sembilan ratus tujuh puluh empat orang kakitangan. Lebih dari setengah kakitangan tersebut adalah Pengawas Hutan yang bertanggung jawab bagi kerja lapangan yang merangkumi tugas penyelesaian pembalakan, pungutan hasil dan penguatkuasaan undang-undang perhutanan. Mereka memainkan peranan yang penting kearah keberkesanan mengimplimentasikan fungsi sebuah organisasi. Sebab itu adalah amat penting bagi sebuah organisasi mempunyai latihan yang sistematik, terancang dan terkini. Peralihan Jabatan Perhutananan daripada agensi kerajaan kepada pengkorpratan memerlukan dan memerlukan lagi bidang latihan bagi kakitangannya. Sehubungan dengan perubahan keperluan latihan, program latihan perlu diubahsuai juga. Keberkesanan program latihan bagi pengawas Hutan adalah perlu dikaji untuk menentukan samaada ia masih berkesan untuk menangani keperluan sekarang dan masa hadapan dan akan datang.

Kajian "Action research" telah dijalankan bagi menilai keberkesanan program latihan sekarang samaada ianya masih berkesan atau sebaliknya. Enam orang pengajar daripada sekolah Latihan Perhutanan Sarawak berkumpul menjadi kumpulan tindakan bagi mengumpulkan data, menganalisisakan dan membantu penyeliaan tersebut. Ia dilakukan dengan cara menemubual tenaga penting dalam Jabatan itu sendiri dan agensi luar seperti International Tropical Timber organisation, Sarawak Timber Association dan lain lain. Hasil dari tinjauan dan penyelidikan tersebut adalah didapati bahawa program latihan Pengawas Hutan yang sedia ada, adalah kurang bersesuaian dalam mengimbangi keperluan masa hadapan terutamanya dari segi penghususan dan penekanan kepada subjek pengurusan. Dengan tidak adanya perancangan program yang terliiti adalah puncanya kegagalan kurikulum pembelajaran tersebut. Bagi mengimbangi keadaan tersebut para pengajar telah didedahkan kepada latihan langsung melalui "action learning" yang didapati berkesan dan juga membolehkan mereka menghasilkan panduan mereka program latihan. Mereka juga berjaya menyediakan program "Introduction to park and wildlife management" dan mengimplimentasikan program itu menggunakan cara "action research cycles". "Action research" adalah didapati sungguh sesuai untuk menyediakan dan mengimplimentasikan program latihan seperti yang terdapat didalam pengajian ini. Sehubungan dengan itu adalah disyorkan agar pengajian ini diteruskan lagi untuk tujuan menjayakan latihan tersebut dan latihan lain.