

SMR HR Services Sdn Bhd  
Block 2A , Suite 2A-23-1,  
Level 23, Plaza Sentral,  
Jalan Stesen Sentral 5,  
KL Sentral, 50470 Kuala Lumpur

27<sup>th</sup> March 2009

**Dear SMR Team**

In July 2008, Padiberas Nasional Berhad embarked on a Strategic Initiative to realign its Corporate Values, Mission and Vision. The realignment was to be linked to the Core Competencies of all the 5 levels of Management to reflect the required Behavioral Competency Framework and allow Padiberas Nasional Berhad to focus on the Organizational Development through this competency model.

Given a very short time frame to this Project, we engaged SMR to work with us in developing the framework. The project was a big challenge due to our nationwide spread of our various offices.

Nevertheless, the challenges were never an obstacle for SMR's team as they stayed focus to develop the framework and delivering the project beyond expectations. The result of the project was the outstanding "**PADI**" model adoption and the Values clearly defined and linked to the Core competencies of the Positions. We are moving forward implementing this model as the organizational culture and continuous improvement is put into motion.

SMR team's dedication and support is highly valued as Padiberas Nasional Berhad is one step ahead of our competition. We will certainly continue to engage SMR in similar projects and also recommend to other organizations to benefit the same.

**"TOWARDS ORGANIZATIONAL EXCELLENCE"**

Sincerely

**PADIBERAS NASIONAL BERHAD**



**Azlinda Ahmad Zainal**

Senior Manager, Human Capital Development