


**Process** Human Resources  
**Procedure** HR Training & Development Execution

Revision	Written By	Reviewed By	Approved By	Effective Date
A	Le Loan Phuong	Herve Boone	Herve Boone	15 <sup>th</sup> September 2012
B	Jean- Pierre Mazzone	Jean- Pierre Mazzone	Pierre-Jean Malgouyres	1 <sup>st</sup> September 2018
C			 Jean-Pierre Mazzone Group HR Director	1 <sup>st</sup> January 2019

#### Revision tracking

Revision	Date of change	Content of change
A	N/A	The first initial
B	1 <sup>st</sup> September 2018	Updating the training cost in Article 3.2.5
C	1st January 2019	Updating the new format

<b>1. Purpose</b>	<b>3</b>
<b>2. Roles &amp; Responsibilities</b>	<b>3</b>
<b>3. Training &amp; Development Policy</b>	<b>4</b>
3.1. Confidentiality	4
3.2. Training Principles	5
3.2.1. Language	5
3.2.2. Communication	5
3.2.3. Training Budget	5
3.2.4. Training Cost	5
3.2.5. Training Bond Period	5
3.2.6. Calculation of liquidated damages	6
3.2.7. Training Time	6

3.2.8. Training courses initiated by the Company .....	6
3.2.9. Training courses initiated by the employees .....	6
3.3. Training Procedures .....	7
3.3.1. Flow Chart .....	8
3.3.2. Training Needs .....	9
3.3.3. Training Master Plan.....	9
3.3.4. Validation.....	9
3.3.5. Implementation.....	10
3.3.6. Course Improvement.....	10
3.3.7. Training Review and Assessment .....	11
3.3.8. Training Qualification .....	11
<b>4. Right Reserved .....</b>	<b>11</b>
<b>5. Attachments .....</b>	<b>11</b>

## 1. Purpose

The Management of Archetype Group (the Company) believes that people are our most valuable asset and training and development will offer a way of developing skills, enhancing productivity and quality of work, and building loyalty to the Company. With this reason, Archetype Academy has been established with a mission of spreading the values of the Group to all employees. At Archetype Academy, the management's commitment is to ensure all employees are providing with a continuous learning environment that supports with growth and career development. Specifically, the Archetype Academy will provide you with: Technical training for engineers, architects & support functions; General knowledge for growing in functions of finance, human resources, information technology...; Career development advisory; and Coaching for improving performance.

In order to executing the above mentioned, this procedure has been developed to describe to Human Resources department, Directors, Department Managers and employees how the Company gets organised to ensure proper planning and program development.

## 2. Roles & Responsibilities

### Managing Director

- Is responsible for actively encouraging training and development as a means to enable the Company to meet its business objectives, for ensuring that all resources are made available for this purpose.

### Directors and Line Managers

- Are responsible for implementing the Company's policy on training and development;
- Ensure that the training and development needs of their staff are identified, taking account of both individuals and groups, and that these are appropriately addressed;
- Encourage and facilitate people's involvement in training and development activities, both as participants or organisers, and provide guidance/feedback with regard to the skills and knowledge required for their current roles.
- Are responsible for preparation of the annual training budget of their departments
- Support training plans and have active participation when appropriate;
- Review of implementation success and assessment;
- Involve in evaluation process to support application & development.
- Play a primary role in training success and play as a Change Agent in their employees' behaviour change process after training.

### Human Resources Department

- Senior Human Resources Manager assists in coordinating with the all Directors, and giving full support to the Training Officer.
- Training Officer
  - Conducts and prepares the training needs analysis, annual training budget and annual training plan of the Company;
  - Manages the centralized & approved budget for training and development
  - Organizes and supervises the development programs for employees;
  - Coordinate the delivery of appropriate training and development activities;
  - Maintains records with regard to the development of the Company's staff;
  - Prepares and maintains regular reports to send to management;

- Ensure training procedure to be carried-out properly;
- Promotes and maintains a group of internal trainers;
- Identifies in the market or internal efficient trainings that match Archetype potential needs and addresses them in the training pool.

#### **The Internal Trainers**

- Identify the knowledge or the skills of the trainees;
- Submit the table of contents to the Managers/Directors and to the Training Officer to ensure that such training will match everyone's expectations;
- Prepare all slide presentation at least 2-3 months prior to the actual training date in order to have sufficient time to review with Directors and Training Officer.
- Use approved forms & templates for training materials;
- Follow Guidelines for trainers.

#### **The Trainees**

- Are the prime ownership of their personal development; have the desire and inclination to develop themselves; have a basic responsibility of visioning about their own career interest and take an active role in planning their own training and development.
- Commit to Training & Development plan agreed with Directors and Managers
- Seriously study training materials and requirements for better results in class
- Perform appropriate behaviour for class through learning:
  - Attitude: clear objectives, keen to learn & share and studying for applying;
  - Responsibility: fulfil class exercises & activity, class disciplines, active & positive in class and complete class action plan for assessment/development
- Commit to use learning points and tools for improving work productivity
- Must set out with the aim of passing all examinations at the first attempt and course attendance should be regarded as mandatory. During the period of study, Trainees are expected to apply themselves diligently to both their operational duties and professional studies. If study, examination or operational performance falls below the expected standards, the training sponsorship may be withdrawn.
- Provide Training Officer of certificates of any external training courses organized by the Company for personnel records

### **3. Training & Development Policy**

The Training & Development Policy and the Guide to Completing the Career Development Plan are available in the QMS. These give to employees the general purpose of Training & Development in Archetype Group. Below are additional points to reflect how it will be implemented:

#### **3.1. Confidentiality**

All training materials and contents need to be used only for the purpose of development of Archetype staff.

All matters regarding to business and plan of the Group, Company, Departments and Employees are treated as top confidential and are used only for training and development purposes.

No discussions about trainees' issues should be made in public and/or without the trainee's agreements

### **3.2. Training Principles**

#### **3.2.1. Language**

No language training will be organized and/or sponsored by the Company. It is the responsibility of the employees to learn by themselves any language which is required for their positions.

#### **3.2.2. Communication**

In order to ensure the success of the implementation of the training programs, which is a list of trainings to be provided by the Company throughout a year; Training Programs shall be uploaded on the Intranet under the form of Training Plan Book and well communicated to managers and to employees.

#### **3.2.3. Training Budget**

Training Budget will be confirmed once a year with 1.5% of total gross salary of the whole Company. The training budget is managed by Human Resources Department and is based on nominations from Directors with the approval from Managing Director.

The budget will not include internal expenses, such as: internal trainers, office rooms, time spend by company employees or managers.

#### **3.2.4. Training Cost**

All expenses incurred relating to training programs, such as registration fees, training fee, membership fee, examination fee, other related fee such as air ticket to and back, transportation, accommodation, insurances, visas, etc., are considered as Training Cost.

Employees are expected to provide their own textbooks if these are not included as part of the course fee.

#### **3.2.5. Training Bond Period**

The bond length is based primarily on the total training cost incurred by the company for whole duration of the training period.

- The bond period shown below will be generally applied to all company's sponsored training courses, including the part-time courses which the employees attend on their own time (i.e. after the working hours or on their rest days).
- The Training Agreement [\[QA-F-AG-HRD-Training Agreement\]](#), will be signed before employees start their courses which cost is more than \$US1,000.
- The bond period will start upon the completion of the training period.
- Employees who fail to complete the course successfully without an approved reasonable reason, or fail to fulfil the terms of the bond will have to reimburse to the company the full amount of liquidated damages as specified in the bond.
- Exceptional cases will be carefully considered and suggested by the respective Directors in consultation with Human Resources Department and fully decided at the discretion of the Managing Director.

Training cost	Minimum year of service at the Company
<b>Based on training cost</b>	
USD 1,000 - < USD 2,000	12 months
USD 2,000 - <USD 3,000	18 months
USD 3,000 and above	24 months

For example, if an employee undertakes a course in January 2018 that costs \$US1,000 and Archetype Group has fully paid for this course. If the employee leaves in October 2018, the employee is required to reimburse 75% of the cost of the training course (the employee has completed 9 months, but not 12 months of service). The employee would therefore have to reimburse \$US750 to Archetype before receiving his last salary payment.

### 3.2.6. Calculation of liquidated damages

In the event that the employee leaves the Company prior to the conclusion of the bond period, the cost of the training investment made by the Company will be reimbursed to the Company from the employee's final account in the following way:

$$\text{Liquidated damages cost return to the Company} = \frac{\text{Unexpired months of the bond period}}{\text{Total bond period}} \times \text{Training cost sponsored by the Company}$$

The above is not applicable for an employee who is terminated or dismissed by the Company, except if the termination or dismissal is the result of the employee violating the Company Labour Regulations.

### 3.2.7. Training Time

Employees will be permitted to take exam leave for each of the exam they will sit and are entitled to have 3 days of study leave for each of the exam that they will sit when undertaking long-term study (from 1 year) funded by the Company. Any additional time required must be taken as annual leave or unpaid leave.

Study leave application with the documentary evidence of examination dates should be approved by Directors before forwarding to Human Resources Department for record.

In case any training course is organized after working hours or during the week-end, no compensation time/leave for employees will be granted by the Company.

### 3.2.8. Training courses initiated by the Company

[QA-F-AG-HRD-External Training Nomination Form] should be completed and handed to the Training Officer for further verification and getting Managing Director's approval if a line Manager/Director would like to send their staff to attend a certain external training course.

### 3.2.9. Training courses initiated by the employees

Where an employee wishes to undertake a qualification by e-learning or class learning, etc, they, or their line manager, should bring this to the attention of the relevant Directors. This should be discussed as part of the performance review process and then the individual is asked to complete

an application [[QA-F-AG-HRD-External Training Registration Form](#)] stating how the qualification will benefit his/her department and the Company as a whole. He/she may also be asked to supply further details about the proposed development activity.

Upon receipt of the completed form, the line managers and relevant Directors will consider the application and make appropriate comments on the desirability of a proposed course or qualification, taking into account the following criteria:

- Staff has good working attitude and minimum performance rating is number 3 (i.e. meet the expectations of the Company for the position).
- Staff must have minimum one year of service at the Company;
- The knowledge cannot be acquired anywhere in house;
- Staff development that is necessary in order to do a job; or where there is a high level of demonstrated benefit to the Company.

After the Director's recommendation, the completed **External Training Registration Form** will be handed to the Training Officer for further verification and getting approval from the Managing Director.

The Company is prepared to consider providing financial support and study/exam leave for the completion of a degree, where the individual does not have one. Preference will be given to subject areas relevant to the positions the employees are holding and the Company's training needs and budget.

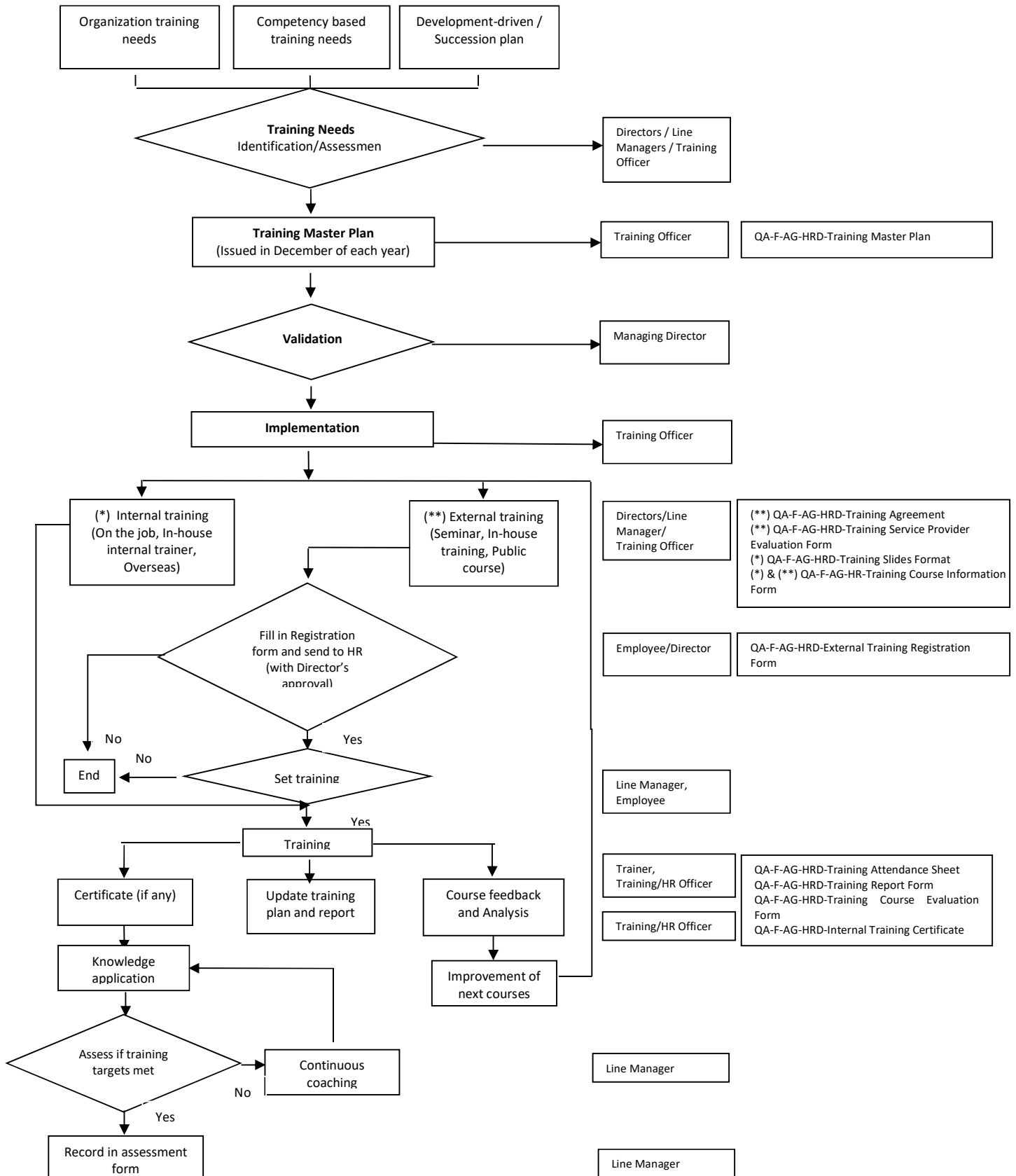
Any funding will largely be dependent on the extent of demonstrated benefit to the Company and will determine whether it could be supported to a greater or lesser extent.

### 3.3. Training Procedures

### 3.3.1. Flow Chart

#### PERSON IN CHARGE

#### RELATED DOCUMENTS





### 3.3.2. Training Needs

It shall be the responsibility of Line Managers and Directors to ensure the training needs of employees in the department are identified. Discussion and agreement with the employee via the annual Performance Appraisal is an essential step during the process of identifying training needs.

**Training Needs** will be derived from three sources as below:

- **Organizational Training Needs:** are those derived from the Company Business Plan/Objectives and/or Departmental Plans/Objectives. Directors shall draw training and development implications and needs from functional plan/objectives.
- **Competency-Based Training needs:** are gaps determined from the defined functional and behavioural competency requirements of each incumbent. Line Managers/Directors are responsible for analysing the tasks of a position description, section, department and group and use those as bases to define competencies, required competency level of each position and training needs of their employees. Training Officer shall also facilitate employee assessment along the required competencies.
- **Development Driven Training Needs:** are those identified in the Succession Plan or Individual Development Program. Line Managers/Directors shall define competencies and the level requirements for the relevant position in the succession plan and then confirm the training needs of their employees with counselling of Senior HR Manager.

### 3.3.3. Training Master Plan

Based on the Training Needs list provided by each department, the Training Officer will consolidate and analyse the training gap for each department. With the proposed gap analysis report from Training Officer, Directors set priority for skills to be trained, define external (Seminar, In-house training, Public course) or internal (On the job, In-house internal trainer, Overseas) courses, assign internal trainers, set the training time for each skill and the budget for each training course. Training Master Plan [QA-F-AG-HRD-Training Master Plan Form] will be completed and presented by Training Officer to Managing Director to validate in December of each year at the latest.

During the time of executing the Training Master plan, the Training Executive will consider to change the plan if necessary to make it suitable for the actual situations in consultation and cooperation with the Directors.

### 3.3.4. Validation

The below validation will be applied to:

- **Training needs:** by the Managing Director, the relevant Directors and Managers and the Training Officer. Validation ensures the training needs matched with the employee's, Department's and Company's objectives and the gap between actual performances and desired one.
- **Training suppliers:** by the Training Officer and the Senior Human Resources Manager/Director and Managing Director. All suppliers are validated for their quotations & competencies.
- **Training date & time:** by the Managing Director, the relevant Directors and Managers and the Training Officer.
- **Training Master Plan (i.e. Annual Training program):** by the Managing Director, Directors & Managers and Senior Human Resources Manager. The validation would identify prioritizations of skills and trainees. Balances of cash flow and workload are also under validation.
- **Program content:** by the Trainers, relevant Directors and Managers, Senior Human Resources Manager and the Training Officer. Validation is to make sure the right knowledge and approach are used for the course and trainees.

- **Trainers:** by the Directors & Managers, Senior Human Resources Manager and Training Officer. All necessary skills of the trainers need to be assessed for suitability to the Company and its trainees.
- **Trainees:** by the Directors & Managers, Senior Human Resources Manager and Training Officer. Validation for trainee is to make sure the right employees will be invested in the right skills or competencies.
- **Additional Training Courses:** Any arising training needs not included in the Training Master Plan and/or identified during the year due to business exigencies or any other reasons will be decided on a case-by case basis by Directors with the approval of Managing Director.

### 3.3.5. Implementation

- Training Officer will communicate the approved training plan to all employees by uploading the Training Plan Book on the Intranet.
- Every Month, a training calendar will be sent to all staff to get their registration upon acceptance of trainer's availability and Managing Director's approval.
- Training Officer will follow up the training implementation of each identified course.
- If the course is internal, it is required to identify the internal trainers. Directors/Line Managers shall define capable trainers for relevant training courses.
- If the course is external, it is required to search for training sources and determine appropriate provider selection by completing the Evaluation on Training Service Provider [\[QA-F-AG-HRD-Training Service Provider Evaluation Form\]](#). Directors/Line Managers and Training Officer will involve in this process selection.
- Any training program should be considered and agreed in advance about the content outline, materials, methodology and assessment approach to ensure the quality of training delivered. The Training Course Information Form [\[QA-F-AG-HRD-Training Course Information Form\]](#) should be completed by the Trainers and forwarded to Training Officer to send to the Trainees for their information at least one week prior to the training course.
- Before attending external selected training programs, the employees and/or line Manager/Directors are required to fill in the Registration or Nomination Form [\[QA-F-VN-HRD-External Training Registration Form\]](#) or [\[QA-F-AG-HRD-External Training Nomination Form\]](#), briefly stating their expected behaviour change or training target should be achieved after the training. The completed form will be sent to their line Managers/Directors who will review and agree the expected behaviour change or training targets to be achieved, and then forwarded to Training Officer for getting Managing Director's approval (where appropriate) and course implementation. Training Officer will coordinate all necessary arrangements for the course roll-out.
- The employees are required to sign on the Attendance Sheet [\[QA-F-AG-HRD-Training Attendance Sheet\]](#), which will be kept by Training Officer for records, when they attend training courses conducted in Archetype premise. An Attendance Report is required for an external training course, whenever possible.
- A copy of training materials of each course will be kept by Training Officer for record. The materials will be kept in form of papers, CD, soft copies, etc.. Any employee can contact Training Officer to access these training materials for reference.

### 3.3.6. Course Improvement

After each course, Training Officer will ask employees and the trainer to fill in the Evaluation Form [\[QA-F-AG-HRD-Training Evaluation Form\]](#). The completed form will be forwarded to Training Officer to summarize, analyse and identify improvement areas so that he/she can determine and implement correct action in co-ordination with relevant departments and persons.

### 3.3.7. Training Review and Assessment

- Employees' learning will be tracked through the behaviour change assessment process or training target achievement. This is considered as a transfer of learning on the job or a kind of return on investment. Line Manager/Director will act as the coach, working with employee to help transfer newly acquired knowledge and skills to the job. He/she also acts as an evaluator, assessing the demonstration of the required behaviour on the job or the target activities after the training.
- As the behaviour change or training targets are shifted into the employee's Performance Appraisal form-Career Plan Part, the review and assessment will be done in accordance with the Performance Appraisal cycle.
- Employees are required to make their self- assessment or targets achievement before meeting with their Line Manager/Director who will review and validate the employee's self -assessment. He/she will coach and draw action plans with the employee to help him/her to apply learning on the job.
- If training targets or behaviour change is not met as required. Line Manager/Director will provide continuous coaching to the concerned employee until he/she demonstrates the required behaviour change or meets the set training targets.
- Training Officer will assist Line Manager/Director in the process whenever necessary, e.g. scheduling and following through their administration, report on status and results.
- Every Quarter, the Training Officer will organise an update with all Directors to ensure that it has well been implemented, and to discussed any challenge or feedback
- In November of each year prior to preparing the Training Master Plan for the upcoming year, a report will be given to all Directors/Managing Director to review the proper implementation of the Program [\[QA-F-AG-HRD-Training Report Form\]](#).

### 3.3.8. Training Qualification

- Training Certificate will be issued to fully attended employees (if any) and will be filed in employee's file.
- The Training history of each employee will be recorded by Training Officer.

## 4. Right Reserved

The Company reserves the right, with absolute discretion, to vary the training and development policies and procedures set out in this document at any time.

## 5. Attachments

1. QA-F-AG-HRD-Training Slides Format Form Rev A
2. QA-F-AG-HRD-Training Master Plan Form Rev A
3. QA-F-AG-HRD-Training Course Information Form Rev A
4. QA-F-AG-HRD-External Training Nomination Form Rev A
5. QA-F-AG-HRD-External Training Registration Form Rev A
6. QA-F-AG-HRD-Training Agreement Form Rev A
7. QA-F-AG-HRD-Training Attendance Sheet Rev A
8. QA-F-AG-HRD-Internal Training Certificate Form Rev A
9. QA-F-AG-HRD-Training Service Provider Evaluation Form Rev A
10. QA-F-AG-HRD-Training Course Evaluation Form Rev A
11. QA-F-AG-HRD-Training Report Form Rev A