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1.0	Purpose This procedure describes the planning and implementation of staff training programs for MTD Group of Companies.																																													
2.0	Scope This procedure covers the identification of staff training needs and the completion of the above training, encompasses on-the-job, internal and external training and applies to all staff.																																													
3.0	Abbreviation <table><tr><td>3.1</td><td>HOD</td><td>Head of Company/Division/Department</td></tr><tr><td>3.2</td><td>GHCD</td><td>Group Human Capital Division</td></tr><tr><td>3.3</td><td>GFTD</td><td>Group Finance Treasury Division</td></tr><tr><td>3.4</td><td>FOC</td><td>Free of Charge</td></tr><tr><td>3.5</td><td>TM</td><td>Training Manager</td></tr><tr><td>3.6</td><td>TE</td><td>Training Executive</td></tr><tr><td>3.7</td><td>OJT</td><td>On-the-Job-Training</td></tr><tr><td>3.8</td><td>SPA</td><td>Staff Performance Appraisal</td></tr><tr><td>3.9</td><td>CEO/COO/ED</td><td>Chief Executive Officer/ Chief Operation Officer/Executive Director</td></tr><tr><td>3.10</td><td>ATP</td><td>Annual Training Plan</td></tr><tr><td>3.11</td><td>ETRF</td><td>External Training Requisition Form</td></tr><tr><td>3.12</td><td>IHTRF</td><td>In-House Training Requisition Form</td></tr><tr><td>3.13</td><td>TEF</td><td>Training Evaluation Form</td></tr><tr><td>3.14</td><td>ITEF</td><td>Induction Training Evaluation Form</td></tr><tr><td>3.15</td><td>TEEF</td><td>Training Effectiveness Evaluation Form</td></tr></table>	3.1	HOD	Head of Company/Division/Department	3.2	GHCD	Group Human Capital Division	3.3	GFTD	Group Finance Treasury Division	3.4	FOC	Free of Charge	3.5	TM	Training Manager	3.6	TE	Training Executive	3.7	OJT	On-the-Job-Training	3.8	SPA	Staff Performance Appraisal	3.9	CEO/COO/ED	Chief Executive Officer/ Chief Operation Officer/Executive Director	3.10	ATP	Annual Training Plan	3.11	ETRF	External Training Requisition Form	3.12	IHTRF	In-House Training Requisition Form	3.13	TEF	Training Evaluation Form	3.14	ITEF	Induction Training Evaluation Form	3.15	TEEF	Training Effectiveness Evaluation Form
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4.0	References 4.1 Quality Management System – MTD Construction Sdn Bhd 4.2 Quality Management System – Associated Concrete Products (M) Sdn. Bhd 4.3 Quality Management System – ACP-DMT Sdn. Bhd 4.4 Quality Management System – Alloy Toll Management Sdn. Bhd 4.5 Quality Management System – Alloy Maintenance Engineering Sdn. Bhd 4.6 ISO 9001:2015 – - Clause 7.1.6 Organizational knowledge - Clause 7.2 Competence - Clause 7.3 Awareness																											
5.0	Procedures Details of the procedures and its reference are as follows:- <table><tr><th>No</th><th>Title</th><th>Reference</th></tr><tr><td>1</td><td>Identifying Training Needs</td><td>6.0</td></tr><tr><td>2</td><td>Training Requisition</td><td>7.0</td></tr><tr><td>3</td><td>On-The-Job-Training (OJT)</td><td>8.0</td></tr><tr><td>4</td><td>Training Evaluation (External and In-House Program)</td><td>9.0</td></tr><tr><td>5</td><td>Training Effectiveness (External Training and In-House Program)</td><td>10.0</td></tr><tr><td>6</td><td>Training Records</td><td>11.0</td></tr><tr><td>7</td><td>Flowcharts</td><td>12.0</td></tr><tr><td>8</td><td>Forms</td><td>13.0</td></tr></table>	No	Title	Reference	1	Identifying Training Needs	6.0	2	Training Requisition	7.0	3	On-The-Job-Training (OJT)	8.0	4	Training Evaluation (External and In-House Program)	9.0	5	Training Effectiveness (External Training and In-House Program)	10.0	6	Training Records	11.0	7	Flowcharts	12.0	8	Forms	13.0
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6.0	Identifying Training Needs 6.1 The HOD shall ensure that adequate Training and Development are provided to the respective staff in line with the respective Training Objectives (Goals) of the Companies/Divisions/Departments within the Group. 6.2 Staff shall recognized their individual competency gap and identify their development plan during the year end SPA exercise. 6.3 When preparing the staff training needs, HOD shall consider item 6.1 and also to discuss with the staff on the final training needs prior submitting to GHCD for action.																											

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	<p>6.4 TM GHCD shall then consolidate and analyse the information furnished by the respective HODs.</p> <p>6.5 TM GHCD would then identify suitable training programs and prepare the ATP for the Group to Head of GHCD for review.</p> <p>6.6 Head of GHCD will propose the ATP and submit to the CEO/COO/ED for final approval.</p> <p>6.7 The CEO/COO/ED will review and approve the ATP.</p> <p>6.8 Please refer flowchart (Appendix 1) for the workflow process.</p>
7.0	Training Requisition – Procedure 7.1 External Training <p>7.1.1 External Training refers to public programs organised by external training providers and conducted at the various training locations e.g. hotels.</p> <p>7.1.2 ETRF must be completed and submitted by staff through E-Training System at least two (2) weeks before the training date. A hard copy of ETRF (Appendix 8) is permissible and should be completed by staff who does not have access to computer and submitted to GHCD at least two (2) weeks before training date.</p> <p>7.1.3 ETRF shall be verified by the Immediate Superior.</p> <p>7.1.4 Then, it shall be recommended by the HODs before it could be submitted to the GHCD for approval in the system.</p> <p>7.1.5 TM GHCD shall then check the training requisition before it could be submitted for verification by the Head of GHCD.</p> <p>7.1.6 Upon verification, Head of GHCD shall then obtain the necessary approval from the relevant approving authorities.</p>

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7.1.7 The relevant approving authorities are as follows:

Program Fees	Recommended by	Checked by	Verified by	Approved by
Not involving any cost (FOC)*	HOD	TM	Head, GHCD	Head, GHCD
RM1000 and below	HOD	TM	Head, GHCD	Head, GHCD
RM1001 and above	HOD	TM	Head, GHCD	CEO, COO, ED

7.1.8 Once approval has been obtained, TE GHCD would then proceed with the necessary administrative arrangements which include liaising with the training provider(s), confirming the date, time and venue and payment of fees.

7.1.9 TE GHCD would then send the Training Notification to notify the nominee(s) (staff) on the details of the Training Program.

For external training programs, the participant(s) would be required to submit a copy of their Attendance Certificate(s) and Course Material (if any).

7.1.10 Please refer flowchart **(Appendix 2)** for the workflow process.

7.2 In-House Training (Requisition To Conduct Training)

7.2.1 The In-House training programs may be conducted by our own in-house trainer(s) or by external training providers.


7.2.2 These programs may also be conducted within the company premises or at external venues depending on the requirements.

7.2.3 The programs arranged would not be limited to those identified in the ATP but would also include ad hoc programs.

7.2.4 For any request for In-House Training, the party who requested to conduct the training (requestor) would be required to complete and submit IHTRF **(Appendix 9)** through E-Training System or a proposal to GHCD.

A hard copy IHTRF **(Appendix 9)** is permissible and should be completed by requestor who does not have access to computer and submitted to GHCD at least two (2) weeks before training date.

7.2.5 TM GHCD shall then check the training requisition before it could be submitted for verification by the Head of GHCD.

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7.2.6 Upon verification, Head of GHCD shall obtain the necessary approval from the relevant approving authorities.

7.2.7 The relevant approving authorities are as follow:

Program Fees	Recommended by	Checked by	Verified by	Approved by
Not involving any cost (FOC)*	HOD	TM	Head, GHCD	Head, GHCD
RM1000 and below	HOD	TM	Head, GHCD	Head, GHCD
RM1001 and above	HOD	TM	Head, GHCD	CEO, COO, ED

7.2.8 Once approval has been obtained, TE GHCD would then proceed with the necessary administrative arrangements which include: liaising with the training provider(s), confirming the date, time and venue and arranging for refreshments.

7.2.9 Upon successful completion of the program, TE GHCD would liaise with the GFTD on payment of related expenses as well as the necessary back charges to be made to the respective Companies/Divisions/Departments.

7.2.10 Please refer flowchart **(Appendix 3)** for the workflow process.

7.3 In-House Training (Nomination Of Staff To Attend Training)

7.3.1 Immediate Superior would have to nominate their staff to attend the In-House Training program based on Training Budget.


7.3.2 HODs would have to recommend their staffs' nomination to attend In-House Training program.

7.3.3 TM GHCD shall then check the nomination list before it could be submitted for verification by the Head of GHCD.


7.3.4 Head of GHCD shall verify the nomination list submitted.

7.3.5 TE GHCD would then send the Training Notification to notify the nominee(s) on the details of the Training Program.


7.3.6 Please refer flowchart **(Appendix 4)** for the workflow process.

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8.0	On-The-Job-Training (OJT) <p>8.1 OJT refers to combination of classroom and non-classroom training programs that shall be conducted to relevant staff by focusing on the acquisition of skills within the work environment and generally under normal working conditions.</p> <p>8.2 OJT shall be conducted with the guidance of any relevant person (instructor) assigned by HOD or Immediate Superior with a substantial experience and qualified in the job or tasks. HOD will select the staff and the instructor for the OJT programme and inform them officially.</p> <p>8.3 For this program, instructor(s) are required to fill out OJT Record form (Appendix 11).</p> <p>8.4 Staff shall attend and complete the OJT training. Once the training is completed, instructor(s) and staff shall then sign the OJT Record form (Appendix 11).</p> <p>8.5 Immediate Superior shall then verify and endorse the form before it could go to HOD or Manager for approval.</p> <p>8.6 HOD or Manager will review the progress and upon satisfaction, approve the OJT Form.</p> <p>8.7 Once approved, the administrator shall compile and file the original documents. A copy of completed training documents shall be submitted to GHCD.</p> <p>8.8 TM GHCD to review and acknowledge the OJT Form.</p> <p>8.9 TE GHCD to update and file the individual training record.</p> <p>8.10 Please refer flowchart (Appendix 5) for the workflow process.</p>
9.0	Training Evaluation (External and In-House Program) <p>9.1 Staff who has completed the training will be notified by an email to complete a TEF (Appendix 12) through E-Training System not later than seven (7) days from the date of completion of the training.</p> <p>A hard copy of TEF (Appendix 12) is permissible and should be completed and submitted by staff who does not have access to computer not later than seven (7) days from date of completion of the training.</p> <p>Staff who does not complete their TEF will be alerted by an email until they complete and submit the form.</p> <p>9.2 The Immediate Superior shall verify the form before it could be submitted to TM GHCD.</p> <p>9.3 TM GHCD will receive and acknowledge the form.</p> <p>9.4 TE GHCD will file the TEF.</p>

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	<p>9.5 However, staff is not required to fill out the TEF for the following:</p> <p>9.5.1 For training program conducted in four (4) hours and below</p> <p>9.5.2 Briefing / Sharing session</p> <p>9.5.3 Study Visit program</p> <p>9.6 For Induction program, a specific evaluation form will be used i.e. ITEF (Appendix 10)</p> <p>9.7 For OJT program, a specific evaluation form will be used i.e. OJT Record Form (Appendix 11).</p> <p>9.8 The above documents enable GHCD to measure the suitability and effectiveness of the programme and the trainer for future reference.</p> <p>9.9 Please refer to flowchart (Appendix 6) for the workflow process.</p>
10.0	<p>Training Effectiveness (External Training and In-House Program)</p> <p>10.1 The immediate Superior will be notified by an email and shall then evaluate the effectiveness of the staff's knowledge and skills improvement against job performance after three (3) months completion of the program and to fill out the TEEF (Appendix 13) through E-Training System.</p> <p>The immediate Superior who does not complete the TEEF will be alerted by an email until they complete and submit the form.</p> <p>However, immediate Superior is not required to complete the TEEF for the following:</p> <p>10.1.1 For training program conducted in four (4) hours and below</p> <p>10.1.2 Induction program</p> <p>10.1.3 Briefing / Sharing Session</p> <p>10.1.4 Study Visit Program</p> <p>The fully completed of TEEF for External and In-House program will be submitted to TM GHCD.</p> <p>10.2 Once received, TM GHCD will review and acknowledge the TEEF.</p> <p>10.3 Then, TE GHCD will update and record the information in training database for future reference.</p> <p>10.4 The overall review for Training Effectiveness shall be carried out during SPA exercise.</p>

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	<div>10.5 The training effectiveness for OJT will be based on the progress of work or quality of work assessed by the immediate superior and overall review shall be carried out during SPA exercise.</div> <div>10.6 TEEF shall be excluded for Head of Companies/Divisions/Departments who is reporting directly to Top Managements.</div> <div>10.7 Please refer flowchart (Appendix 7) for the workflow process.</div>																					
11.0	Training Records <div>11.1 Overall training records shall be maintained, monitored and updated from time to time by GHCD for easy reference.</div>																					
12.0	Flowcharts <div>Flowcharts required for this document shall be as follows:</div> <table><thead><tr><th>Flowcharts Title</th><th>Appendix</th></tr></thead><tbody><tr><td>Identifying Training Needs</td><td>1</td></tr><tr><td>External Training Requisition</td><td>2</td></tr><tr><td>In-House Training (Requisition To Conduct Training)</td><td>3</td></tr><tr><td>In-House Training (Nomination Of Staff To Attend Training)</td><td>4</td></tr><tr><td>On-The-Job (OJT) Training Requisition</td><td>5</td></tr><tr><td>Training Evaluation</td><td>6</td></tr><tr><td>Training Effectiveness</td><td>7</td></tr></tbody></table>	Flowcharts Title	Appendix	Identifying Training Needs	1	External Training Requisition	2	In-House Training (Requisition To Conduct Training)	3	In-House Training (Nomination Of Staff To Attend Training)	4	On-The-Job (OJT) Training Requisition	5	Training Evaluation	6	Training Effectiveness	7					
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