

# **Training and Development Policy**

**Effective Date: 1 July 2015**

Human Resources Department

(Training & Development)

# Training and Development Policy

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## 1. Introduction

Human resource development is an integral part of modern enterprise. It is one of the essential elements to expedite corporate growth and to retain quality staff. It is also important for company to utilize resources effectively and maximize people potential in order to improve organizational efficiency. This process presents opportunities as well as challenges for staff, management team to excel and for the benefits of the Company.

Training & Development team (T & D team) plays a pivotal role in employee development with main responsibilities including policy formulation, training need analysis, implementation of training plan, sourcing, developing & facilitating training courses and evaluation of training effectiveness.

## 2. Training and Development Goal

The aim of Training and Development is to promote the company learning culture by introducing tools for employees to identify learning needs, providing learning opportunities to enhance competences, broaden knowledge and explore potential. Strong management support and employee participation in the processes are prerequisite to embed a learning culture in the company.

To achieve above, we plan to:

- align human resource development strategies and activities gear to different business units so that people development objectives, training policy and procedures support the corporate goals
- steer direction of people development programs thereby maintaining consistency of the Company approach to human resource development
- promote learning partnership among internal departments, with external professional and educational institutions for maximization of resources and efforts
- devise and refine annual training plan to align with corporate learning needs
- introduce learning modules which are up-to-date, cost effective and flexible for the benefit of various business units

## **3. Training & Development Plan**

An annual Training and Development Plan is drawn up after analyzing the data collected from Performance Appraisal, Competence Gap Assessment, and Training Needs Analysis. The training plan is incorporated with different learning programs and tools to support human resource development strategies and its implementation; subsequently it gears to produce a high performance workforce to drive the continuous success of the Company.

### **3.1 Competence Gap Assessment**

Competence Profile which comprises job specific knowledge, skills and personal aptitudes at work are categorized into different competence elements with descriptions to differentiate the job functions among each position in a team.

The functionality of each position is further identified by rating of “Competence Level”. The rating distinguishes competence elements in terms of their level of capabilities, relevance and importance that are applied at work. The Competence Level also forms the basis for identifying any gap(s), as compared with performance of the incumbent, to developing competences for horizontal or vertical job expansion.

### **3.2 Performance Appraisal**

A well organized Performance Management mechanism provides opportunity for a company to develop a high performing team. Performance Appraisal involves discussion between superior and subordinate on employee’s actual performance. It covers employees’ achievements as well as areas for improvement. The competence based development plan will be prepared for each department after the performance discussion.

### **3.3 Training Needs Analysis**

The result of training needs arises from data analysed from the competency gap assessment and performance appraisal. T & D team discusses with Business Unit/Department Heads on training priority according to urgency and importance. Training plan is integrated with internally and externally developed learning courses. The plan will be refined to cope with changing business requirements.