

ERL MAINTENANCE SUPPORT SDN BHD

Co. Reg. No. 199901023674 (498574-T)









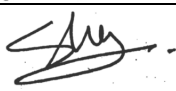








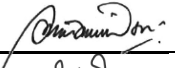

HUMAN RESOURCE DEPARTMENT

**TRAINING
PROCEDURE**

Ref. No. G00.OMH.M10580.SD.0006.P

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Release

Released:	Thomas Baake	Chief Executive Officer	20/02/2024	
Checked:	James L. Boudville	Operations	15.2.24	
Checked:	Norhandee Nordin	Drivers & Stations	16.02.2024	
Checked:	Omar Zakir	Operations Control Centre	15.02.24	
Checked:	Jayarajah Savarimuthu	Maintenance	15.02.2024	
Checked:	Norazman Abu Hassan	Rolling Stock	14.02.2024	
Checked:	Mohd Hisham bin Badasary	Project and Engineering	14/02/2024	
Checked:	Noel Devan Sawnthara Pandian	Systems	9 Feb 2024	
Checked:	Abdul Halim bin Baharom	Infrastructure	09.02.2024	
Checked:	Sukhbir Singh	Safety & Security	09-02-2024	
Checked:	Siti Fauzana binti Nor Mohd	Finance & Administration	8 Feb 24	
Checked:	Gan Lee Hong	Procurement	06.02.24	
Checked:	Raefendy bin Ismail	Material Management	6 Feb 2024	
Checked:	Muhammad Azim bin Abdullah	CEO Office	6.2.24	
Checked:	Haryati Khalil	CEO Office	6 Feb 24	
Checked:	Suriani Farisa	Human Resource	1 Feb 2024	
Author:	Norazmizam	Human Resource	31.1.2024	
	Name	Dept.	Date	Signature

Amendments or additions to this procedure must be indicated with a vertical black line in the adjacent left margin.

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Change Record and Configuration Control

P	31-Jan-24	Revision to reflect current processes and removal of obsolete documents and processes	NZM/SUE
O	17-Feb-23	Revision to reflect current processes and new requirements of HRD Corp SBL-Khas training scheme.	NZM/SUE
N	25-Mac-21	Revision to reflect current processes and include previous comments from HOD.	RZQ
M	09-May-19	Revision. To include internal training calendar, reflect current processes and include previous comments from HOD.	RZQ
L	01-Mac-18	Revision. To remove Knowledge Management based on feedback provide by consultant and include previous comments from HOD.	RZQ
K	08-Aug-17	Revision. To reflect current processes and new requirements of ISO 9001:2015 and 14001:2015 standards.	RZQ
J	06-Jan-14	Revision. To incorporate Management decision that only an overview on handling of training matters is reflected in the procedure. Detailed information to be referred to Human Resource Department	RZQ/SUE
I	08-Nov-11	Minor revision and to include ISO 14001:2004 requirement	SUE
H	04-Apr-10	Minor revision	SUE
G	23-Nov-09	Revision, update SIRIM logo and to reflect change as per E-MAS organization chart [ref. No. G00.OMH.M11110.BB.0005.J]	SUE
F	06-Mar-09	Update on ISO 9001:2008 and include revision date for ver. "D"	SUE
E	12-Mar-08	Revision	SUE
D	05-Sept-06	Revised to simplify details. Detailed processes should be referred to HRD. Refer to last paragraph of clause 1 in this procedure	SUE
C	15-May-06	Updated in line with the Appendix 7 [O&M Contract] requirements, incorporating Bonding Procedure [G00.OMH.M10580.SD.0001.A] and other changes in processes	SUE
B	05-May-05	Updated in line with ISO NCR 2005. Some of the current existing procedure [i.e External Training, In house Training Band Training Certification] has been merged into this procedure.	SUE/RJC
A	23-Dec-04	This procedure supersedes the previous procedure [G00.OMT.M10580.SB.0003.A; G00.OMT.M10580.RA.0001.A]. This procedure is profiled as Version A [to be treated as new procedure] as the procedure is now under HRD and the partner code has changed from OMT to OMH	SUE
A	17-Feb-03	New - Under Training Coordination Dept: Doc. No. G00.OMT.M10580.SB.0003.A; G00.OMT.M10580.RA.0001.A	Amuda/ Suhaizee
Revision	Date	Modification	Name

Planning Of Changes Reference For Revision: G00.OMH.M10580.SD.0006.P					
Issues To Consider		Checked (Please mark X)			Remarks
1) Are there any negative impact?		YES		NO	X
2) Will the integrity of QEMS be affected?		YES		NO	X
3) Resources available?		YES	X	NO	
4) Allocation or relocation of responsibilities and authorities required?		YES		NO	X

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1 Purpose

This procedure serves to provide an overview guideline for all trainings [external, internal and in-house] in E-MAS to ensure that these training are done in compliance to the relevant manuals¹, procedures¹, Appendix 7 of the O&M Contract¹, ISO 9001 Quality Management System and ISO 14001 Environmental Management System [ISO] that E-MAS subscribed to.

Where necessary, this document is to be read together with the Department Training Management Procedure [where relevant], other guidelines, documents cross-referenced and with any other related procedures stated in the Company Procedure Manual¹.

2 Scope, Distribution & Access

This procedure is made available via Electronic Documentation Management System [EDMS] and access given to all E-MAS employees; while distribution and access of Appendix 1 - Industrial Training¹ and Appendix 2 - Greenhorn Talent Development Programme [GTP] Guideline¹ is limited to Chief Executive Officer [CEO], Head of Departments [HOD] and Human Resource Department [HRD] only. Access may be given to executives/supervisors upon request of the respective HOD and approval of HRD-HOD.

3 Responsibility

The following documents must always be referred:

- a) Flow Chart for In-House Training¹
- b) Flow Chart for Handling of External and Internal Training Process [Non-HRD Corp Claimable Courses]¹
- c) Flow Chart for Handling of External and Internal Training Process [HRD Corp Claimable Courses]¹
- d) Flow Chart for Issuance of Certificates¹

Responsibilities mentioned below are non-exhaustive.

3.1 HOD

HOD's responsibilities amongst others include:

- a) Responsible in determining the risks and opportunities for its respective department training requirements and plan/organize the training activities in accordance to the needs and requirements. This shall be reflected in the respective department Training Needs Analysis [TNA]¹.
- b) Responsible in determining and ensuring the necessary competence of the person doing work that affects its quality & environmental performance and its ability to fulfil compliance obligations.
- c) Ensure the training is claimable under HRD Corp Claimable Courses and Skim Bantuan Latihan [SBL]. Only course(s) registered under HRDC will be considered to be claimable under HRDC
- d) To maximize the utilization of HRD Corp funds (previously known as HRDF) i.e.: Training budget limited to the HRD Corp claimable training only.
- e) Ensure appropriate documented information i.e. Training Course Evaluation [TCE], Training Confirmation & Verification [TCV] and Original Certificate are submitted to HRD to be retained

¹ Refer to Appendices for information on referred documents

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as evidence of competence. The respective department / In-House Trainer shall retain other training documents and records i.e training materials, assessments, etc.

- f) Ensure that all training records [test paper and results], modules and assessment systems are in place and maintained by respective department / In-House Trainer.
- g) Ensure their employees and/or any person/contractor seconded/attached to their department is briefed accordingly and to ensure that the relevant processes are adhered to. E-MAS employees are responsible to read their respective Department Training Management Procedure and documents.
- h) Establish and update their department Training Need Analysis¹ and In-house Training Calendar¹ to ensure that all department employee receives the required training in accordance to employees' position and job responsibilities and within the specified time/duration.
- i) Conduct training as per the department's requirement, Competencies Requirement for Recruitment [CRR]¹, and O&M approved training budget.
- j) Ensure and provide adequate in-house resource/trainers to conduct the identified trainings at all times.
- k) Selection of qualified trainers - Trainers shall be selected amongst the employees with experience and substantial training and/or professional expertise and/or qualifications. Trainers should also have the appropriate knowledge on operational, relevant standards and maintenance regulations in their respective area of the training programme. This includes the development of the curriculum, the examination and assessment system in each operational or maintenance field.
- l) Evaluate competency of the people who have attended training; and measure training effectiveness together with its impact to the Company. This may be recorded via Performance Appraisal or any other practical means that the respective HOD sees fit.
- m) For every training completed, HOD is to ensure that their trainers and employees to forward the duly completed forms and all other relevant documents to HRD within the stipulated time.
 - HOD is responsible to also take note of necessary action(s) on any issues highlighted in the Training Course Evaluation Form¹ [TCE]; if relevant.
- n) Update their respective documents amongst which include the following:
 - List of all In-House training [including refresher]
 - List of In-house trainers which is to be maintained within the department.
- o) Coordinate with HRD on urgent training requirements [if any] associated with new employees and legal requirements

3.2 Trainer: In-House Trainer

In-House Trainer responsibilities amongst others include:

- a) Develop the necessary curriculum, examination and assessment system as required.
- b) Update and maintain their training modules, which amongst others to describe the objectives, training methodology, structure, time schedule, assessment and certification systems. HOD verification and approval to be obtained prior to final release.
- c) Advise and coordinate with HRD in advance [at least 2 working days] for any bookings of training resources as per available Training Resources¹, subject to availability.
- d) Ensure the acquired equipment is returned in good condition. If the equipment is damaged or faulty, it must be reported via e-mail to HRD as soon as possible.
- e) Arrange for handout to participants – where possible softcopies to be distributed instead of hardcopy.
- f) Coordinate and obtain approval from respective HODs for the use of any facilities or workplace if required to be used for training purposes. This includes depot infrastructure, track line infrastructure, rolling stock including auxiliary vehicles, stations infrastructure, substations

¹ Refer to Appendices for information on referred documents

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infrastructure, Operations Control Centre facilities, Scheduled Wastes Storage area and Dangerous Goods & Chemical Storage area.

- g) Ensure relevant documents are duly completed, compiled and forwarded to HRD within the stipulated time i.e
- Training Confirmation and Verification¹ [TCV]
 - Training Course Evaluation Form¹ [TCE]
 - Training Certificates [where relevant]
- h) For short briefings which do not have any direct impact on an employee's actual work responsibilities which he was employed for, or new employee's briefings [orientation], the trainer is not required to forward the completed TCE to HRD. However, a record of this should be maintained by the respective department in the event information is required by relevant parties [e.g. by auditor etc].
- i) Where the trainer/department prepares and/or conducts an online training to provide knowledge of general/specific area within a work scope or within the department, he is responsible to maintain/monitor a register/report indicating completion of the said online training.

3.3 Employee

Employee responsibilities amongst others include:

- a) When necessary to inform to their respective IS/HOD if they do not have the required skills and knowledge to perform their job.
- b) Complete Training Requisition Form [TRF] for HOD acknowledgement [for external training and any other training which is applicable] and ensure own availability to attend scheduled trainings.
- c) Handing over copy of training materials to Document Controller [DC] for future reference by others. Training materials to be profiled in EDMS by DC before forwarding the TCE to HRD [Access: All E-MAS].
- d) Training participant [external training] or organizing department representative [internal training] are required to submit signed TCE [which also indicates the training materials reference number] and the original training certificate to HRD within the stipulated time. For in-house trainings, the participant must provide the signed TCE to the respective trainer within the stipulated time mentioned in HRD monthly follow up email.
- e) Aware that all original certificates for Company sponsored trainings will be retained by the Company and kept by HRD. No Copy may be kept by employee.
- f) Aware that upon resignation, he [employee] may appeal to retrieve the original certificates. This is however subject to clean disciplinary records with minimum 3 years of service; and management's approval. For the purpose of the above, clean disciplinary records are defined as No Written / Stern Warning for the past 3 years of service.

3.4 HRD

HRD responsibilities amongst others include:

- a) Process all training requisitions within the stipulated time, maintaining training records [where relevant] and training database.
- b) Ensure the training is claimable under HRD Corp Claimable Courses. Only course(s) registered under HRD Corp Claimable Courses will be considered to be claimable under HRDC.
- c) Ensure sufficient levy balance. Employers with insufficient levy balance cannot apply for grants under the HRD Corp Claimable Courses scheme. The entire amount claimable by training provider is subject to the approval of each individual grant application
- d) Coordination of training [where relevant] and update the existing training documentation.

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- e) Consolidate the updated training calendar as and when there are changes as advised by the respective HOD.
- f) Retain and maintain relevant original training documents [upon receipt from the department] i.e.
 - i. Training Confirmation and Verification¹ [TCV]
 - ii. Training Course Evaluation Form¹ [TCE]
 - iii. Training Certificates [where relevant]
- g) Update training database based on TCV upon submission from the department. This will not include any free online training [external] which are managed and monitored by the respective department.
- h) Coordinate and upkeep the training equipments that are listed in the Training Resources List¹.
- i) Assist to source for training provider if necessary for relevant department. Details to be provided from requesting department.

4 Training Needs Analysis [TNA]

HOD to complete the TNA Form¹ on yearly basis [by end of January each year] to HRD for CEO's approval. HRD shall assign reference number for approved TNA and will be referred to during employee's Training Requisition Form¹ [TRF] processing.

5 Training Budget and Plan

Due to specific requirements for technical skills, competency requirements, legal requirements, and the high impact cost of trainings; all departments shall submit a training budget and plan in preparation for the O&M Contract renewals. The department's budget submission will be filtered by HRD. Previous budget utilization experience will be used as basis and the proposed budget are subject to Management / Board approval. If necessary, a discussion with relevant department will be conducted before finalizing and submission to the Board. HOD will be notified if there are any changes were made on the proposed budget.

HOD may be required to forego some training, which was already planned to allow for Urgent and Non Budgeted Training. This include planned training that was not conducted as planned – with extension only up to the end of the following quarter, after which the budget will be redistributed at the discretion of HRD to ensure maximum utilization. Further extension with valid justification would require CEO's approval.

6 Training Methodology

There are various training methodology which may be practiced by the respective departments based on their training needs, objectives, requirements, and suitability. Some of the options available are as per below details.

6.1 On-Job Training [OJT]

On-Job Training [OJT] training method is generally conducted in the workplace while employees are actually working. OJT typically involves a combination of observing others and hands-on experience completing tasks under the supervision of the trainer, senior colleague, Immediate Supervisor or HOD.

¹ Refer to Appendices for information on referred documents

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When undergoing OJT, trainee may learn the processes and procedures used for the job. Trainee may also learn how to operate any equipment, tools or machinery required for the position. Part of OJT may include job shadowing or observing an experienced employee perform certain job tasks.

The purpose of OJT is to prepare trainee for the position/responsibilities. The instruction and hands-on practice completed as part of the training can help trainees to develop the skills, competencies and knowledge needed to carry out their role at workplace. When OJT is complete, trainee should be able to perform most or all of the tasks for their position with minimal supervision.

All On-Job Training [OJT] shall be treated as In-House training.

6.2 Off-Job Training [OFJT]

Off-Job Training [OFJT] occur when employees are taken away from their place of work to be trained and the opportunities for the trainees to pay more attention to the training activities. OFJT typically conducted in the form of lectures, discussions, case studies, role-playing, simulation, and demonstrations at a different location, which enables trainees to focus on learning new skills, knowledge and behavior without the distraction of workplace commitments.

For E-MAS, all Off-Job Training [OFJT] conducted may be treated either as external, internal, in-house and online training.

6.3 Online Training

HOD is responsible to identify online trainings relevant for their employees as and when required. The followings are process guidelines for online training:

- a. Free online training - External
 - TRF is not required.
 - If an online certificate is issued, the employee is to forward the online certificate and relevant email related to the training for HRD's record.
 - If no certificate is issued, you are encouraged to inform and forward the relevant email to notify HRD for record.
- b. Online Training with Cost - External
 - The process is the same as external training.
 - Upon completion of the training, the employee is to forward the online certificate, Training Course Evaluation Form [TCE] with training materials reference number for HRD's record.
- c. Online Training – Inhouse
 - TRF is not required.
 - HOD and/or trainer is responsible to ensure attendance of the relevant training is managed and monitored accordingly.
 - Upon completion of the training, HOD and/or trainer is to forward the certificate [if any] and details of the training to HRD.

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7 Training Calendar

7.1 In-House Training Calendar

HOD shall identify in-house trainings planned for their employees and compile in the E-MAS In-house Training Calendar¹ annually. The trainings planned must also include On-Job-Training [OJT] and refresher trainings for both technical and safety matters. Due to the scheduling of shift employees, the training calendar may be sent to HRD before the start of each quarter of the year.

Refer to HRD for handling of trainings which deviates from the department Training Calendar¹, if necessary.

7.2 Internal Training Calendar

HRD shall identify company wide internal trainings planned for the employees based on the yearly Training Needs Analysis [TNA] and feedback received via other means/channels by the CEO or HODs. The internal training calendar will be forwarded to HODs to nominate suitable participants from their respective department [as per allocated seats]. Nominated participants must be informed by their HOD and made aware on what the training is all about; and why they are nominated to attend the training.

Any allocated seats that are not utilized may be opened to other departments. HRD shall review the nominated participants and shall release the final participants name list once finalized.

The internal training calendar will be updated from time to time to reflect any latest trainings planned by E-MAS.

7.2.1 Internal Training Guideline

Since internal training is conducted within E-MAS premises, the participants may at times be required or called out of the training to attend to other critical issues at workplace. However to minimize unnecessary disruptions to the effectiveness of the training, the following terms will be observed:-

- Late comers ≥ 2 hours will not be allowed to enter the training and compliance of working hours must be observed.
- Late coming and early leaving will require supporting documents and approval from HOD and HRD
- In case of missing participants and no supporting documents produced for late coming/early leaving, this may lead to other actions to be taken as per Industrial Relations procedure which includes rendering himself ineligible for future selection for other training sponsored by the Company for duration of not less than 12 months, except for critical trainings related to job responsibilities.

8 Training Requisition

The TRF must be completed and recommended by relevant HOD and submitted to HRD within the stipulated time before the actual training date to ensure all arrangement/s can be made and finalized. Refer to Flow Chart for External and Internal training¹.

¹ Refer to Appendices for information on attachments

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If any new training request has only one [1] quotation and the provider is chosen to provide training, an explanation as to why the particular provider is chosen MUST be mentioned / attached as per reminder stated in the TRF.

8.1 Approval

Approval of external and internal trainings is subject to budget availability. HRD will only initiate the training registration upon approval by the CEO.

New hires and probationers will be restricted to attend for external training. Exclusions may be considered for statutory, legal requirements or critical trainings specific to the job, which has been identified earlier by HOD via Interview Assessment Form.

Training for the CEO will be subjected to Board of Director's approval.

8.2 Attendance

Attendance is compulsory as the cancellation of confirmed training registrations may lead to penalty to be paid by the Company. It is the responsibility of the employee to advise HRD and HOD at least seven [7] working days in advance should they be unable to attend the scheduled training with justifiable reason.

Failure to do so would lead to the employee having to bear any monetary penalty [payable via salary credit or direct payment] imposed by the provider for cancellation of training and any other cost incurred and paid by the Company for the said training. HOD must ensure that the employees are aware of the consequences if they fail to attend a scheduled training.

Should an employee reject any training offered without valid reasons, he may render himself ineligible for future selection for other training sponsored by the Company for duration of not less than 12 months, except for critical trainings related to job responsibilities.

8.3 Public Holiday on Training Date

An employee will be entitled to Compensation Leave in the event the employee attends training [in Malaysia or overseas] on an approved Public Holiday or any Company Holiday as announced by the Company.

9 Post Training

9.1 Training Evaluation by Participant

Based on Training Course Evaluation [TCE] received from training participants, when necessary, HRD will follow up on comments made by the participants which require feedback or/action from HOD:

- a) Internal and External Training: On performance of the training provider based on overall feedback. This may result in other providers being engaged to deliver similar training in future, if necessary.
- b) In-house Trainings: On performance of trainer i.e. in the event the trainer is not able to deliver the training effectively, HOD is to act immediately and recommend retraining for the trainer or withdraw the trainer from conducting training [2nd incident].

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9.2 Evaluation by HOD

The evaluation by the respective HOD is divided into 2 parts i.e. in terms of the:

- a) Competency of the employee attending the training; and
- b) Measurement of the training effectiveness and impact to the organization

This would have an impact on individual performance assessment by the HOD/IS during half-yearly Performance Appraisal¹.

9.3 Certification Training

An employee may be sent for certification training only up until two [2] times [initial and maximum 1 time re-sit] for the same training. If he is still unable to acquire the required skills, he would no longer be eligible to attend such certification training in the future.

9.4 Practical & Theoretical Training

An employee may be required to undergo practical and theoretical training identified by the respective department. The training records will be maintained by the respective department; and made available to HRD upon request.

9.5 Training Confirmation and Verification [TCV]

All in-house and internal trainings attendance is required to be recorded via TCV¹ as evidence for that particular training conducted and attended. Participants to the relevant training would be required to sign the form, indicating that they attended the training and acknowledge that the training was conducted in accordance to the relevant manuals/procedures used. The trainer shall also sign on the same form to verify that the training was conducted in accordance to the relevant manuals/procedures.

9.6 Training Related Claims

Where applicable, employees may claim expenses incurred based on the rates, terms and conditions as stated in Business Travel Procedure¹ for the following: -

- a) It is advisable for employees to use the ERL CRS System train service in combination with other public transportation whenever is possible and practical as their transportation means for travel purpose.
- b) Travel Expenses Claims – The Company will ensure fair reimbursement of travel expenses and as such, honest reporting is crucial for the overall integrity of the process. Mileage or public transport claims i.e. to and from office to the training centre/venue or to and from home to the training centre, whichever is nearer; parking and toll claims for the duration of training.
 - For employees on car pool, only the driver of the vehicle is allowed to claim for the expenses
- c) Employees are to be aware that the claim form will be processed for approval only upon receipt of the TCE.

9.7 Meal Allowance & Refreshment Claims

The above may be claimed based on the respective Training Requisition costs approval. This is only applicable for E-MAS employees.

¹ Refer to Appendices for information on referred documents

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- a) For internal training:
- i. Minimal meal and refreshment costs may be allocated for confirmed training participants and trainer, which will cover the costs for lunch and refreshments. Kindly refer to HRD for such arrangements and are subject to approval.
 - ii. Internal trainings conducted with duration equal or more than 7 hours, and held within Company premises
 - iii. This allocation will take into consideration of one [1] trainer per training day. Any other requirements for additional trainers shall be justified to HRD upon TRF submission for approval.
 - iv. Department's representative to request the cash advance via Advance Request and Expenses Claim Form¹ and submit to FAD-FIN [Note: Only the respective requesting department's representative may make such request].
 - v. FAD-FIN shall forward the form to HRD for details verification before further processing as per Advance Request And Claim Management Procedure¹.
 - vi. In the event the expense claims differ from advance claims made earlier, the HOD will be required to provide justification for the variances/differences.
- b) For external training [Subject to Monthly Tax Deduction]. Official receipt is to be forwarded for the claim:
- i. Meal allowance will only be provided for external training where provider do not provide any meal, regardless of the distance of venue.
 - ii. Meal allowance of RM18/pax per day will be applicable for lunch.
 - iii. Meal allowance of RM20/pax per day will be applicable for dinner with the following conditions:
 - Only applicable for external training which ends after 2100hrs.
 - Shall not be applicable for residential trainings or company sponsored accommodations.
 - iv. Training participants to submit the meal allowance claim via Travel Expense Claim Form¹ to FAD-ADM. FAD-ADM then shall forward the form to HRD for details verification before further processing as per Business Travel Procedure¹.

Any deviations from the above shall require a justification memo for CEO's approval.

10 Sharing of Knowledge – Resource Person

All employees attending trainings are required to submit a copy of the training materials [softcopy or hardcopy] to DC for future reference by others and to ensure all training materials are profiled via EDMS or by DC.

Employee who has completed a specific training course including Microsoft Software Application Training, Rostering/IVU, any module of SAP System, or any other external training as determined by respective HOD, and CEO; may be required to be the resource person on the subject matter.

HOD shall ensure that this Resource Person is to conduct sharing sessions and expected to share what they have learned from the training attended. This is only applicable for external trainings.

- a) Resource Person may be required to conduct intra-department sharing session and perform on-the-job coaching/ mentoring of other employees within the department, if necessary. This sharing session shall be conducted within one [1] month from the date of attending the training.
- b) This is not a training session and it is more towards a sharing session. The sharing session may be conducted as formal or informal session. However, all sessions will be required to be recorded using Training Confirmation and Verification¹ [TCV] and forwarded to HRD.
- c) Access to all departments training database will be opened for all HODs [view only].

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11 Certificates

Please refer to Flow Chart on Issuance of Certificates. A certificate issued for in-house trainings is deemed valid only with the relevant signatories, profiled in EDMS and stamped with the official company seal, which can be obtained from HRD.

The templates for each of the following three [3] certificates are available from the EDMS.

TYPES OF CERTIFICATES			
No	Certificate Name	Awarded To Employee / Trainee	Responsibility
1	Certificate of Attendance	Awarded for successfully completing [with full attendance] E-MAS in-house training conducted by in-house trainer.	Managed and issued by Trainer.
2	Certificate of Competency	Awarded for successfully completing [with full attendance] E-MAS in-house training and passed the evaluation and/or examination conducted by in-house trainer. With this certification, the employee is deemed to be competent in the task and able to carry out his duties in accordance with the department's manual and/or documentation and other regulatory documents. Requirements of competency are outlined in the respective Department Training Management Procedure.	Managed and issued by Trainer.
3	Certificate of Experience / Completion	Awarded to an Industrial Trainee or Greenhorn Trainee who has successfully completed his practical experience in the Company.	Managed and issued by HRD.

Note: In cases where certificates are issued for other events such as E-MAS Recognition Award, Long Serving Award, etc., the issuing person is encouraged to follow the standard template.

12 Bonding

Employees, who undergo trainings, seminars, conferences, personal development courses, exchange experience and/or on projects may be bonded subject to Management discretion. Employee may also be bonded due to the nature of the training attended is required by the law [statutory training]. In such situation, the bond is to ensure that the Company's interest is safeguarded in order to ensure that the Company has the required competency legally required by law at all times. The employee will be informed first by his respective HOD and via an email by HRD while E-MAS's Learning Agreement is being prepared. This shall be completed before attending the training.

If an employee fails to receive/acquire certification due to unsuccessful completion or discontinuation of training for reasons caused by the employee, the employee will be required by the Company to reimburse the Company the full training expenses.

If bonding is to take effect, the terms and conditions in the E-MAS Learning Agreement [whichever applicable] issued by the Company will be applied accordingly.

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Appendices**Appendix 1: Industrial Training [G00.OMH.M10580.SD.0002.*]****Appendix 2 - Greenhorn Talent Development Programme [GTP] Guideline [G00.OMH.M10580.ZG.1001.*]****Appendix 3: Reference Procedure / Manual / Form**

No	Reference Procedure / Manual / Form	Doc. No	Description
1	Advance Request And Claim Management Procedure	G00.OMA.M11160.CD.1019.*	Finance & Administration Procedure
2	Advance Request and Expenses Claim Form	G00.OMA.M11160.JM.1009.*	Advance Request and Expenses Claim Form
3	Competencies Requirement for Recruitment [CRR]	G00.OMH.M11720.ZG.0002.*	CRR
4	E-MAS In-House Training Calendar	G00.OMH.M10580.ZR.1102.*	Training calendar according to year
5	Issuance of Certificates Flow Chart	G00.OMH.M10580.CC.0003.*	Flowchart –Certificate Issuance
6	Flow Chart for Handling of External and Internal Training Process [Non-HRD Corp Claimable Courses]	G00.OMH.M10580.CC.1009.*	Process Flow – External and Internal Training Process [Non-HRD Corp Claimable Courses]
7	Flow Chart for Handling of External and Internal Training Process [HRD Corp Claimable Courses]	G00.OMH.M10580.CC.1011.*	Process Flow –External and Internal Training Process [HRD Corp Claimable Courses]
8	Flow Chart for In-House Training	G00.OMH.M10580.CC.0005.*	Process Flow – Trainings (In-House)
9	Business Travel Procedure	G00.OMB.M11715.CD.1004.*	Finance & Administration Procedure - Travel claim related to training
10	O&M Contract	G00.OMG.M15000.GD.1006.*	O&M Contract – Training Requirements
11	Performance Appraisal [Supervisory]	G00.OMH.M11755.ZF.0003.*	Form HRD0030 (A)
12	Performance Appraisal [Non Supervisory]	G00.OMH.M11755.ZF.0004.*	Form HRD0030 (B)
13	Training Needs Analysis [TNA]	G00.OMH.M10580.ZF.1020.*	Departmental Training Needs Analysis
14	Training Requisition Form [TRF]	G00.OMH.M10580.ZF.0002.*	Form HRD0042
15	Training Confirmation & Verification Form [TCV]	G00.OMH.M10580.ZF.0016.*	Form HRD0060

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No	Reference Procedure / Manual / Form	Doc. No	Description
16	Training Course Evaluation Form [TCE]	G00.OMH.M10580.ZF.0001.*	Form HRD0041
17	Training Resources List	G00.OMH.M10580.SH.1017.*	List of available training resources
18	Travel Expense Claim Form	G00.OMB.M11715.JM.1010.*	Finance & Administration Department Procedure - Travel Expense Claim Form