

Section 3



Training & Development Policies & Procedures

Europe & Asia Commercial Co., Ltd

Human Resources Department

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Training & Development

1. Purpose

The purpose of this section is to ensure the availability of development programmes and activities to benefit our employees as they will need to continuously learn and update their skills and knowledge for improved and enhanced performance. The aim is also to build a learning organization which is in line with the Company's objective to create a sustainable high performance culture and achieve business success.

2. Scope

The policies and procedures stipulated herein shall be applicable to all staff at Europe and Asia Commercial Company Limited (EAC), not based at factory sites.

The Company reserves the right to amend or delete any policy or procedure or part of thereof and when deemed necessary. There shall be no retrospective effect on any changes to all terms and conditions or service, policies and procedures.

Should there be a difference between the English and Burmese version, the Burmese version will be regarded as the version to comply with.

3. References

- 3.1 Myanmar Labour Laws and other related laws
- 3.2 EAC Terms & Conditions of Employment
- 3.3 Company Non-Disclosure Agreement
- 3.4 Company Code of Conduct

4. Policies and Procedures

4.1 Training Needs Analysis

- 4.1.1 Training requirements are identified to close the performance gaps, which can also form part of the employee's career development plan. These must be discussed between the Reporting Manager and the employee, and reflected in the Development Section of the Appraisal Form, after the annual performance evaluation session. HR will collate the total and analyze the total company.
- 4.1.2 The Reporting Manager proposes the annual training nominations by completing the Training Needs Analysis Form (appendix TS 3-1), and seeks endorsement from the Head of Department and Director before submitting to HR.

- 4.1.3 HR shall analyze and consolidate from all departments, together with the costing before presenting to the Chairman or CEO to review and approve respectively.
- 4.1.4 The trainings nominated must be relevant to the job currently being done or as part of development to assume another position which has been identified, and aligned to the succession planning process.
- 4.1.5 The training and development needs can be identified from the sources below:
- Performance appraisals and feedback
 - Employees' requests as part of career development
 - Continuous company review and requirement for new skill set
 - Feedback from staff exit interviews
- 4.1.6 Types of development opportunities:
- Induction Training
 - Management Development Programme
 - Functional (department based) Training
 - Special Skills Training
- 4.1.7 Where there are sufficient number of employees requesting for the same training, HR will source for an external trainer to conduct in-house. Otherwise, the employee will be enrolled for an external training. Alternatively, training can be via e-learning if suitable and available.
- 4.1.8 If additional training need is requested, the employee can apply by using the Training Registration Form (appendix TS 3-2) and obtain the approval from the superior, Head of Department and respective Director.
- 4.1.9 HR will also explore our employees conducting the training if the expertise is available internally and the staff is capable to be a trainer.
- 4.1.10 All participants are required to sign the Training Attendance Record (appendix TS 3-3)
- 4.1.11 The learning and development channels include the following
- On-the-job training
 - Being coached
 - Being mentored
 - Performing specific projects/assignments, including cross department
 - Attending training programmes, seminars, conferences, exhibitions etc
 - Taking on a trainer position
- 4.1.12 Employees must utilize the learnings and practice using the tools and techniques (if any) after attending the training programmes to ensure the learnings are retained and well-used.
- 4.1.13 There is a maximum of three training programmes per year for each staff and if there is a need to attend more than three, then the respective Director will need to approve.

- 4.1.14 The Training Evaluation Form (appendix TS 3-4) will need to be completed after each training session.
- 4.1.15 Where the employee attends a training programme or learning workshop/conference, the employee will need to notify HR to ensure this information is recorded in their personal development profile.
- 4.1.16 Both employees and their Reporting Managers are responsible for continuous learning. Employees should show willingness to improve by asking their Reporting Managers for direction and advice. Managers should do the same with their own superiors, whilst encouraging and mentoring their subordinates.
- 4.1.17 The Reporting Manager and Head of Department must not exceed the training budget which has been approved during the Annual Planning process. For training programmes with expenses beyond the approved budget, the respective Director will need to seek approval from the CEO and advise HR, prior to the training being conducted.

4.2 Induction Training

- 4.2.1 All new staff will be briefed during the Induction Training as part of the Onboarding process.
- 4.2.2 This is an essential part of staff learning and development, and integration into the working environment.
- 4.2.3 The Reporting Manager must communicate the KRAs and Job Description clearly to the new employees and assess their training needs in order to help them perform to a satisfactory standard from the onset.
- 4.2.4 For the newly promoted employee, the Reporting Manager will need to create a training & development plan to accelerate their learning and close the performance gaps to assume the new roles and responsibility.

4.3 Management Development Programmes

- 4.3.1 The main training here focuses on Leadership, Management & Supervisory Skills Trainings.
- 4.3.2 The focus is on the three levels below:
- Level 1 - Employees being promoted to assume a supervisory position
 - Level 2 - Employees being promoted to assume a managerial position
 - Level 3 - Existing managers who assume a larger managerial portfolio, including head of dept or unit positions.
 - In all the three levels, leadership shall be included in the programme.

4.4 Functional (Department based) Training

4.4.1 These are department specific training, e.g, technical training, sales training updates on corporate tax, ISO training, Finance for non-Finance staff training.

4.4.1 These trainings can either be conducted by internal or external trainers.

4.5 Skills Based Training

4.5.1 These are trainings to acquire a specific skill, e.g. computer based trainings, presentation skills, communication skills, project management, critical thinking & problem-solving and time management.

4.5.2 These trainings can either be conducted by internal or external trainers.

4.6 Further Education Assistance

4.6.1 Employees may be eligible for assistance subject to the following criteria:

- The employees must have a minimum of three years service. However if there is a need for the employee to take on the course sooner, this will need to be endorsed by the respective Head of Department and Director, and approved by the CEO.
- The course pursued must be directly relevant to both the needs of the department as specified in its business plan, the employee's post and to the employee's future development.
- Where the employee fails to sit an examination, submit coursework, and/or unable to show satisfactory progress in his/her studies, or discontinue his/her course for no good reason from the Company viewpoint, the Company will withdraw the support facilities under this scheme and require the refunding of all costs.
- If the employee is unable to attend the course/college for whatsoever reason the employee must, as soon as is reasonably practicable, inform their line manager and the course provider. Failure to do so shall be viewed very seriously and may be treated as a potential gross misconduct.
- The course pursued must be on part-time basis and does not affect the employee's work performance.

4.6.2 Procedure to be followed when applying for Further Education Assistance :

- Any employee wishing to apply for the Education Assistance Scheme must complete the following:
 - Further Education Assistance Form (appendix TS 3-5)
 - Agreement for the Repayment of Education
 - Training Fees Form

Copies shall be retained by the employee, the employee's Reporting Manager and the originals to be given to HR.

- Applications to include the following:
 - The course to pursue and purpose of the study
 - The total costs by each year
 - Name of the education institution and duration
 - State how the learning can benefit the Company
- The Company shall reimburse authorized courses, tuition and examination fees for professional and travelling expenses.
- The employee shall be required to reimburse the Company in accordance with the following:

	Scenarios	Refund amount (fees & related expenses)
1	Leave the Company before completing the full course	100%
2	Not completing course or less than 80% classes	100%
3	Failed to obtain the qualification	100%
4	Leave the Company within 1 year after completion of course	100%
5	Leave the Company after 1 year, before 2 years, after completion of course	75%
6	Leave the Company after 2 years, before 3 years after completion of course	50%
7	Leave the Company, after 3 years, post completion of course	nil

- The Company shall monitor the application of this policy and has discretion to review it at any time.
- The responsibility of the implementation, monitoring and development of this policy lies with HR
- The responsibility of day to day operation of the staff is the responsibility of the Reporting Manager.

5.0 Appendices

1	Appendix TS 3-1	Training Needs Analysis Form
2	Appendix TS 3-2	Training Registration Form
3	Appendix TS 3-3	Training Attendance Record
4	Appendix TS 3-4	Training Evaluation Form
5	Appendix TS 3-5	Further Education Assistance Form

