

Document No. JKR.LPT.500-8/1/19/1



**TRAINING POLICY**  
**JABATAN KERJA RAYA, SABAH**

**1998 EDITION**

**CAWANGAN LATIHAN & PERKHIDMATAN TEKNIKAL**  
**IBU PEJABAT**  
**JABATAN KERJA RAYA**  
**88582 KOTA KINABALU**

## **TRAINING POLICY FOR JABATAN KERJA RAYA**

Training policy is aiming at providing guidelines related to training matters concerning all categories of P.W.D. staff .This training policy consists of two parts i.e. OBJECTIVES & STRATEGY.

### **1.0 OBJECTIVES**

Effective training must meet the needs of staff in relation to the Department's policies, priorities, and manpower requirement.

This training policy is aimed at maximizing staff resources and potential to ensure that:-

- (1) All categories of staff are equipped with the knowledge and skills to enable them to:-
  - (a) carry out their jobs to the required competency standard in order to achieve the objectives of the Department ;
  - (b) get ready themselves to meet the challenges that confront them in today's rapidly changing world;
  - (c) pass the required examinations; &
  - (d) get ready themselves for possible future career development.
- (2) There is training and learning culture within the Department and training is everybody's concern so that learning and training can take place in all workplaces if and when necessary.
- (3) There is a proper system of assessment to determine the competency standard of staff for the purpose of performance evaluation, confirmation of post, promotion and future career development.

### **2.0 STRATEGY**

To achieve the training objectives, the Department is committed to providing with relevant training for all categories of staff , through proper training strategy which will encompass :-

#### **2.1 IN-HOUSE TRAINING**

##### **2.1.1 P.W.D. TRAINING CENTRE**

Due to the fact that quite a number of junior technical staff are lacking in academic qualification in the technical fields, as such, two to three months classroom training courses are still needed to provide them with wide range of basic technical knowledge.

Short courses on specific topic may will be provided when majority of the junior technical staff have acquired basic technical knowledge. The changes from conducting long courses to short courses will take place gradually.

### **2.1.2 ON-THE-JOB TRAINING**

Training needs to move from traditional up front delivery to one where people can learn if and when necessary. Based on book research, on average 80% of learning undertaken within organisation occurs on the job therefore work place training is essential. On-the-job training provides staff with systematic programmes on performing their jobs at the workplaces . All training design, delivery and assessment should either mirror real-life workplace conditions or should be designed to be delivered to the job at the time it is needed.

It is most important that there are written procedures of work and related competency standards to provide with the guideline on performing the related jobs as well as the measuring tools. Competent staff will be identified to conduct on-the-job training when necessary.

## **2.2 EXTERNAL TRAINING**

Subject to the prior approval of the Directorate/Assistant Director of Training & Technical Services Branch, staff will be given the opportunity to further their professional, technical and managerial abilities or personal development in areas relevant to their works by attending courses, seminars and conferences which are not available in the in-house training programmes.

The selection of participants shall be based on the following criteria :-

- (1) Number of training programmes previously attended by the candidates;
- (2) Availability of the candidate;
- (3) Suitability of the candidate in term of academic background and working experience;
- (4) Appropriateness of the programmes;
- (5) Training needs of the candidate; &
- (6) No similar training programme has been attended by the candidate previously .

## **2.3 CONFERENCE & SEMINAR**

In today's rapidly changing world, human resource development must adapt to meet the challenges of globalization, advancing technology and information. Developing the human potential will be viewed as concern for our staff as capable, thinking and resourceful members of the Department.

Thus in order to facilitate learning, the Department will need to provide staff with the opportunity to attend seminars/conferences which may be organised internally or externally.

The desirable frequency of professional and senior staff to attend seminars/conferences subject to availability of budget is shown in Table 1.

GRADE	INTERNATIONAL LEVEL	NATIONAL LEVEL	STATE LEVEL
1	Once every 2 years	Once every 3 years	At least once a year
2	Once every 3 years	Once every 2 years	At least once a year
3	Once every 5 years	Once every 3 years	At least once a year
4&5	-nil-	Once every 3 years	Twice every year

## 2.4 RESPONSIBILITIES & ROLES

### (I) DIRECTORATE

- (1) Director is responsible to make decision on the training policy.
- (2) Deputy Director II is responsible to oversee the development of implementation training policy.

### (II) BRANCHES

- (1) Assistant Director/Training & Technical Services is the representative of the Directorate to implement the training policy to meet the training needs of the Department. He shall recommend to review the training policy when necessary in order to catch up the current trend of training.

He is also responsible for setting up Examination Board , Competency Standard Committee etc. for the purposes of assessment & evaluation of the examination results and competency standard of the staff.

He is the chief coordinator on training matters and should hold regular meetings to discuss about training matters with the representatives from other Branches and Districts.

- (2) Senior Training officer will assist the Assistant Director/Training & Technical Services to implement the training policy. However his main duty is to run & operate P.W.D. Training Centre.
- (3) Branch Heads play an important role in carrying out training activities. Branch Heads should also study the needs of training related to the expertise of the Branch concerned and organise seminars or short courses to impart modern know-how and technology to the staff concerned.

There should be one representative in each Branch to assist the Branch Head on training matters. The representative should study the training needs of the staff in his own Branch and arrange for necessary guidance or on-the-job training to meet the immediate needs of the

staff and also to propose training courses/seminars for the staff concerned for further improvement.

- (4) There should be one well-established library in the Head Quarters to provide with reference books related to all the fields in the Public Works Department for staff to read and study for career improvement.

### (III) **DISTRICTS**

Each District Engineer should involve himself in the planning & development of the manpower resources in the district. A manpower planning & development committee headed by the District Engineer should be set up in every district to make proposal for the manpower requirement and the training needs of the staff. The District Engineer should liaise with the Assistant Director/Training & Technical Services on training matters.

Staff who are capable of performing the duties of training should be identified in order to provide guidance and carry out on-the-job training programmes to meet the immediate needs of the staff when necessary.

District library should be set up in every District to provide reference books for the staff to read and study for the purposes of career improvement or preparation for sitting examinations.