




<b>TITLE</b>  <b>PERSONNEL DEVELOPMENT TRAINING MANUAL</b>		<b>DEPARTMENT</b> : HRPD
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**1.0 PURPOSE**

The purpose of these guidelines are to provide Senior Management, HODs and Managers on the training processes involved for all employees.

**2.0 SCOPE**

The scope of these guidelines covers all the Gleneagles Kuala Lumpur employees.

**3.0 ABBREVIATION**

<b>GKL</b>	-	Gleneagles Kuala Lumpur
<b>AHRPD</b>	-	Administrator, Human Resources & Personnel Development
<b>HRPD</b>	-	Human Resources & Personnel Development Department
<b>PD</b>	-	Personnel Development Department
<b>HOD</b>	-	Head of Department
<b>HRDF</b>	-	Human Resources & Development Fund
<b>PSMB</b>	-	Pembangunan Sumber Manusia Berhad

**4.0 EXTERNAL TRAINING****5.0 INTERNAL TRAINING****6.0 BOOKING AND USAGE OF THE MOB CONFERENCE ROOM / MOB AUDITORIUM****7.0 MISCELLANEOUS ISSUES****8.0 ALL FORMS RELATED TO TRAINING****9.0 IN-HOUSE COURSES (NON-CLINICAL)**

## **4.0 EXTERNAL TRAINING**

### **4.1 SUBMISSION OF EXTERNAL TRAINING FORM**

- 4.1.1 PD will not accept any External Training requests if complete documentation as requested is not submitted.
- 4.1.2 The respective HOD / Manager must ensure that the following standard documents are filled and submitted to PD at least 3 weeks (18 working days) before the early bird registration / registration deadline (if one is imposed) OR actual training date(s).
- 4.1.3 All requests must be submitted directly to PD. Any external training request that is incomplete will be returned to the respective sender. The sender is required to provide complete information for resubmission of the external training approval forms.
- 4.1.4 Complete documentation is then sent to PSMB for HRDF grant approval. Please note that a SOFTCOPY of the Course Brochure and Trainer Biodata are required when submitting documentation to PSMB for approval. The standard documentation required are:-
- a) Purchase Requisition (PR)
  - b) External Training Approval Form (ETAF)
  - c) Complete Details on programme (SOFT COPY - required for claiming purposes, & HARDCOPY - Clean copy / Original preferred)
    - i) Quotation of Training Fee
    - ii) Detailed Course Content and Training Schedule
    - iii) Trainer's Biodata & Curriculum Vitae
  - d) Registration Form (To be left blank – PD to fill)
  - e) Leave Application Form
  - f) Travel Authorisation Form (available from Finance)
    - If TRAVEL BY AIR and / or ACCOMMODATION is required.

*Notes:*

- **Please note that the above applies to courses that are FREE / SPONSORED / UNDER OWN EXPENSE.**

### **4.2. PSMB APPROVAL**

- 4.2.1 If the application to PSMB is approved, the complete documentation will then be sent to the AHRPD and CEO to obtain final approval.
- 4.2.2 If the application is NOT APPROVED by PSMB, PD will inform the relevant HOD / Managers of this. The HOD/Managers will then inform PD in writing if PD is required to proceed with processing of the training based on department budget availability.

### **4.3. REGISTRATION**

- 4.3.1 It is extremely important to note that REGISTRATION CANNOT BE DONE UNTIL the training has been reviewed and found suitable by the AHRPD, the approval form shall then be sent to the CEO for final approval.
- 4.3.2 Once approval has been obtained from the CEO, the HOD/Manager shall be duly informed by PD via e-mail.
- 4.3.3 The employee concerned will then be informed by the respective HOD.
- 4.3.4 We request that Sr. Management / HODs / Managers **DO NOT** register themselves / respective team members before final approval is granted – Registration will be done by PD.

### **4.4 CONFERENCE LEAVE APPLICATION**

- 4.4.1 As per requirements, conference leave application must be submitted at least Seven (7) days before leave is to be taken, as in all other leave applications.
- 4.4.2 If conference leave applications for external training are received after attending the training the leave may not be considered as CONFERENCE LEAVE\*.

*\* The only exception to the above is when VALID REASONS for late submission, as verified by the respective Sr. Management / HOD, is provided as an attachment. Again, the emphasis is placed on complete documentation being submitted.*

### **4.5 PAYMENT PREPARATION FOR EXTERNAL TRAINING PROGRAMME FEES**

- 4.5.1 Payment Preparation for any external Training Programme, once sent to Finance, will take TWO WEEKS (12 working days) for the cheque / draft / transfer to be ready.
- 4.5.2 Should an external training request be submitted late and payment is required, PD will not be responsible if payment cannot be prepared by the training date/ payment submission deadline.

### **4.6 SPONSORSHIP**

- 4.6.1 Even if the external training programme will be sponsored by an external party, prior approval should be obtained from AHRPD on the sponsor letter.
- 4.6.2 Once sponsorship is approved by AHRPD, forward to PD all documents for the necessary arrangements (if required). Please note that it must be clearly stated if Sponsors will be making the necessary arrangements (Registration / Travel / Accommodation). Here, emphasis is placed on the cooperation of all to adhere to the time frame.

### 4.7 PAYMENT

4.7.1 Payment will be made in the following ways, dependent on prevailing circumstances:-

- a) **Payment will be given to the employee concerned** to hand over to the training organizer / provider at the venue itself. The employee will then be expected to get the **REMITTANCE ADVICE** (as prepared by Finance) signed and chopped, and collect the **OFFICIAL RECEIPT** from the training organizer / provider. These two items must be handed to PD upon return from the training. If the official receipt is to be posted, the employee concerned must inform PD of this.
- b) **Payment will be sent directly to training organizer / provider by PD.**
- c) **Payment for programme made by the employee first.** In situations where the employee personally pays for the programme attended due to insufficient notice being given to PD, it is advised that receipts for payment be made out to **Gleneagles Hospital (KL) Sdn Bhd ,especially if the cost of the programme is to be claimed back from PSMB / HRDF.** *This is due to the fact that PSMB will not accept / does not acknowledge receipts made out in the employee's name.*

**Note :** *The official receipt must contain the following information:-*

- i) *Receipt Serial Number*
- ii) *Name, address and contact number of training organizer / provider.*
- iii) *Cheque / Payment Reference Number*
- iv) *Reason payment was made [for Programme XXX held on Date(s)]*
- v) *Payment amount in words and numbers*
- vi) *All receipts must be made out to Gleneagles Hospital (KL) Sdn Bhd*

### **4.8 TRAVEL / ACCOMODATION ARRANGEMENTS**

- 4.8.1 PD will make all the necessary travel / accommodation arrangements for employees attending external training programmes (if required). If Travel / Accommodation arrangements are required, please clearly state in the **External Training Approval Form (ETAF)**.
- 4.8.2 If Travel by Air and / or Accommodation is required, employees are also required to fill in the Travel Authorisation Form (available from Finance–Refer to SOP no : F1/F1/005).
- 4.8.3 In line with the procedure above, employees must notify PD at least 3 weeks (18 working days) before the accommodation registration deadline (if one is imposed) OR actual training date(s).
- 4.8.4 As hotels require credit card verification and at times do not accept guarantee letters from the Hospital, an employee may be required to provide PD with his or her credit card information to enable us to make the accommodation booking. Without this information, if and when required, PD will be unable to make the accommodation booking for the employee.
- 4.8.5 In circumstances where PD is unable to confirm accommodation / travel for an employee *due to insufficient notice given*, the employee will then be responsible to make his / her own travel / accommodation arrangements.
- 4.8.6 Upon returning from the training programme, all claims **MUST** be sent to PD for verification, before approval is obtained from all other relevant parties.
- 4.8.7 Employees are required to submit the following when making a claim, as detailed in SOP no. F1 / F1 / 005 :**



- (i) **Travel Authorisation Form**
- (ii) **Expenses Claim Form**
- (iii) **Receipt Documentation Form**

#### **4.9 RESPONSIBILITIES OF THE HOD/MANAGERS**

- 4.9.1 At the end of the said external training programme, the employee is required to forward a copy of the 'Certificate of Attendance' (if any is received), as well as fill in the **External Training Programme Evaluation Form**.
- 4.9.2 These two (2) documents must be forwarded to PD within six (6) working days of the training being attended.
- 4.9.3 Training attended must be recorded in the employee's Training Record.
- 4.9.4 Upon the employee return from training he/she is required to do a presentation to the HOD / Manager and the team members.
- 4.9.5 There will be post evaluation practices after 3 months the said external training programme attended by the employee. It is the responsibility of the HOD to evaluate the employee performance based on the said external training programme.
- 4.9.6 If initial contact has been made by an external trainer with Sr. Management / HOD / Managers, the contact must then be immediately referred to PD who will handle the trainer from thereon. Please note that any training conducted in-house by an external speaker is subject to Management approval.

#### **4.10 CANCELLATION / POSTPONEMENT OF AN EXTERNAL TRAINING PROGRAMME**

4.10.1 If an employee is informed by the Training Provider that the external Training Programme has been cancelled / postponed, it is the responsibility of the employee to inform PD immediately of this matter.

4.10.2 If an employee is unable to attend an external training programme (with valid reasons) that he / she has been registered for, kindly inform PD immediately to ensure that the necessary arrangements may be made.

#### **5.0 INTERNAL / IN-HOUSE TRAINING**

##### **5.1 CONDUCTED BY Sr. Management / HOD / Managers / Department Team Member**

5.1.1 This procedure is applicable to training sessions held by the Sr. Management / HOD / Manager / Department Team Member in the training venues provided and / or at the respective work areas.

5.1.2 Should a training venue be required, the Department Team Member coordinating the training **MUST** adhere to the guideline on **Booking the MOB Conference Room / MOB Auditorium (Part 4)**.

5.1.3 The HOD / Manager is responsible to ensure that the **Training Attendance List** (Original Copy) is filled by all attendees and sent to PD within Two (2) days of the programme being conducted. As it is compulsory that PD tracks and records the training programmes attended by every employee, be it internal or external, we require all Sr. Management / HODs / Managers to ensure that this step is strictly adhered to.

### **5.2 CONDUCTED BY EXTERNAL SPEAKERS, ORGANISED BY HOD/MANAGERS/DEPT TEAM MEMBER**

- 5.2.1 This procedure is applicable to training sessions conducted by External Speakers (Suppliers / Doctors / Drug Companies, etc.) that have been organised by the HOD / Managers / Department Team Member in the training venues provided and / or at the respective work areas.
- 5.2.2 Should a training venue be required, the Department Team Member coordinating the training **MUST** adhere to the guideline on **Booking the MOB Conference Room / MOB Auditorium (detailed in Part 4)**.
- 5.2.3 The HOD / Manager is responsible to ensure that the **Training Attendance List** (Original Copy) is filled by all attendees and sent to PD within Two (2) days of the programme being conducted. As it is compulsory that we track and record the training programmes attended by every employee, be it internal or external, we require all HODs / Managers to ensure that this step is strictly adhered to.

### **5.3 BY HRPD (INTERNAL OR EXTERNAL TRAINERS)**

- 5.3.1 PD will duly inform all employees of the programmes to be held through the Monthly Education and Training Calendar via e-mail and / or internal memos and at Staff Notice board.
- 5.3.2 Attendance should be confirmed as per the stipulated time period, to facilitate the necessary arrangements by PD (facilities, training aids, F&B, etc).
- 5.3.3 All attendees to the programmes conducted in-house by external trainers will be given an **External Training Programme Evaluation Form (as and when required)**. *These forms will be distributed by PD when the programme is held.*

### **6.0 BOOKING AND USAGE OF THE MOB CONFERENCE ROOM / MOB AUDITORIUM**

\*

*\* All bookings done as per the procedure below will be entered in the Monthly Education and Training Calendar.*

6.1.1 Booking of training venues may be done by the HODs / Managers or an appointed representative. Booking information required:-

- a) *Training Topic, Date, Time (From \_\_ To \_\_ )*
- b) *Preferred Venue, Conducted by, Coordinated by*
- c) *Target Participants*

6.1.2 All bookings of training venues must be done through PD, after providing information as (1) above and checking on space availability. The actual venue shall be finalized by PD if there are two (2) bookings for the same venue on any one day.

6.1.3 The booking for the venue must be done with PD before the 25th of each month, for the training to be entered into the Monthly Education and Training Calendar. The Monthly Education and Training Calendar is scheduled to be circulated by the 28<sup>th</sup> of each month.

6.1.4 For any training confirmed after the Monthly Education & Training Calendar has been circulated, PD must be informed to check on space availability, and the requesting department to raise the Function Request Form and then be sent to the Facility Department.

6.1.5 For any training involving external speakers, please ensure that booking is done well in advance. As far as possible, no other programmes shall be run on that day, to avoid poor attendance to the programme by external speakers.

### **6.2 USAGE OF THE MOB CONFERENCE ROOM / MOB AUDITORIUM**

- 6.2.1 The department conducting / coordinating the training has to arrange for any AV aids required, and set up of these aids will be the respective department's responsibility. Listed below are the aids currently available in the following rooms:-

Room	Available Aids
MOB Auditorium	NIL
MOB Conference Room	• (1) overhead projector , (1) television ,One (1) VCR

**If required, the laptop and LCD projector is to be booked through the IT Department.**

- 6.2.2 Anyone using MOB Conference Room / MOB Auditorium **MUST** check the venue at least two (2) hours before the training commences. **SET UP AND ARRANGEMENT OF THE TRAINING ROOMS ARE NOT THE RESPONSIBILITY OF PD.**
- 6.2.3 The keys for the MOB Conference Room can be obtained from PD and must be returned after use. The MOB Auditorium, if in use, shall be opened by the Facility Department.
- 6.2.4 All training aids (Markers, pens, highlighters, flip chart, etc.) must be left in the training venues. Those who remove any items (Wires / Adaptors / TV/VCR/ Chairs/ Tables / White board / Flip Chart, etc.) from the training rooms are required to inform PD and to place the taken items back, immediately after use.
- 6.2.5 After a training session is completed in the MOB Conference Room, **CHAIRS MUST BE ARRANGED BACK TO THEATRE STYLE.**
- 6.2.6 The air conditioning will be switched on ½ (half hour) before the event. Should there be any problems with lighting / air conditioning, kindly contact Facility Department.
- 6.2.7 The extension number for the phone in the MOB 8<sup>th</sup> Floor foyer is 1801.

### 7.0 MISCELLANEOUS ISSUES

#### 7.1 What constitutes Training Hours?

*Training Hours to be recorded in the employee's Training Record include attendance to:*

- New Employee Orientation Programme
- Any training held at department level
- Any programme attended – internal / external, clinical / non clinical.
- Public Forums held by Doctors (normally held on Sundays in MOB, Auditorium) – if work related.
- Any Internal / External Conferences
- Training on how to utilize new products / procedures.
- On the Job Training
- Site Visits

**EXCLUSIONS:** Please note that the following is not considered as training and thus SHOULD NOT be recorded:-

- Any meetings – Monthly department meetings, committee meetings, etc
- Let's Talk Forum

Please note that the Monthly Education & Training Calendar will clearly indicate programmes where hours/CPD will be taken into account. **Should NA (Not Applicable) be stipulated in the column marked 'H', then it will not be considered as training hours/CPD.**

#### 7.2 Required Training Hours

Effective 2009, the minimum training hours per year required for any employee is as follows:

<b>Clinical Personnel (excluding nurses)</b>	<b>32 hours</b>
<b>Non Clinical Personnel</b>	<b>16 hours</b>
<b>All Nursing staff inclusive of foreign nurses</b>	<b>To comply with Nursing Board CPD points requirements. (APPENDIX F)</b>

### **7.3 Recording of Training Hours**

- a) Full day programme : 8 hours
- b) Half Day programme : 4 hours
- c) Fractions
  - i) Fifteen minutes : 0.25 hours
  - ii) Thirty minutes : 0.50 hours
  - iii) Forty Five minutes : 0.75 hours

### **7.4 Training Programmes outside of stipulated working hours**

7.4.1 When an employee, on his / her own initiative, attends a programme for his / her own personal development outside of stipulated working hours, NO replacement hours will be given, and NO claims for overtime are to be made. However, if it is relevant to his / her work development, the training hours will be taken into account.

7.4.2 For administration employees attending training programmes on Saturdays and Sundays, training hours will be recorded for the two days. However, conference leave **will be only** counted for the Half (1/2) Day on Saturday.

### **7.5 Travelling Expenses Claimable For Training**

Reimbursements are allowed on travelling expenses incurred wholly and exclusively for the purpose of attending the external programmes and as approved by the Hospital.

The types of traveling expenses are

- (i) Travel mileage
- (ii) Car parking and toll fees
- (iii) Public transportation (taxi, bus, etc)

Rates of Claim

<b>Mileage</b>	A flat rate of RM0.80/km. The claims must be based on actual mileage (km) traveled to the intended destination from the hospital/home and return trip.
<b>Car Parking and Toll</b>	Actual cost of car parking and toll rate based on actual receipts.
<b>Public Transportation Charges</b>	Actual expenses incurred with actual receipts.

### **7.6 Submission of Training Attendance List and Training Records**

Training Attendance Lists must be utilized for the following training programmes:

- a) Any programme conducted / coordinated by HRPD (if and when relevant).
- b) Any programme conducted / coordinated by HOD/Managers/ Department Team Member for the said department / other departments (if and when relevant).
- c) Any programme conducted / coordinated by Quality Management (if and when relevant).  
HODs / Managers are to ensure that all their respective team members, when attending any training programme, sign in the Training Attendance List to verify that they have attended the said training programme.

DOCUMENTS TO BE SUBMITTED	TRAINING RECORDS / ATTENDANCE LIST FOR THE PERIOD	DATELINE FOR SUBMISSION TO PERSONNEL DEVELOPMENT
Training Attendance List	1 <sup>st</sup> – 15 <sup>th</sup>	Latest by 17 <sup>th</sup> of the same month
	16 <sup>th</sup> – 31 <sup>st</sup>	Latest by the 2 <sup>nd</sup> of the following month
Training Records	January – March	1 <sup>st</sup> week of April
	Apr – June	1 <sup>st</sup> week of July
	July – Sept	1 <sup>st</sup> week of Oct
	Oct – Dec	1 <sup>st</sup> week of Jan

*Please note that PD compiles monthly reports on training hours, and any late submission will result in inaccurate and incomplete information being reported.*

### **7.7 External Training Budget Allocation**

Each year, a training budget is allocated to respective divisions / departments. It shall then be the responsibility of the Sr. Management /HOD to prioritize and allocate resources accordingly when sending team members for external programmes.



**7.8 External Training - NON FTEs (Full Time Equivalents) & FTCs (Fixed Term Contracts)**

Employees who do not fall under the category of FTE & FTC will be given approval to attend an external training programme and will be granted conference leave to attend the programme, **ONLY IF** it is mandatory / required for his / her work.

**7.9 External Training Days**

The following are guidelines for maximum days allowed per employee to attend External Training Programmes (applicable only for courses that an employee wants to attend and not by the requirement of the Hospital Management):

Category I	<b>4 days</b>
Category II	<b>3 days</b>
Category III	<b>2 days</b>

The following are not subjected to the above requirements:

- i. Conferences organized by Association of Private Hospitals of Malaysia (APHM)
- ii. Sponsored Training
- iii. Complimentary training by Invitation

Any external training days taken above the maximum days allowed will be subject to approval at the sole discretion of the Hospital's Management.

**7.10 New Employee Orientation Programme**

The general Orientation will be held once a month for all new employees and its main aim is to give the new employee an overall view of the functions of the Hospital. During the orientation programme, employees will be provided information on the Hospital's vision, mission statement, objectives, department overview, policies, procedure, and terms and benefits.

Kindly note that it is compulsory for all new employees to attend the New Employee Orientation Programme in their respective month of employment. We seek the cooperation of the respective Sr. Management / HODs / Managers to ensure the necessary arrangements are made to ensure their attendance.

**7.11 ON-THE-JOB TRAINING (OJT)**

The general Orientation Programme is complemented by a more detailed department orientation, which will be conducted by the respective HOD. Employees will be informed as to how the department functions, and how it relates to the other departments in the Hospital.

The HOD is responsible to provide the guidance and supervision for the new employee to familiarize himself / herself with work and the Hospital facilities. HODs will prepare an orientation checklist for the newly recruited employee, in an effort to ease assimilation into the department. The employee will be informed of the job requirements and additional training may be identified by the HOD to ensure the employee is able to better perform his/her duties.

**7.12 Bonding an Employee**

Imposing a bond on employees is the most common measure that organizations take to ensure the trained employees do not leave the organization too soon after receiving a training sponsorship.

**7.12.1 Bond Period**

The bond period will be determined by the following criteria;

Course fees, Transport allowance, air fare (where applicable), full board accommodation and meal allowance. (hereinafter referred to as “Training Cost”).

<b>TRAINING COST</b>	<b>BOND PERIOD</b>
RM5,001.00 ≤ RM10,000.00	One year
RM10,001.00 ≤ RM15,000.00	Two years
RM15,001.00 ≤ RM20,000.00	Three years
RM20,001.00 and above	Four years

The Bond Period shall run consecutively, continuously succeeding and without any intervals to any existing bond period(s) which may already be binding on the Employee with Gleneagles Kuala Lumpur.

#### 7.12.2 Commencement date of bond

The bond period is calculated and specified in a formal letter. The commencement date of the bond will be on next day after the completion of the training.

#### 7.12.3 Liquidated damages

In the event

- the employee resigns during or before the bond period expires ; or
- the employee's employment is terminated by GKL because of poor performance, negligence or conduct considered by the GKL to be unacceptable, or for any other reasons; then, upon the happening of the above the Employee shall liable to pay liquidated damages to the Hospital for breach of this Agreement. Hospital will impose a bond interest on the whole amount of sponsorship. The interest rate ranges between 20% to 50% compound interest per annum on all the monies expended on the employee's training.
- Should the Employee, for whatsoever reason fail to pay forthwith the Sum or any parts thereof to GKL, such outstanding sum shall be deemed to be a debt due from the Employee to GKL and interest thereon shall be charged at a rate per annum of one point five per centum (1.5%) above the base lending rate of CIMB from the time of such default until full and final settlement of the Sum by the Employee. All costs and expenses whatsoever, including legal cost incurred by GKL for the recovery of any unpaid sum shall solely and wholly be borne by the Employee.
- In the event the Training is discontinued or ceased for any reason whatsoever, then this Agreement shall automatically terminate and the Employee shall have no claim whatsoever against GKL and undertakes not to bring any claim whatsoever against GKL in the future.

**7.13 Travel Days**

Leave granted for Travel (dependent on mode of transport):

Local	None
Outstation	½ day to 1 day
Singapore / Sabah / Sarawak	½ day to 1 day
Overseas	2 days

**7.14 Hospital Tour for New GKL Team Members**

When a new employee joins Gleneagles Kuala Lumpur, the respective HOD / Manager is responsible to ensure that the employee is taken on a tour of the premises in the first week of employment. Hospital tour would be conducted by PD during the monthly New Employee Orientation Programme.

**7.15 Introduction of External Speakers : In-house programmes**

To maintain our service quality, all external speakers conducting training in house MUST be introduced by HRPD / respective Division Head / HOD / Manager.

**8.0 All Forms related to Training**

Listed below are the forms to be utilized for training. The forms indicated as CONTROLLED in the list below are controlled documents and can only be obtained from Personnel Development office. The Travel Authorisation Form, Expenses Claim Form and Receipt Documentation Form (Appendix F) can be obtained from the Finance Department. HODs / Managers are to ensure that no forms are photocopied by respective department team members. PD can and will reject unclear photostated copies / old formats of the forms.

## ***Training Guidelines***

<b>FORM</b>	<b>PURPOSE</b>
APPENDIX A <i><b>Training Attendance List</b></i>	To be filled by attendees to all trainings conducted in house.
APPENDIX B <i><b>External Training Approval Form</b></i>	Application to attend an external training programme.
APPENDIX C <i><b>Training Programme Evaluation Form</b></i>	a) Once training is attended, to evaluate and give feedback as to how knowledge learned during training will be utilized / imparted.
	b) To be filled by attendees to training programmes held in house / external
APPENDIX D <i><b>Employee Training Record</b></i>	A record of all training attended by employees.
APPENDIX E <i><b>(i) Travel Authorisation Form</b></i> <i><b>(ii) Expenses Claim Form</b></i> <i><b>(iii) Receipt Documentation Form</b></i>	If Travel by Air and / or Accommodation is required.  To claim for any training related traveling expenses. For submission of original receipts.
APPENDIX F <i><b>Guidelines for Continuous Professional Development (CPD) Programme for Nurses / Midwives</b></i>	To highlight attendees on the Nursing Board CPD Points requirement for CPD points obtained for training.
APPENDIX G <i><b>3 Months Training Programme Evaluation Form</b></i>	a) The post evaluation carried out by the HOD 3 months after the employee attended the training programme.  b) To be filed by HOD to evaluate the employee performance based on the said external training programme.

### **9.0 N-HOUSE COURSES (NON-CLINICAL)**

List of In-House Courses:

<b>COURSE CODE</b>	<b>PROGRAMMES</b>
<b>MONTHLY ON-GOING</b>	
<b>CC001 – NC</b>	New Employee Orientation
<b>CC002 – NC</b>	Building Bridges
<b>CUSTOMER SERVICE</b>	
<b>CC003 – NC</b>	Customer Service (I)
<b>CC004 – NC</b>	Customer Service (II)
<b>CC005 – NC</b>	Customer Service (III)
<b>LEADERSHIP AND MANAGEMENT</b>	
<b>CC006 – NC</b>	Supervisory Skills
<b>CC007 – NC</b>	Leadership Skills
<b>CC008 – NC</b>	Human Relations Skills
<b>CC009 – NC</b>	Managerial Skills (I)
<b>CC010 – NC</b>	Managerial Skills (II)
<b>CC011 – NC</b>	Office Development Program
<b>CC012 – NC</b>	Managing & Building Teams

<b>NEW EMPLOYEE ORIENTATION PROGRAMME</b>	<b>Course Code No: CC001 – NC</b>
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**Course Objective:**

To orientate new employees to the Hospital, to enhance awareness and understanding of their new work environment.

**Course Structure:**

- Introduction to Hospital's Vision / Mission / Direction
- Introduction to the various divisions / departments
- Terms and benefits of Employment
- The importance and expectation of excellent Customer Service

**Who should attend?**

All newly recruited employees.

**Training hours:**

16 hours (2day)

**Facilitator:**

- Chief Executive Officer
- Administrators
- Heads of Department
- Human Resources & Personnel Development

**Maximum number of participant: As per Orientation Memo**

**\* Registration required (Names to be submitted to Personnel Development Department)**

<b>BUILDING BRIDGES</b>	<b>Course Code No: CC002 – NC</b>
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**Course Objective:**

Aimed at enhancing awareness and understanding of management, and the processes and procedures involved. In addition, it will continue to build an organizational culture where our managerial staffs are proud and committed to what they do, and always have the opportunity to contribute, learn, grow and advance in the organisation. We see this as a unique and innovative way to share ideas and success stories, discuss topics on People and General Management issues, employee relations, labour laws and update on the current market trends.

**Course Structure:**

- Management topics
- Self Development topics
- Open Communication

**Who should attend?**

Division Heads / Managers / Assistant Managers / Supervisors with people responsibilities.

**Training hours:**

1.5 hours

**Facilitator:**

- Administrators
- Invited Speakers

**Maximum number of participant: As registered**

**\* Registration required (Names to be submitted to Personnel Development Department)**



<b>CUSTOMER SERVICE ( I )</b>	<b>Course Code No: CC003 – NC</b>
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**Course Objective:**

Courtesy, friendliness and professionalism are essential ingredients of successful service operations. In this course, we provide you with the steps and strategies in helping you to create a lasting impression that will be in line with our organisations theme of caring, comforting and healing.

The program enables you to:

- Understand the importance of customer service
- Know the approaches to handling a customer who walks into our hospital
- Speak effectively to customers and handle inquiries over the phone
- Understand how you lose customers and the difficulty in getting them back

**Course Structure:**

- Greeting / Attending to Needs
- Creating a moment of truth for customers and making customers feel welcome
- Using and remembering customers names
- Phone conversations and how to answer a calls effectively
- Maintaining a positive attitude which is the key to good customer service

**Who should attend?**

Front Liners

**Training hours:**

8 hours (1 day)

**Facilitator:**

- Administrators, HRPD

**Maximum number of participant: 20 pax**

**\* Registration required (Names to be submitted to Personnel Development Department)**

<b>CUSTOMER SERVICE ( II )</b>	<b>Course Code No: CC004 – NC</b>
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**Course Objective:**

This program is a follow up course from Customer Service ( I ).

In our day to day dealing with the customers, you will find all kinds of customers and some of them will need to be handled more carefully especially in the areas of complaints.

Courtesy, friendliness and professionalism are still the essential ingredient in getting out of tough situations.

The program enables you to:

- Understand how to overcome customers objections
- Deal with complaints from customers
- Learn the skills of listening and talking to angry customers

**Course Structure:**

- Gauge different types of customers
- Body Language and listening methods
- Methods to speak to angry customers

**Who should attend?**

Front Liners who have attended Customer Service ( I )

**Training hours:**

8 hours (1 day)

**Facilitator:**

- Administrators, HRPD
- Patient Liaison Manager
- Customer Service Manager

**Maximum number of participant: 20 pax**

**Registration required (Names to be submitted to Personnel Development Department)**

<b>CUSTOMER SERVICE ( III )</b>	<b>Course Code No: CC005 – NC</b>
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**Course Objective:**

This program is a follow up course from Customer Service ( II ).

In order for the organisation to consistently deliver a level of service which is up to the expectations of the customer, every team member has to play their part.

Hence, there need to be a “service culture” developed into the work environment so that when a new team member comes in, the person is tune in into the service culture immediately.

The program enables you to:

- See examples of excellent service provided by other organisations
- Know if excellent service can be delivered in other organisations, why can't we?
- Understand the service culture at GKL and what more needs to be done
- Take pride in what you do and treat the customer the same as what you would like to be treated

**Course Structure:**

- Foundations in developing a strong service culture
- Maintaining service expectations
- Key learning points of excellent service companies

**Who should attend?**

Front Liners who have attended Customer Service ( II )

**Training hours:**

8 hours (1 day)

**Facilitator:**

- Administrators, HRPD
- Patient Liaison Manager
- Customer Service Manager

**Maximum number of participant: 20 pax**

<b>SUPERVISORY SKILLS</b>	<b>Course Code No: CC006 – NC</b>
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**Course Objective:**

This course presents concepts, strategies, and models that will direct first-line supervisors toward the development and utilization of supervising principles and practices. This will assist them in supervising in a way that allows a law abiding organisation to efficiently and effectively accomplish its mission

The program enables you to:

- Cope with the needs of a supervisory role
- Do work scheduling – time table
- Conduct staff development
- Learn skills of managing and delegating

**Course Structure:**

- Coping with the transition from sales associate to supervisory role
- Work scheduling – time table
- Staff Development
- Management and Delegations\

**Who should attend?**

Priority will be given to First-line supervisors and those to be \*promoted to supervisory level (\*subject to approval by HOD)

**Training hours:**

8 hours (1 day)

**Facilitator:**

- Administrators, HRPD

**Maximum number of participant: 20 pax**

**\* Registration required (Names to be submitted to Personnel Development Department)**

<b>LEADERSHIPS SKILLS</b>	<b>Course Code No: CC007 – NC</b>
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**Course Objective:**

Leaders may be concerned for their people and they must also have some concern for the work to be done. The question is, how much attention do they pay to one or the other? The programme will be able to answer the questions that arise with regards to this.

The program enables you to:

- Learn how to make difficult, complex decisions
- Learn how your particular leadership style affects your workplace
- Conduct staff development
- Know how to lead and influence others

**Course Structure:**

- Develop the ability to recognize opportunities and avoid pitfalls, balance tactical concerns with strategic possibilities and become better at making decisions.
- Gain a more complete view of yourself, including strengths and developmental needs, within the context of your organisation.
- Set specific goals that will help you more successfully navigate complex leadership situations.
- Gain self-awareness on how to best adapt to complex organisational challenges and the effect they have on productivity.
- Learn to take on new roles, communicate more effectively at all levels and receive constructive feedback.

**Who should attend?**

Managers, Assistant Managers, Supervisors

**Training hours:**

8 hours (1 day)

**Facilitator:**

- Administrators, HRPD

<b>HUMAN RELATIONS SKILLS</b>	<b>Course Code No: CC008 – NC</b>
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**Course Objective:**

Human relations and interpersonal communications skills are essential to working effectively in an organisation. Personality conflicts or communication interference causes friction between people, which can drastically reduce productivity.

The program enables you to:

- Gain an understanding of the interpersonal skills necessary to succeed in your position
- Learn how to maximize effectiveness through the development of communication skills
- Learn how to get the most out of those that work with them
- Understand the importance of and practice such skills as listening, dealing with conflict, problem solving and the art of persuasion

**Course Structure:****Module One: A Human Relations Style**

- Styles of behaving toward others
- The aggressive, passive and human relations styles
- The behavioural style continuum
- Small group exercises: Identifying styles

**Module Two: Creating a Positive Work Environment**

- Three lessons about positive actions
- Why employees don't praise each other at work
- Giving praise to employees

**Module Three: Listening for Effectiveness**

- Characteristics of poor listeners
- Poor listening habits
- Barriers to listening
- Techniques to overcome listening barriers
- Three rules for listening
- Showing understanding

### **Module Four: Dealing with Conflict and Criticism**

- Two skills for taking criticism from others
- Absorbing criticism
- Clarifying criticism

### **Module Five: A Problem Solving Style**

- Typical reactions when employees are criticized
- What is criticism
- The Problem Solving Style instead of Criticism

### **Who should attend?**

- Managers, Supervisors & Executives with increased responsibilities who need to know where and how to apply their best effort
- Managers, Supervisors & Executives who need to identify the importance of human relations skills and motivational skills
- Managers, Supervisors & Executives who need to know the relationships between job satisfaction and effective human relations

### **Training hours:**

8 hours (1 day)

### **Facilitator:**

- Administrators, HRPD

**Maximum number of participant: 20 pax**

**\* Registration required (Names to be submitted to Personnel Development Department)**

<b>MANAGERIAL SKILLS ( I )</b>	<b>Course Code No: CC009 – NC</b>
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**Course Objective:**

Effective work attitudes, behaviour and high productivity result from good management that produces competitive advantage and quality service. Hence, it is vital that managers are skilled in the areas of leadership, motivation, team-building and human relations.

Managerial Skills ( I ) is the first part of a series of Managerial Skills program aim at equipping managers with the complete skills to effectively manage their departments.

**Course Structure:**

- Manpower planning
- Interviewing Techniques
- Conducting Performance Appraisals
- Communication and Interpersonal Skills
- Basic Employment Act Guidelines
- Employee Handbook – A review of the whole process

**Who should attend?**

Managers, Supervisors, Executives

**Training hours:**

16 hours (2 day)

**Facilitator:**

- Administrators, HRPD

**Maximum number of participant: 20 pax**

**\* Registration required (Names to be submitted to Personnel Development Department)**



<b>MANAGERIAL SKILLS ( II )</b>	<b>Course Code No: CC0010 – NC</b>
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**Course Objective:**

This program is a follow up from Managerial Skills ( II ). Workplace communication techniques – like business writing and presentations skills – are critical to delivering compelling and effective communication. This program aims at improving the business writing techniques and presentation skills of the manager required to help build their workplace communication skills and ensure they project a powerful professional image.

**Course Structure:**

- Presentation Skills
  - Projecting a Positive Professional Image
  - Effective Executive Speaking
- Business Writing Skills
  - Stating the purpose quickly
  - Separating details from actions
  - Writing conversationally to engage your readers
  - Updating the writing style for today's business environment
  - Being specific and concrete
  - Being personal and positive
  - Avoiding overworked words and phrases
- Professional Image, Social & Business Etiquette

**Who should attend?**

Managers, Supervisors, Executives

**Training hours:**

8 hours (1 day)

**Facilitator:**

- Administrators, HRPD

**Maximum number of participant: 20 pax**

<b>OFFICE STAFF DEVELOPMENT</b>	<b>Course Code No: CC0011 – NC</b>
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**Course Objective:**

This program is designed to improve the overall effectiveness of the participants by equipping them with the right attitudes and mindset, new ideas in getting things done, customer service skills in dealing with internal as well as external customers and the interpersonal skills needed in a corporate setting and skills in managing knowledge and information

The program enables you to:

Gain an appreciation of the role of the office within organisation

Develop positive attitudes towards office efficiency

Acquire new ideas on how to get things done more effectively in the office

Gain useful updates to their work methods

**Course Structure:**

- The role of the office in the organisation
- The clerical function – job, roles, basic competencies, developing professionalism and meeting job performance standards
- Office communication and interpersonal relationships (building rapport)
- Information management and record keeping
- Customer service excellence: internal / external customer and stakeholders
- Work procedures and company policies

**Who should attend?**

Non – executives

**Training hours:**

8 hours (1 day)

**Facilitator:**

- Administrators, HRPD

**Maximum number of participant: 20 pax**

<b>MANAGING &amp; BUILDING TEAMS</b>	<b>Course Code No: CC0012 – NC</b>
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**Course Objective:**

All organisations have to employees whose behaviours can sometimes create problems for their colleagues, boss, subordinates and themselves. Thus, we need to know how to lead, motivate and build up the teams that demands exceptional skills from you in order to achieve that.

The program enables you to:

- Learn to understand the behaviour of individuals
- Determine your staff's goals and ensure that their personal goals and organisational goals are in align with each other
- Know how to determine your staff's strengths and weaknesses and to use them to the advantage of the organisation
- To develop action plans for your teams to work on

**Course Structure:**

- The concept of synergy
- How to build effective teams
- The role of team-building in improving human relations
- Outdoor teambuilding activities to enhance human interactions
- Managerial styles and leadership behaviour which affect the nature of the teams
- Motivating factors required for the team
- Action plans to ensure the continuous effective functioning of the tea

**Who should attend?**

Managers, Assistant Managers, Supervisors, Executives

**Training hours:**

24 hours (3 days)

**Facilitator:**

- Administrators, HRPD