

CHAPTER 1

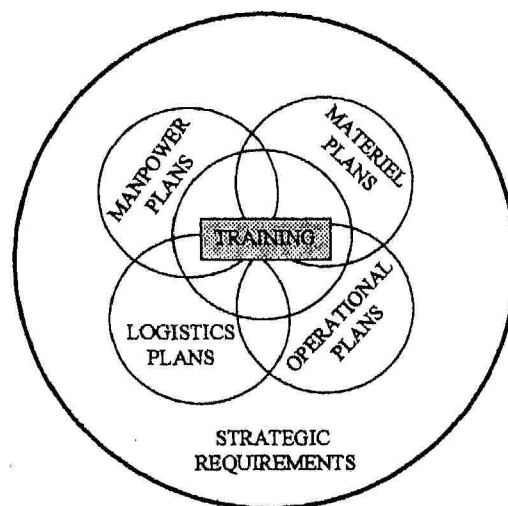
CHAPTER ONE

INTRODUCTION

An Army must ensure that it is capable of deploying an effective force that is ready to fight any land battle and win. Its chances of success in battles are based on its ability to be constantly prepared for war. This can be achieved by training.

Training however cannot be considered in isolation. Any success in battle will also depend on other factors such as operations, logistic, materiel and human resource. Variations in any of these plans will cause a change in training requirements; for example, variations in equipment or the qualifications of personnel upon enlistment or commissioning. The relationship between these factors and training can be seen in the Figure 1.

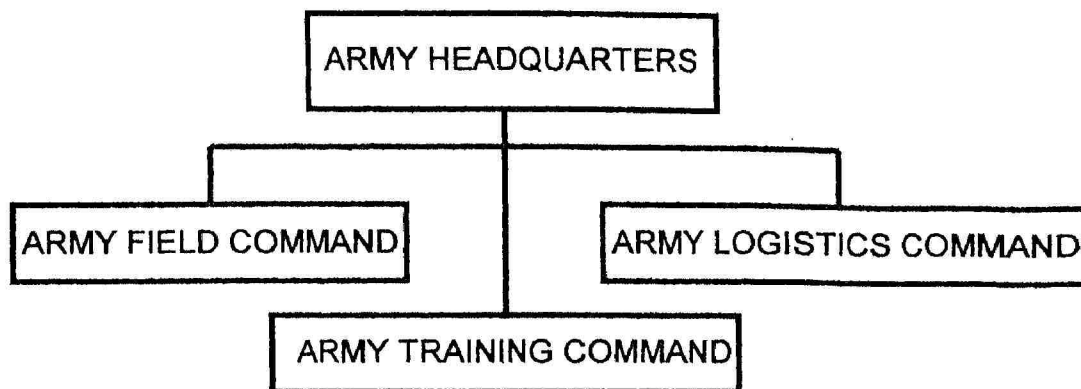
Figure 1: Factors Relating to Training in the Malaysian Army
(T 3031 - Malaysian Army Training System Pamphlet).



Eversince the Malaysian Army was established in 1933, it has undergone a lot of changes, technologically and organisationally. The current Malaysian Army organisational structure can be seen in the Figure 2. This structure is developed to achieve the mission set by the Malaysian Army, i.e. 'To defend

Malaysia and its interests against any external threat, to win any land war and provide assistance to civil authorities to maintain prosperity of the country'.

Figure 2: The Malaysian Army Organisation Structure, adapted from *Kod T-3030, Ikhtisar Calun-Calun Peperiksaan Naik Pangkat - Aturcara*, 1983.



In order to achieve the abovementioned mission, the Malaysian Army need a balanced, well trained and highly motivated force. Training is one of the main activities conducted by the Malaysian Army to achieve the mission apart from other activities such as human resource planning, capital equipment procurement planning and budgeting. With respect to training, the Malaysian Army training mission is 'To ensure that the execution of training in the Malaysian Army attains the professional standards required through effective individual and collective training programs.'

Training in the Malaysian Army has been given a great emphasis. In order to achieve the Malaysian Army mission, recruits/personnel entering at different levels will firstly undergo basic training. During the basic training, they are trained in the basic aspects of the Army. After the basic training, these soldiers are then assigned to three main groups; combat troops, combat support troops and service support troops. For these different groups, they are further given training on more focused disciplines related to their functions. Again, they will have to undergo training progressively through basic, intermediate and advance training. The combat troops are basically train in military tactics; the combat support troops in military tactics and usage of military capital equipment and the service

support groups are trained in technical and administration matters. The three levels of training (basic, intermediate and advance) are individual training. After completing each level of training, they are assigned to the relevant units and will conduct training collectively. Unit training may be done independently (each group will do their own training) and as an integrated group (combat, combat support and service support combined). The collective training will be done at all level of command (from platoon level up to Army Headquarters level). The objective of the integrated training at all levels, is to ensure that the Malaysian Army operate as a single and able organisation to achieve the mission set.

The Malaysian Army Training Philosophy

The Malaysian Army needs essential characteristics to be a good Army. These essential characteristics are the Army is well trained, well disciplined and of good quality. These characteristics are instrumental in order to achieve success whether in times of peace or war. Discipline is derived from training and serves to emphasize the generally accepted training philosophy that training is all encompassing. It is related to every activity and event within the military and the interactions with the environment it is in. Military training focuses on developing and enhancing performance within its particular environment. The effect of the training should be assessed against pre-determined standards. The outcome of training can usually be measured in terms of competency i.e. a soldier is competent to drive an armoured vehicle cross country at a speed of 80 km/hr or a battalion is able to conduct a deliberate attack in 8 hours.

The philosophy of the Malaysian Army training can be related to and is dependent on four conditions. Firstly, the soldiers must be available to be trained. Secondly, determining the type of arms and equipment to be use. Thirdly, the availability of training facilities and lastly there must be sufficient qualified personnel, both staff and field trainers, to plan and conduct training.

he Malaysian Army Training Goals and Objectives

Whilst the training mission identifies the central outcome to be achieved and provides a continuing focus, the Malaysian Army has also set her goals and objectives in training. The training goals are broad statements of specific performance areas whereas the objectives are statements providing guidelines for goal achievement. These objectives are measurable, attainable and result oriented.

The goals for training in the Malaysian Army are as follows:

Goal 1: Improve The Effectiveness and Efficiency of Individual Training

The objectives are as follows:

- a. Streamlining the syllabi in relation to job specification through the Malaysian Army Training System which was introduced in 1992;
- b. Review syllabi of courses in all school/institutions in line with the current doctrine and the National Council of Vocational Training (*Majlis Latihan Vokasional Kebangsaan - MLVK*) for technical training;
- c. Upgrade training facilities in all schools/institutions; and
- d. Ensure continuity in the various programs of basic and advance individual training.

Goal 2: Enhance Collective Training

The objectives to be achieved are:

- a. To emphasize on conventional warfare;
- b. To train all Arms in a combine arms concept;
- c. To develop new tactics and techniques in meeting new challenges in order to achieve realism and proficiency with new arms/equipment in relation to Malaysia's terrain; and
- d. To ensure a progressive On-Job-Training (OJT) program.

Goal 3: Improvement of Command and Management

This is to be achieved by:

- a. Introducing and conforming to the Total Quality Management concept;

- b. Managing time and resources; and
- c. Establishing effective system for evaluation based on Malaysian Army Training System.

Goal 4: Ensuring The Malaysian Army Training System (MATS) As a Culture in the Malaysian Army

This is achieved by:

- a. Emphasizing Malaysian Army Training System as the basis and criteria for the management, planning and execution of training;
- b. Ensuring quality training is achieved through the Malaysian Army Training System; and
- c. Ensuring training and courses are conducted in accordance with the requirement of employment specifications.

Goal 5: Develop, Publish and Review Army Doctrines in Accordance with the Malaysian Army Strategy

The objectives for this goal are:

- a. Reviewing and developing land warfare doctrines to meet all contingencies and for various identified operational applications; and
- b. Restructuring and establishing a proper training and doctrinal organisation.

Goal 6: Enhance Mental and Physical Training

This is to be achieve through:

- a. Developing a comprehensive and result oriented physical training program;
- b. Designing training to be physically and mentally challenging and demanding; and
- c. Training programs to include mental and spiritual training.

Goal 7: Increase General Effectiveness and Efficiency

This is achieved by:

- a. Improving the information system for training management;
- b. Enhance wargame facilities; and

- c. Ensuring maximum exposure/training is given to the correct audience whenever new technology is introduced.

Goal 8: Develop Interoperability With Friendly Countries.

This is carried out through:

- a. Developing common procedures through bilateral/multilateral defence co-operation/exercises; and
- b. Involvement at all level of every bilateral/multilateral defence exercises.

Goal 9: Develop Proficiency In International Peacekeeping

This goal is achieved by:

- a. Designing training programs to encourage flexibility in approach to problem solving;
- b. Develop specific programs that will prepare troops to serve in specific international environment; and
- c. Enhancing capability to achieve high state of readiness.

Goal 10: Maximum Output From Limited Budget

The objectives are:

- a. Concentrate on career courses;
- b. Focus training on core functions; and
- c. Trim expenditure on exercises.

Categories of Training in The Malaysian Army

Basically there are two categories of training in the Malaysian Army; individual training and collective training. Individual training is conducted in order to ensure that all personnel in the Malaysian Army are conversant and capable to do their own jobs (in accordance to their job specifications) in areas of technical, tactical and administrative functions. Some examples of individual training are Section Commanders Courses, Platoon Commanders Courses, Vehicle Mechanics Courses, Drivers Courses and Technical Storeman Courses. All these individual courses/training will be collected and combined into collective training at unit's level.

Collective training combines the individual knowledge, skills and attitudes of soldiers with those of their commanders for the performance of collective tasks. These can range from relatively small group collective tasks (i.e. section battle drills, platoon battle drills), unit tasks (i.e. battalion attack) to collective missions at Army level (i.e. brigade defence or attack). Unit collective training embraces every aspect of a unit's mission and encompasses activities such as tactics, all arms cooperation, movement, command and control and administration. Unit proficiency cannot be achieved without excellence at individual tasks. Collective training provides the best means to evaluate the state of training in a unit. Apart from that it can also be used to test doctrines and identify deficiencies in personnel, procedures, organisation, weapons and equipment. The Malaysian Army collective training can be classified as being either tactical (i.e. military operations such as attack, defence, withdrawal or advance) or equipment oriented (i.e. use of armoured vehicles, artillery pieces or helicopters). The tactical collective training is dependent on the enemy situation (in peacetime the enemy situation is simulated), the terrain and other external factors such as weather or visibility. The equipment oriented training is designed to prepare teams and units to employ crew-served equipment such as artillery pieces or tanks.

The training in the Malaysian Army follows a system known as The Malaysian Army Training System or MATS. The system comprises of five phases; analyse training needs, design training, develop training, conduct training and finally validate training. This system applies to all individual and collective training. In the Malaysian Army Training System, validation is conducted in order to find out the effectiveness of training. This is very much apparent in the individual training where the ability of the individual soldiers to do their job would be manifested at unit level when they are deployed as a group.

Validation of training (internal or external) in the Malaysian Army is conducted in order to ensure that any training conducted has achieve the training objectives and the trainees or units are able to perform their tasks; individually or collectively. When individuals and units are able to do so, this would then allow

the Malaysian Army to achieve its stated mission. The result of validation would assist the Army Training Management in identifying what are the problem areas in the conduct of training thus finally find solutions to overcome them. Thus far, the internal validation of training and courses are being done as required by the training system, however, the external validation seems not to be done.

Objectives of The Study

The research objectives are as follows:

- a. To examine the current status of external validation process with respect to courses conducted by the Malaysian Army Training Command;
- b. To identify the problems and barriers for the proper implementation of external validation; and
- c. To put forward recommendations for the execution of external validation for the training programs.

Significance of The Study

The study is important to the Army Training Management by providing details on the current process of external validation in the Malaysian Army. It will benefit Army Training Command in the way that it helps to understand the importance of external validation, problems and barriers in conducting external validation and recommending ways and means to overcome these problems and barriers.

Limitations of study

There are sixteen corps in the Malaysian Army with fifteen training institutions or training centers. The study could not cover all the training institutions or training centers to find out on the conduct of external validation. Thus, it may not be representative of training in the entire Malaysian Army.

The constraint of time does not allow for more in-depth study to be done. The study would provide a better in depth picture if time is available where the relevancy and importance of each subject can be determined.

The constraint in finance and logistical support restrict the use of field workers in the study. With financial support, a bigger sample with better coverage can yield results or findings that have higher degree of generalizability.

Another constraint is the respondent bias. Although all respondent responded to the survey, the researcher has no assurance that the respondent are not bias in giving their responses. The biasness can be in the formed of giving all positive answers or otherwise to the questions in the questionnaire.

Scope of The Study

The study was conducted on ex-trainees of a technical course from the Army Institute of Engineering and their respective supervisors. The ex-trainees selected are those who have completed their intermediate technical courses and have been posted or deployed to their respective duties or positions for at least a duration of six months. The reason for the time period of six months is to allow the ex-trainees to apply the knowledge and skill that have been taught to them. It would also allow their supervisor sufficient time to observe and assess their ability after training (Rae, 1986).

Organisation of The Report

This report consists of five chapters. Chapter One gives a general overview of this study. It also gives the overall picture of training environment in the Malaysian Army. It also briefly gives the objectives, significance, limitations, scope and methodology of the study.

Chapter Two deals with the literature review in this study. The Malaysian Army Training System is being presented in this chapter. Definition of validation is given. It also discusses about the idea of measuring effectiveness of training, validation and evaluation of training in the Malaysian Army and Training Development environment.

The Methodology is discussed in-depth in Chapter Three. It starts with discussion of the research design. Then it gives a thorough explanation about the

questionnaire design, sampling design, data collection procedure and data analysis.

Chapter Four represents the findings of the study. It starts with the discussion of respondents' demographic profile followed by analysis of the conduct of the external validation phase.

Finally, the conclusion and recommendations of the study are being discussed in this Chapter 5.