CHAPTER 5

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CONCLUSION AND RECOMMENDATIONS

Conclusion

Training can ensure that individuals in the Malaysian Army are able to perform their required tasks and job. This in the end would ensure that the Malaysian Army is able to carry out the task of defending the nation's sovereignty.

In order to ensure that training is reliable, effective and efficient, it must be validated. Validation would provide training managers with the proof that the training objectives are met, the trainees improved as a result of training that they had and that learning has been transferred to tasks.

From this study, it can be concluded that external validation is not being emphasized in the training system. The ex-trainees do not have the idea of external validation. The supervisors do not know that they were supposed to evaluate the ex-trainees after they reported to their working places or units.

This study found that the personnel in the Malaysian Army does not thoroughly understand the Malaysian Army Training System. The failure of not conducting external validation may not really complete the training cycle. Validation is even more important when there are new technologies being introduced in the Malaysian Army.

The value of training can be ascertained through validation. External validation forms an important source of feedback. It can help the Malaysian Army in several ways. Firstly, it is cost savings as it avoids unnecessary spending on training which is not relevant, outdated or not use in the working environment by the personnel. Secondly, external validation coupled with cost benefit analysis would be able to give a better picture on the value of training.

Everyone in the Malaysian Army should be exposed to the Malaysian Army Training System. This study revealed that supervisors did not know that they were supposed to evaluate the ex-trainees and if they know the did not know how

to go about doing the external evaluation. Much effective communication should be designed or implemented to ensure that feedback is obtained after the completion of each course.

The study also found that the higher management is not really serious in conducting any external validation. The reason was probably due to lack of resources, there is no need to have one, lack of time, validation is the task of the training management or internal validation is considered enough to validate the effectiveness of training.

This study found out that there are several subjects that ought to be looked into by the Training Advisor, the Chief Instructor and the Curriculum Cell of the Royal Electrical and Mechanical Engineers Corps on the Class 1 course. Certain subjects would have to be revamped, improved or to be taught more in-depth in order to improve the knowledge and skills of the ex-trainees after the attending the course. The subjects that may have to be looked into are the use and apply the knowledge of mathematics, engineering science and isometric drawings, to identify faults and repair of all type of motorcycles and out-board motors, Condor Amoured Vehicles, Stormer Armoured Vehicle, Scorpion Armoured Vehicle and Sibmas Armoured Vehicle. The subjects taught in the Class 2 course were quite high in term of usefulness and have improved the ex-trainees knowledge and skills after attending the course, but the subject of identifying faults and repair of suspension system should be looked into as the usefulness and improvement in knowledge and skills was moderate.

Overall, the study found out that the courses attended by ex-trainees are useful to the their daily work and have to an extent, improved their level of knowledge and skills. Their respective supervisors have also acknowledged this. This information should be transmitted to the training command and higher management so that further improvement can be made for the future or when new technologies are being introduced in the Malaysian Army.

Recommendations

In order to ensure that external validation is being implemented and the training cycle is completed, the following actions are recommended:
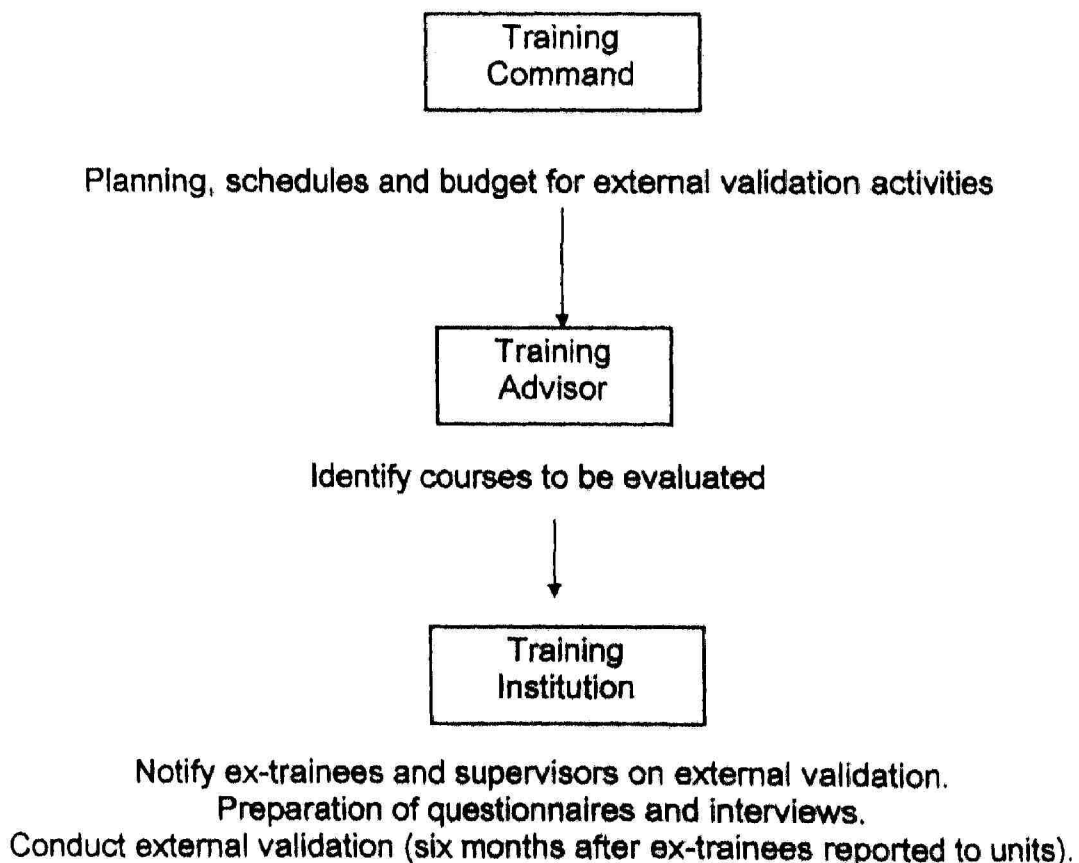
(1)   *Planning.* Validation is a continuous process, hence the planning for validation the implementation should be carried out at Training Command Headquarters. The efficiency and effectiveness of all types of training in the Malaysian Army must be evaluated. The planning for validation should include the scope and structure of validation, the duration of the evaluation, the human resource, logistic and the financial implications for the external validation. The scope of validation may cover aspects such as who should know about validation, who should conduct it, when and how should it be conducted and what courses needed to be externally validated. Since validation is an important phase of the training process, involvement of top management is necessary. The awareness for the importance of external validation must be created. This may be done by having modules (seminars), at the Training Command and Training Advisors' level. Then it would be appropriate to extend this session to all training institutions (Commandant, Curriculum Cell and Training Development Officers). A specific manual for the conduct and validation of training may be created as a result of these modules (seminars). The planning for development of expertise in external validation must also be carried out. Assistance can seek from those who has conducted external validation successfully in their training system such as The Australian Army. Cost-benefit analysis coupled with external validation will provide the Training Command and the Training Advisors with better picture on the value of training in the Malaysian Army. This would allow the Training Command and Training Advisor to identify areas such as redundancy in training thus providing a much more cost effective way of conducting training.

In the areas of human resource and logistic supports for the conduct of external validation, the existing number of trained training developers can be employed using the existing available resources. In the area of finance, the implementation and conduct of external validation can be planned in modules, i.e.

Training Command will decide which Corps and courses to be externally validated, this would allow the budget for the conduct of external validation be properly allocated within each financial year. In order to further create awareness of external validation down to the grass-roots level, it is also suggested that all personnel in the Malaysian Army be exposed to the subject matter. This can be done by incorporating the subject of Malaysian Army Training System in their career courses.

(2)   *Implementation*. At the moment, the task of validating the courses in the responsibility of the respective Training Advisor (Corps Directors) which is done through the training cell of each directorate. It is suggested that the task should be carried out by respective training institutions through its Curriculum Cell or Training Development Cell. The suggested model for the conduct of external validation can be seen below.

Figure 5: Suggested Model for the Conduct of External Validation.

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            ┌─────────────────┐
            │    Training     │
            │    Command      │
            └─────────────────┘
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Planning, schedules and budget for external validation activities

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            ┌─────────────────┐
            │    Training     │
            │    Advisor      │
            └─────────────────┘
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Identify courses to be evaluated

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            ┌─────────────────┐
            │    Training     │
            │   Institution   │
            └─────────────────┘
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Notify ex-trainees and supervisors on external validation.
Preparation of questionnaires and interviews.
Conduct external validation (six months after ex-trainees reported to units).

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┌─────────────────┐
│ Analyse External │
│ Validation Data  │
└─────────────────┘
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Identify areas needed to be revise or change.
Notify the respective Training Advisor on result of external validation.

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┌─────────────────┐
│ Revise Training  │
└─────────────────┘
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The result of external validation presented by Training Advisor to the Training Command Headquarters for any changes in course(s) structure.

(3)   *Monitoring*. The process of external validation must be monitored in order for the conduct and results are made known and acted upon. It is suggested that the task of monitoring of the implementation and process of external validation to be done by the Staff Officer Grade 2 Training and the Head of Curriculum or Training Development Cell of each corps and training institution. Every Staff Officer Grade 2 Training must have close communication with the respective training institution (Curriculum Cell or Training Development Cell). Each external validation result must be analysed and forwarded to the Training Advisor for further action.