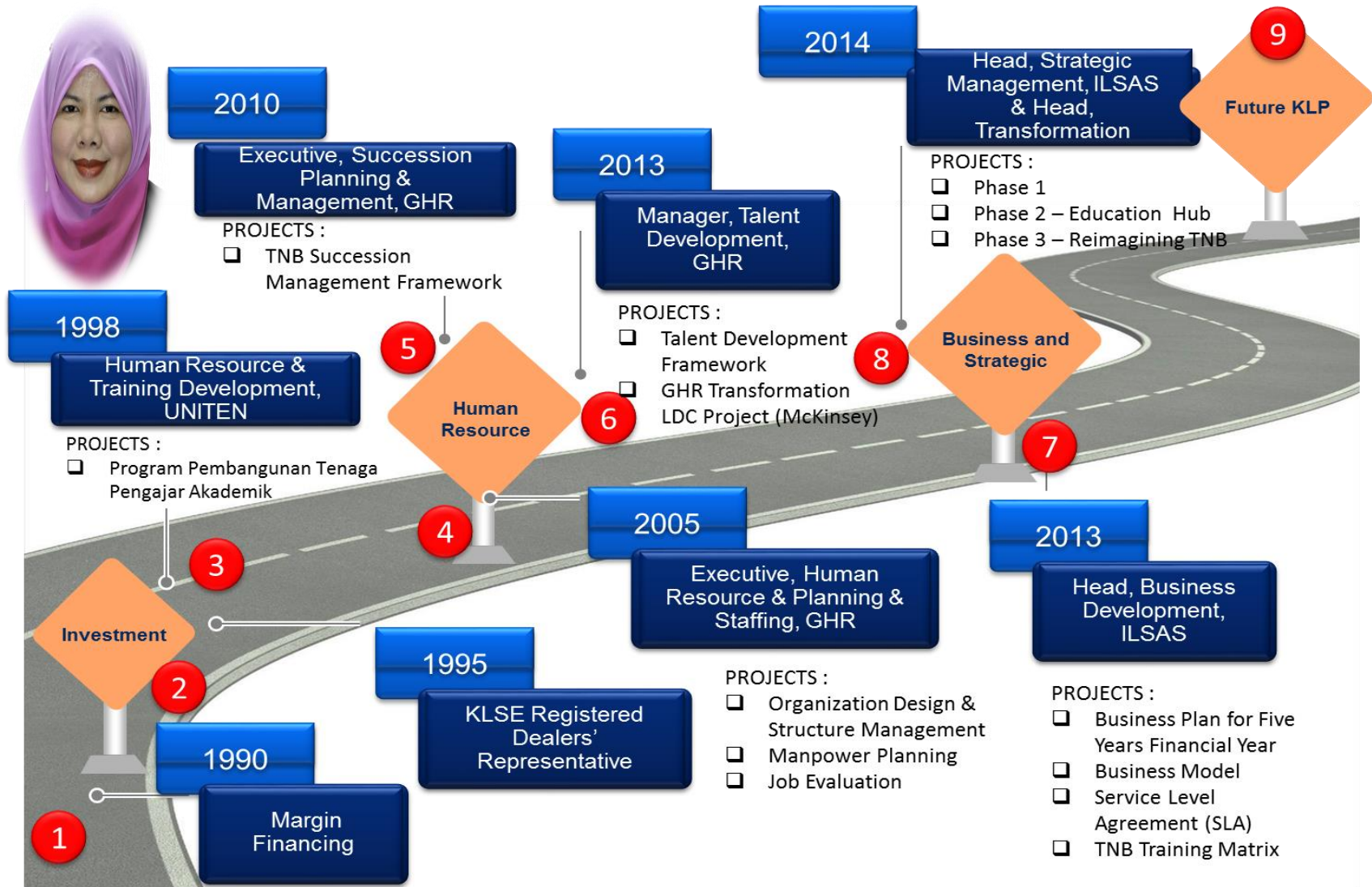


ILSAS Conference on Learning & Development **2019**

**Success Story of Better Brighter Education Hub  
TNB Integrated Learning Solution Sdn Bhd (ILSAS)  
Transformation Journey Phase 2  
(2017-2018)**

# Career Transition Journey – Nor Ayuhan Abdul Majid



## QUALIFICATION BACKGROUND

### PROFESSIONAL CERTIFICATION:


- Certified Talent & Competency Professional (CTCP)
- Certified Consultant
- Certified Professional Qualified ISO Lead Auditor - IQCS
- Certified Professional Certificate in Human Resource Management – MIHRM
- Certified Training of Recruiter (TOR) for Competency Observation
- Certified Human Resources Practitioner (CHRP)
- Registered Dealer Kuala Lumpur Stock Exchange (KLSE)

### ACADEMIC ACHIVEMENT:

- 2008, Master Science (HRD) – Universiti Teknologi Malaysia
- 2003, Bachelor Science (HRD) - Universiti Putra Malaysia

## RESEARCH AND PUBLICATION

- HR Conference 2014 – “Talent Management & Talent Development – Growing TNB Talents”, 2014
- 9th International Conference on HRD Research and Practice Across Europe : IESEG School of Management – “The relationship between factor related to Succession Management and Talent Development in TNB”, Catholic University of Lille, France, 2008.
- HAPUA – JEPIC Symposium on Employee – “Perception Towards Work life Balance at GHR”, TNB”, Chiang Mai, Thailand, 2009.
- ICLAD – The 1<sup>st</sup> ILSAS Conference on Learning & Development – Learning Journey the path to Creating a Learning Culture Organization, 2017.
- ICLAD – ILSAS Aspiration to be a Learning Hub and Regional Champion for Renewable Energy Solutions in Southeast Asia, 2018.
- ASIAN Utility Week – Panelist for Innovation FOCUS GROUP – Connected, automated, innovative – How to drive more innovation, better manage technology disruption, and learn from failure, 4 September 2019.

A large, stylized graphic of a globe is positioned on the left side of the slide. The globe is rendered in shades of blue, with the continents of North and South America clearly visible. It is set against a background of faint, light blue squares and lines, suggesting a digital or networked environment. The globe is partially cut off by the right edge of the frame.

# About TNB Integrated Learning Solutions Sdn. Bhd. (ILSAS)

# Our History



**1976**  
Technical  
Training  
Institute for  
Lembaga  
Letrik  
Negara  
(LLN)

**1983**  
HRM Sultan of  
Pahang –  
Sultan  
Ahmad Shah  
Officiated the  
Institute on  
10th February

**1990**  
Started the  
framework of  
setting up  
University  
Tenaga  
Nasional

**2001**  
Institut  
Latihan  
Sultan  
Ahmad  
Shah (ILSAS)  
“TNB  
Training  
Institute”

**2008**  
*A Wholly  
Owned  
Subsidiary  
of TNB*



# ILSAS's Roles to TNB's Commitment for Capacity Building

*A wholly owned subsidiary of*



Institut Latihan Sultan Ahmad Shah (ILSAS) 1978 → TNB Integrated Learning Solution (ILSAS) 2008

# ILSAS's Vision, Mission & Shared Values



01

## Vision

A Globally Recognize  
Energy Learning  
Centre

02

## Mission

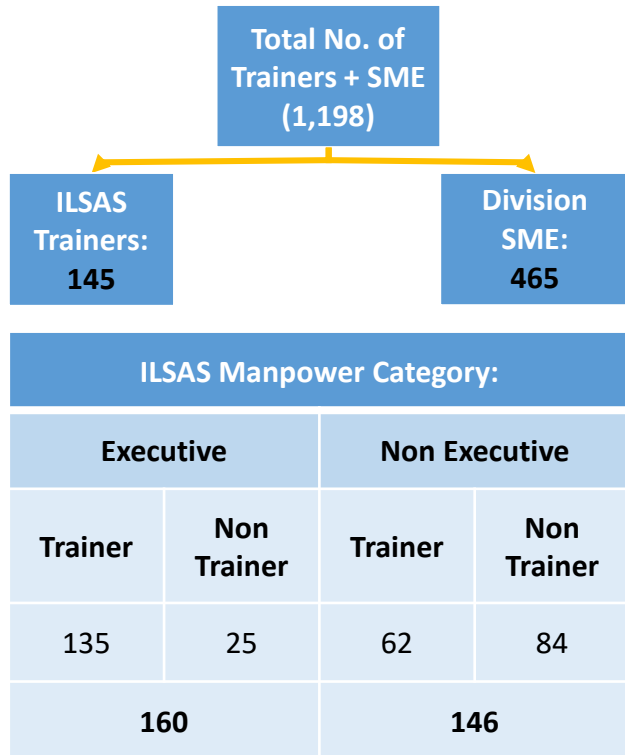
Building Experts  
Through Learning  
Intervention

03

## ILSAS Shared Values

- Integrity
- Business Excellence
- Customer Focus
- Caring

# ILSAS Trainers, TNB (SME), Consultant & TNB Specialist



- Data No. of SME from HR (17/03/2019)
- Contract Trainer's – 7pax

$$138 + 7 = 145$$

NO OF SME BY DIVISION

	No. of ILSAS TRAINERS/CONSULTANT	No. of TNB SME	No. of TNB Specialist
GRID	17	106	8
GENERATION	18	100	5
DISTRIBUTION	41	147	7
ICT	N/A	N/A	9
TNBR	N/A	N/A	10
REMACO	N/A	N/A	8
ASSET STRATEGY & GOVERNANCE	6	6	N/A
MALIM NAWAR (BRANCH)	10	2	N/A
LEADERSHIP MANAGEMENT TRAINING & CONSULTANCY (LMTC)	40	104	N/A
ILSAS CONSULTING GROUP (ICG)	6	N/A	N/A
<b>TOTAL</b>	<b>138</b>	<b>465</b>	<b>47</b>

# ILSAS's Core Business



Technical  
Training

Professional-Technical  
Certifications

**SOFTWARE  
SAVVY**  
COMPUTER TRAINING



LEADERSHIP &  
MANAGEMENT  
TRAINING

**SAFETY  
TRAINING**



## Training & Development

Multimedia



MAINTENANCE



Projects



SERVICE



## Consultancy & Services



BIG DATA  
ANALYTICS

## Business & Digital Solutions

# Training & Development : Engineering Training



Power Supply Planning & Protection

Construction & Maintenance Program

Renewable Energy & Energy Efficiency

Safety, Smart Meter, Power Quality etc

1. Regulatory
2. Generation
3. Transmission
4. Distribution
5. Protection
6. Safety, OSHA, NIOSH

More than 20,000 participants of  
Technical Apprentice Program

Graduate Employability - 1,200  
graduate trained

Executive Degree (Skilled &  
Experienced Base)

# Training & Development : Leadership & Management

## LEADERSHIP TRAITS ASSESSMENT

- *Helps you to find the missing piece*



29 JANUARY 2019  
VERSION 1.0

Prepared for:  
**TEMAGA PERSONAL**  
*Peter, Engkelen*

Prepared by:  
**SLTC of**  
**ILSAS**  
THE INTEGRATED LEARNING SOLUTION

## EMERGING LEADERSHIP CONSULTANCY

Strategic Leadership Training & Consultancy



**ILSAS**  
THE INTEGRATED LEARNING SOLUTION

## HIGH IMPACT LEADERSHIP PROGRAM

Strategic Leadership Training and Consultancy

**Anchoring Leadership Character and Personality Building**

Vanguard new Leadership enrichment for self sustainability and relationship building

**Strategic Leadership Training and Consultancy**  
TNB Integrated Learning Solution – ILSAS  
Km 7, Jalan IKRAM-UNITEN, Karung Berkunci  
205, Selangor, 43650 Bandar Baru Bangi

ilsas-slct@tnb.com.my

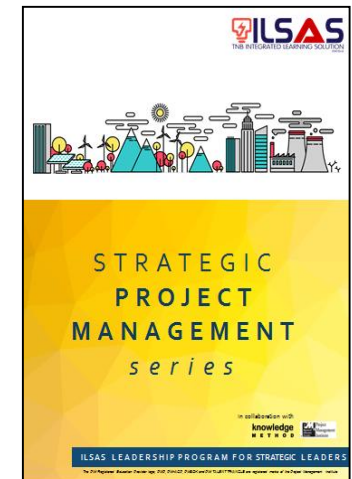
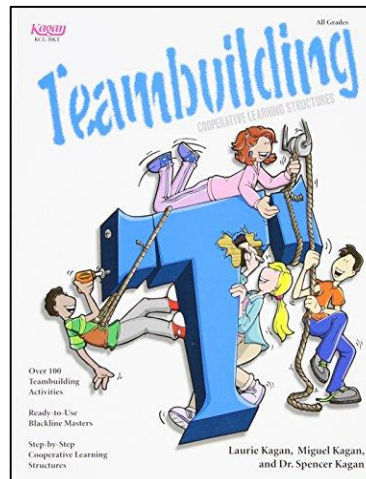
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Leadership Traits Assessment

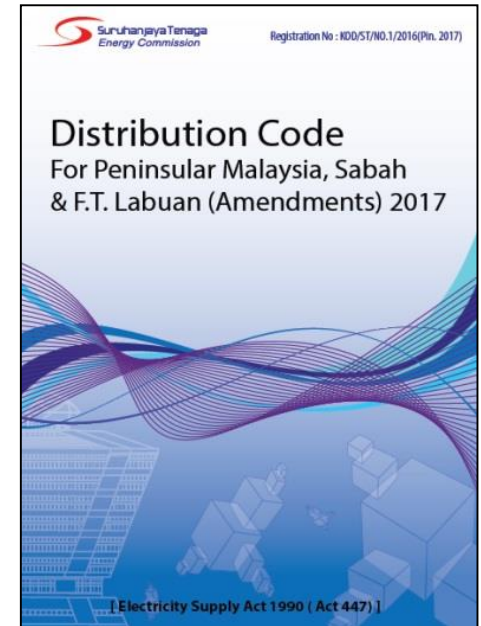
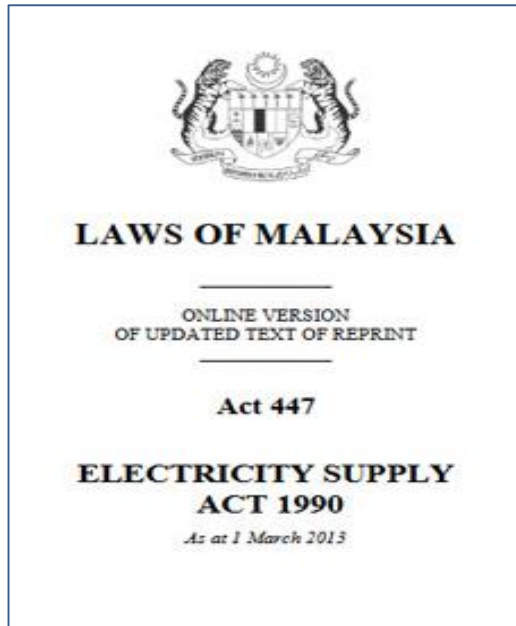
Emerging Leadership

Management programs

Information Technologies



# Training & Development : Regulatory Requirement

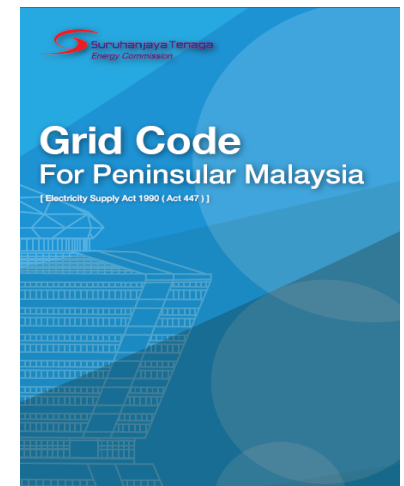
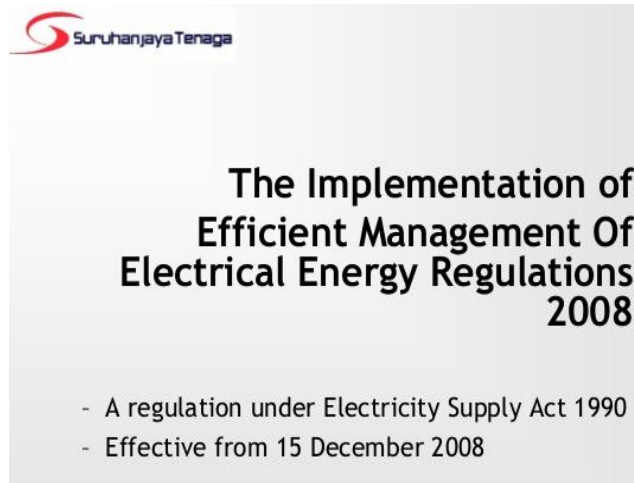


Incentive Based Regulations

Electricity Act & EMEER 2008

Grid Codes

Distribution Codes



# New Training & Development : Solar PV & Services

## Training Programs

### Training for PV Installers

Step by Step manual for installation of Solar PV rooftop

### Training for Solar PV Project Management

Guideline for parties related in solar PV end to end project

### Training for Solar PV Financial Modelling

Knowledge on solar PV project value creation and cost savings calculation, financing and return on investment

### Tenaga Safety Passport

General safety requirement and compliance

## Consultancy & Advisory Services

### Site Assessment

Installation site assessment using drone aerial services

### Design and Technical Evaluation

Advisory on design for installation and conduct technical evaluation for installation viability

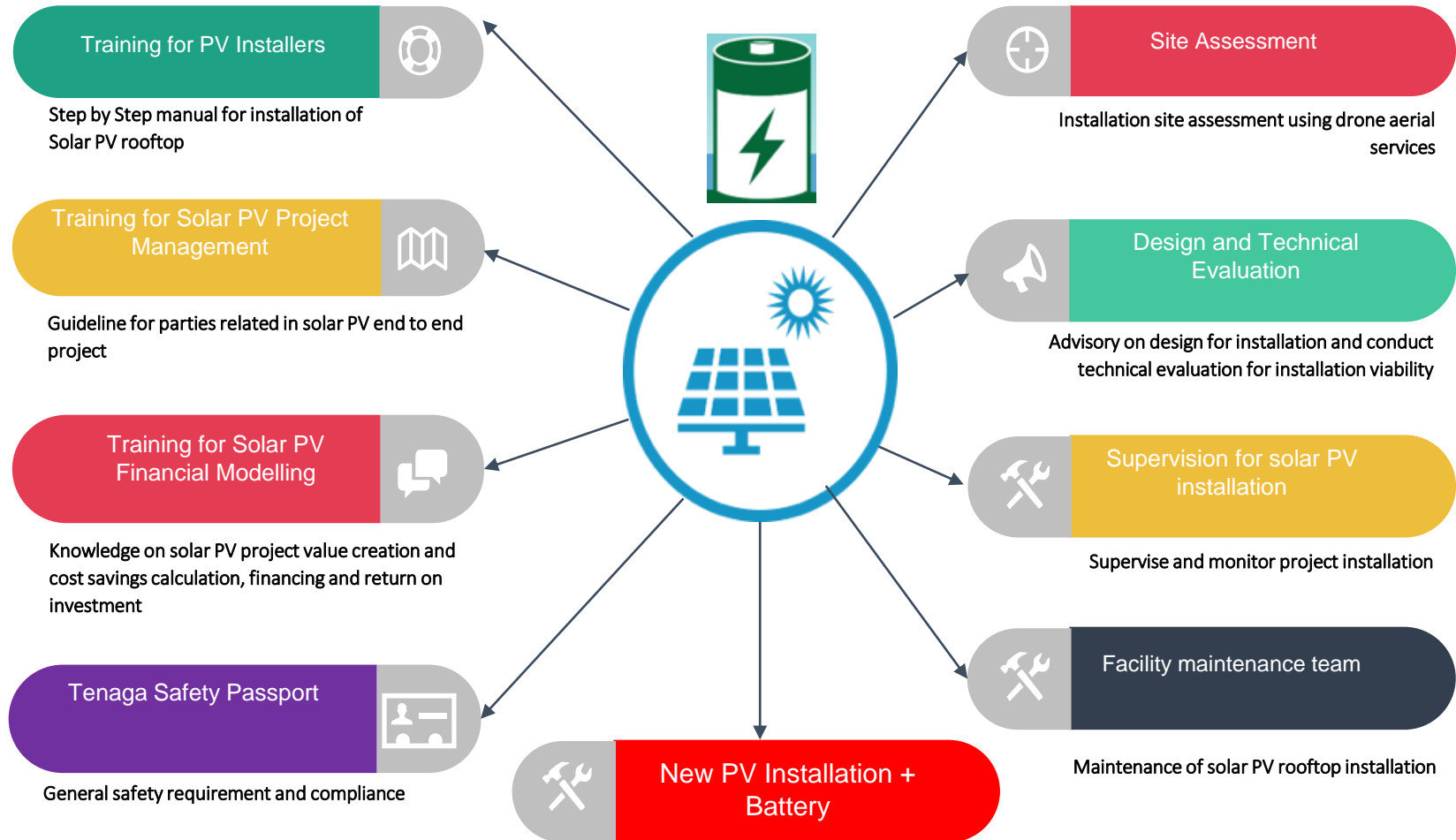
### Supervision for solar PV installation

Supervise and monitor project installation

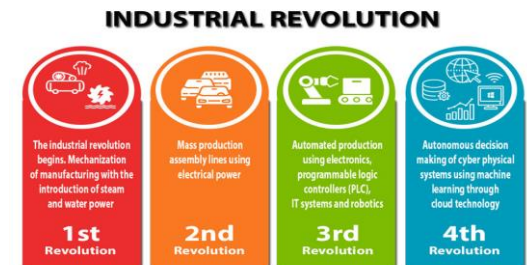
### Facility maintenance team


Maintenance of solar PV rooftop installation

### New PV Installation + Battery



# New Training & Services - Digital & Innovative Solutions





# TNB-ILSAS TRANSFORMATION PHASE 2 – EDUCATION HUB (FY2017-2018)



- Wholly Owned Subsidiary of TNB

## Transformation Phase 1

- Enhance TNB Workforce Competency
- Engage Customer Effectively
- Upgrade Trainers Skills
- Refurbish ILSAS Infrastructure
- Build Collaboration & Synergy
- INTRAMAS Phase 1 & 2

## Education Hub Phase 2

- Experiential and blended delivery
- Critical integrated content
- Transformational learning journeys
- World class partnerships
- Exceptional branding
- Re-organize to unlock performance
- Establish new learning development processes and governance
- Make operational excellence the norm

## Beyond 2018

- Financially Independent
- A Globally Recognized Energy Learning Center

## CONTEXT

**Education Hub** is a collaboration project with ILSAS, UNITEN, LDC and aims to build an **integrated Education Hub** for **better value creation for TNB.**

## OBJECTIVES

1. Establishment of Integrated Education Hub & Identify synergy opportunities

01



2. Clearly define nature of the institutions that UNITEN and ILSAS can and should become

02



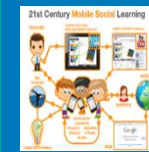
04

4. Accelerate the transformation journey of UNITEN and ILSAS



3. Build institutions that are fit for TNB, 21st century and the future

03



- 
- “To accelerate national and TNB's transformation towards “DDRC” by providing:
- **The best manpower training as well as leadership and talent development**
  - **Enhancing TNB's reputation as a national leader and global player”**

# Edu Hub's Strategic Priorities Translate Into The Following Aspiration for ILSAS

## ILSAS's roles

- 1 National influence and reputation
- 2 Inform regulatory decisions
- 3 Customer-oriented employees
- 4 Innovate in business
- 5 Financial sustainability
- 6 Global employees
- 8 Diversified profit streams
- 9 Reputation for excellent talent

Supply integrated technical, functional, managerial and leadership training that significantly raises the standard of capabilities of the Malaysian workforce

Help TNB define and meet industry-leading health and safety standards that act as national benchmarks

Equip TNB employees with the skills and mindsets to serve customers effectively by expanding customer service oriented modules and employing pedagogies that promote problem solving skills, communication skills and professionalism

Equip TNB employees with strategically important commercial training such as in sales and marketing and finance

Ensure that ILSAS is not loss-making and training provided is good value for money

Equip TNB employees with cutting edge technical, functional, managerial and leadership training to develop globally competitive workforce

Provide training for external customers that represent a significant profit opportunity

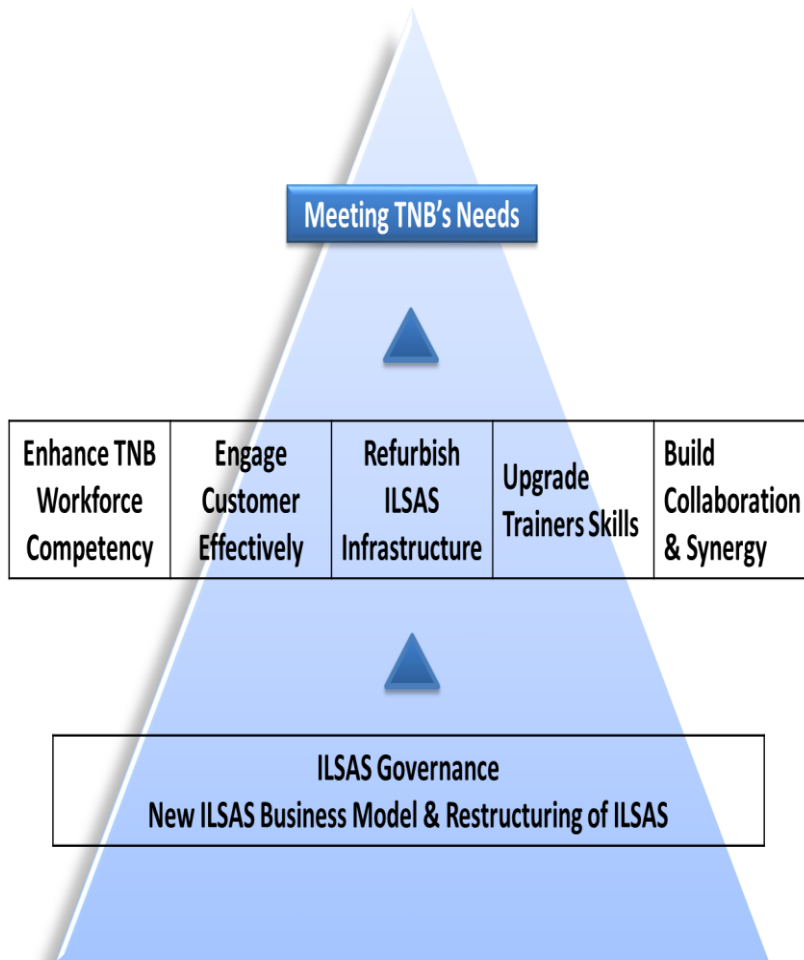
Develop exceptional employees by raising the quality of training e.g. through application of the latest trends in corporate training and offering valuable certification

## ILSAS Aspiration

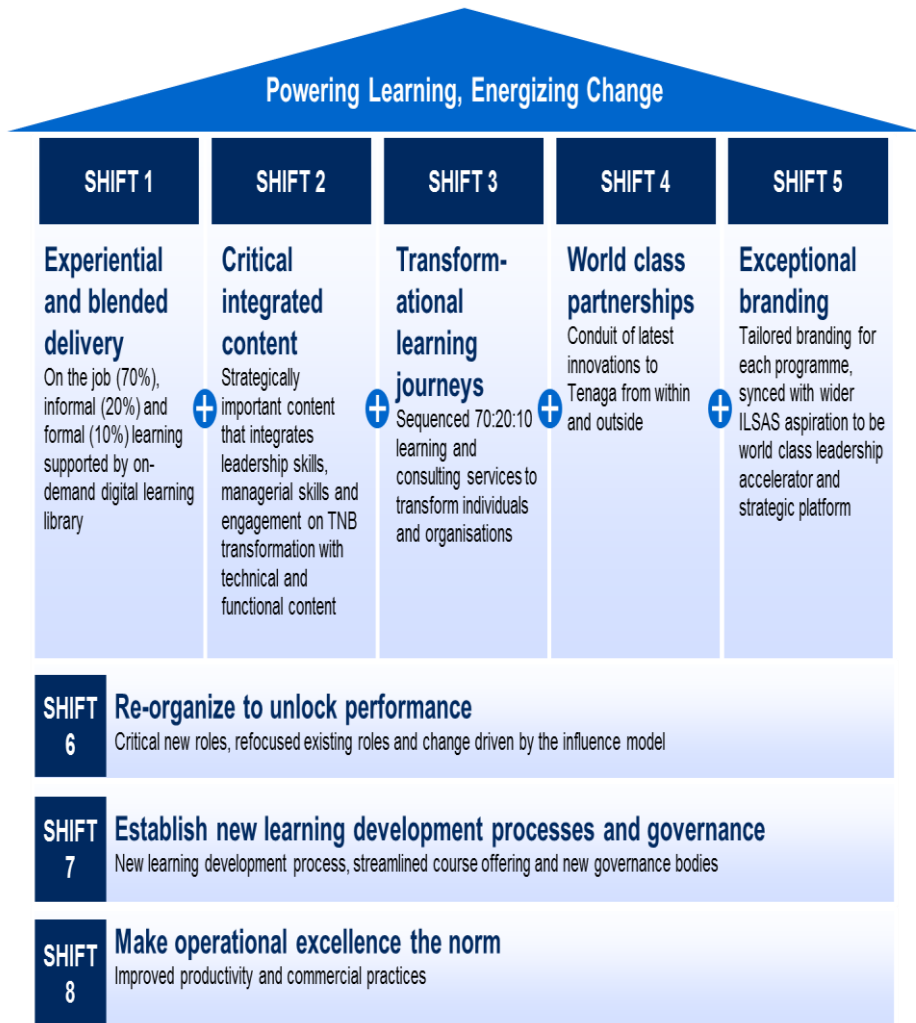
“ To be the transformational learning platform for Tenaga Nasional Berhad and the energy sector, by supplying high-quality engineering, functional, managerial and leadership training that sustainably creates superior value for organisations and individuals ”

# ILSAS Transformation Phase 1 & ILSAS Transformation Phase 2

## ILSAS Transformation Lab (Phase 1)



## ILSAS STRATEGY HOUSE : 8 key shifts



# ILSAS Strategy House – To be a Leading Regional Energy Learning

## Powering Learning, Energizing Change

SHIFT 1	SHIFT 2	SHIFT 3	SHIFT 4	SHIFT 5
<b>Experiential and blended delivery</b> On the job (70%), informal (20%) and formal (10%) learning supported by on-demand digital learning library	<b>Critical integrated content</b> Strategically important content that integrates leadership skills, managerial skills and engagement on TNB transformation with technical and functional content	<b>Transformational learning journeys</b> Sequenced 70:20:10 learning and consulting services to transform individuals and organisations	<b>World class partnerships</b> Conduit of latest innovations to Tenaga from within and outside	<b>Exceptional branding</b> Tailored branding for each programme, synced with wider ILSAS aspiration to be world class leadership accelerator and strategic platform

**SHIFT 6**

### Re-organize to unlock performance

Critical new roles, refocused existing roles and change driven by the influence model

**SHIFT 7**

### Establish new learning development processes and governance

New learning development process, streamlined course offering and new governance bodies

**SHIFT 8**

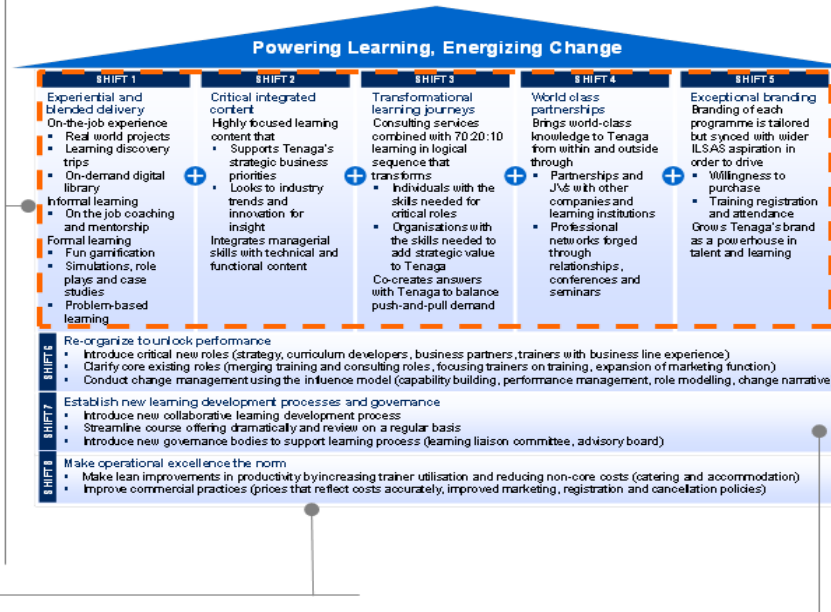
### Make operational excellence the norm

Improved productivity and commercial practices

# Implementation of ILSAS Transformation Phase 2 – Education Hub

## 12 Flagship programmes that combine these 5 critical elements

- 1 Generation Academy
- 2 CS Academy
- 3 NS Academy
- 4 Transmission Academy
- 5 Corporate Services Academy
- 6 Energy Ventures Academy
- 7 Other Academies (e.g. for subsidiaries, developments from Reimagining TNB)
- 8 Expanded certification programmes
- 9 New technology seminars
- 10 Joint vocational degree with UNITEN
- 11 Public TVET trainer training programmes
- 12 International Academies (no physical presence)



## 2 Re-organization initiatives

- 1 Make strategic new hires
  - Business partners
  - Curriculum developers
  - Trainers
- 2 Build and implement the influence model including:
  - Systematically cascade KPIs and performance management routines
  - Cascade change story and role modelling

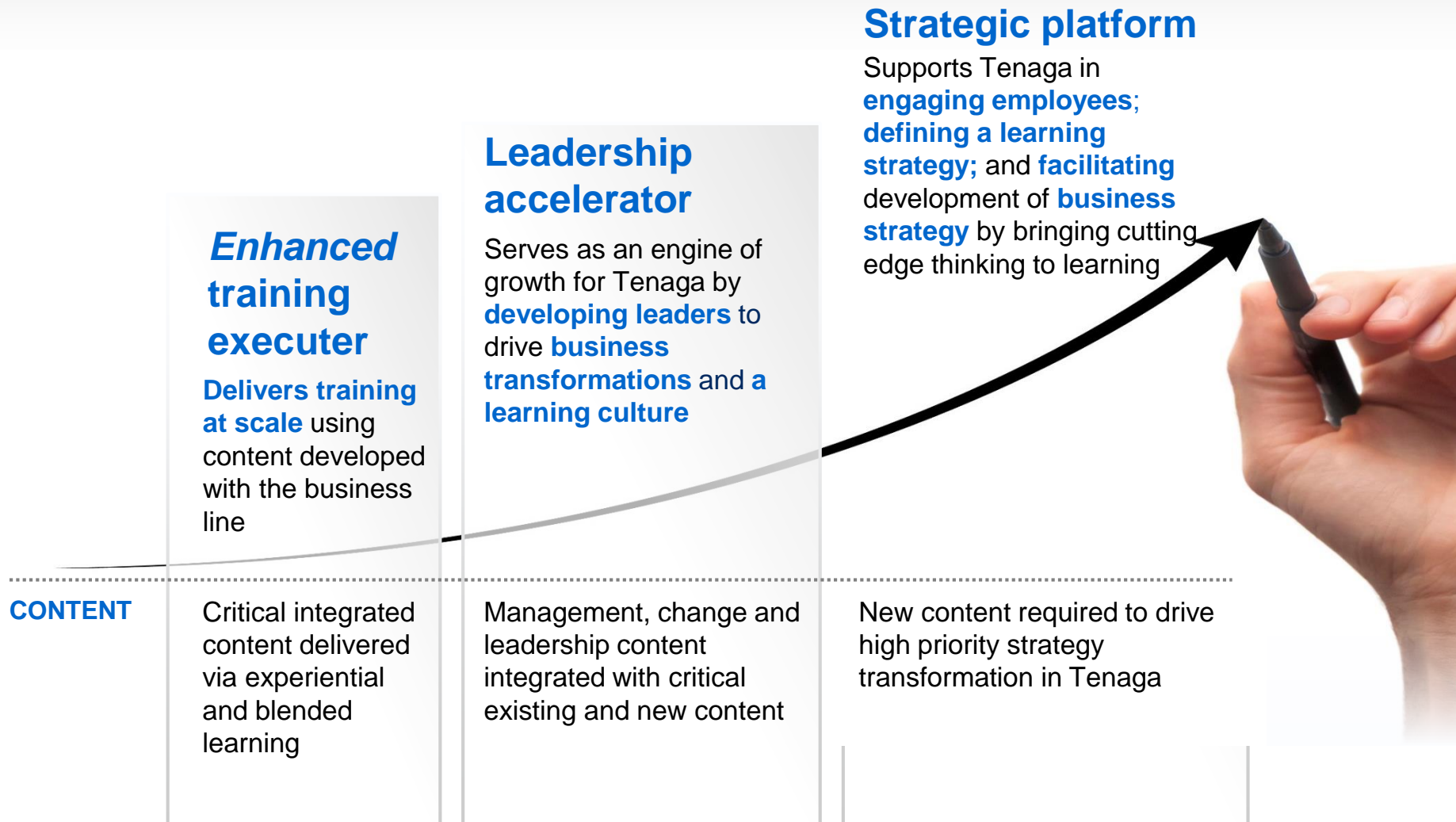
## 4 Operational excellence initiatives

- 1 Develop and sync trainer capacity plan:
  - Improved trainer utilisation (60%)
  - Plan for impending retirements (2016-20)
  - Reskill and reallocate trainers for new programmes
- 2 Reduce catering and accommodation costs
- 3 Improve marketing, registration and cancellations
- 4 Update pricing to accurately reflect costs

## 4 Learning development initiatives

- 1 Launch new learning development process
- 2 Develop pedagogical approach
- 3 Aggressively rationalize product offering
- 4 Establish new learning liaison committee

# ILSAS Will Play Three (3) Complementary Roles In Support Of TNB's DDRC Aspirations



# Achieving These New Roles Will Require Major Changes In How ILSAS Delivers Training And Operates

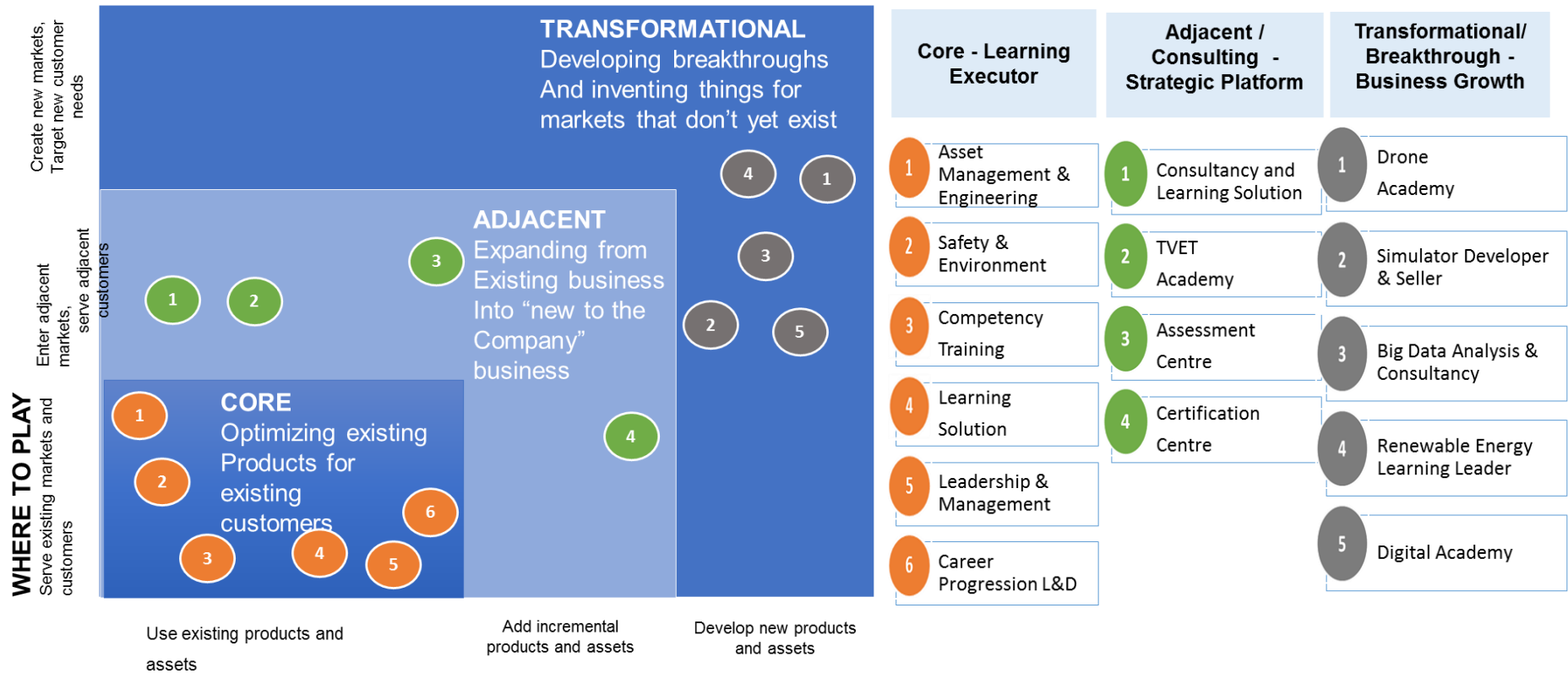
## From...

- **Anything and everything:** 800+ programmes covering wide range of skills and difficulty levels
- **Traditional:** Face-to-face lectures or workshops at ILSAS
- **Ad-hoc:** Staff take modules that may not be linked to progression, or build on one another
- **Heavy reliance** on TNB SMEs for development of new content
- **<40%** of TNB's training budget spent at ILSAS
- **30%** courses loss-making and **12%** cancelled within 30 days of training

## To....

- **Focused on criticality:** ~200+ programmes on strategically important content that business line cannot deliver
- **Experiential, blended and integrated:**
  - i. **Experiential:** Mix of on-the-job coaching in the line and face-to-face sessions at ILSAS
  - ii. **Blended:** Training supplemented with online learning
  - iii. **Integrated:** Functional and technical skills integrated with soft skills training
- **Learning journeys** that:
  - i. Sequence modules based on difficulty levels
  - ii. Have clear "end-points" (e.g., green belt)
  - iii. Are linked to HR-defined professional development pathways
  - iv. Have clear monitoring and assessments
- **Balanced partnerships** with ILSAS bringing:
  - (i) curriculum and training experts,
  - (ii) world-class external partners
- **>50%** of TNB's training budget spent at ILSAS
- **0% of courses cancelled** within 30 days of training and
- **0% of courses are loss making**

# ILSAS has shifted from purely learning executor to more strategic learning and development platform and new breakthrough offerings...



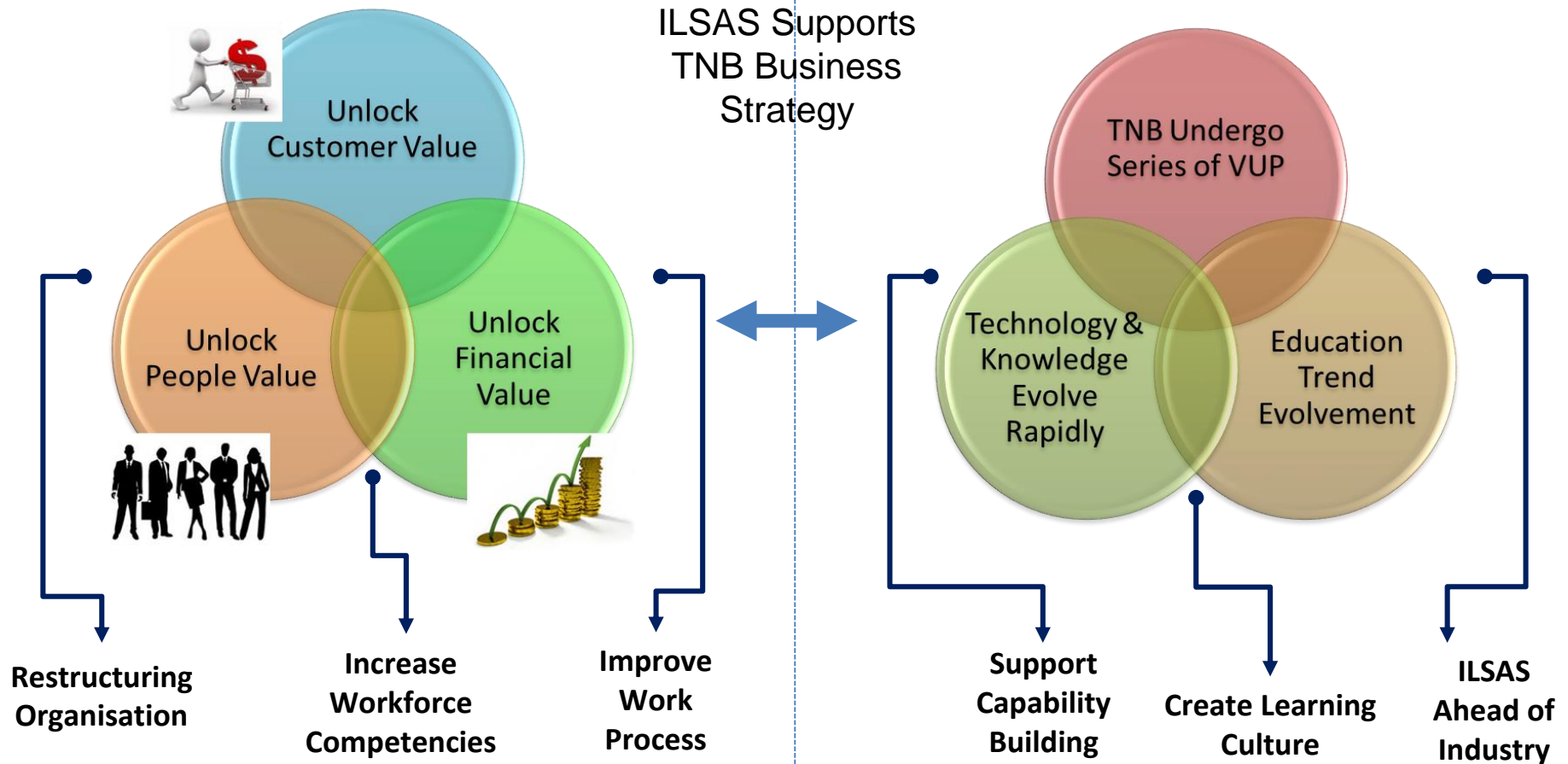
**HOW TO WIN**

## TNB Undergo Series of Transformation - Value Unlocking Program

## ILSAS Transformation Phase 2 - TNB Education Hub

**VUP is a continuation of 1TNB Transformation Program to address the challenges faced by TNB and achieve DDRC..**

**ILSAS needs to transform to overcome these Challenges..**



# TNB Undergo Series of VUP

VUP is a continuation of 1TNB Transformation Program to address the challenges faced by TNB and achieve DDRC ....

Unlock People Value



Unlock Customer Value



Unlock Financial Value



ILSAS supports  
TNB business  
strategy

How ILSAS Overcome The Challenges?

## 1. Support Capability Building

- Realign ILSAS product with Business line strategic competency needs
- Equip right knowledge for right people at the right time
- Mould TNB staff to be all-rounded leader and competent
  - Excellent in technical, functional and soft skills



**PRODUCT  
RATIONALISATION**



**LEARNING JOURNEY** for  
critical roles



**INTEGRATED CRITICAL  
CONTENT**

## 2. Create Learning Culture

- Adapt 70/20/10 Learning & development Model



### On-the-job experience

- Real world projects
- Learning discovery trips
- On-demand digital library

### Informal learning

- On the job coaching and mentorship

### Formal learning

- Fun gamification
- Simulations
- Roleplays
- Case studies
- Problem-based learning

# Education Trend Evolvement

Learning trends is growing rapidly and this situation brings challenges as well as opportunities to ILSAS ...



Introduce **BLENDED LEARNING** and **EXPERIENTIAL LEARNING**

Blended Learning – Face To Face + Online

Experiential Learning – learning approach, through reflection on doing, experience i.e.: Role Play

Curriculum Developer

Hire **CURRICULUM DEVELOPER**

- Specialist learning design expertise
- Support trainer to design learning delivery of new product / new academies both at macro level (learning journey) and micro level (experiential ways of learning in formal, informal and on-the-job settings)
- i.e. : Prof Amin UKM

# Technology, Knowledge Evolve Rapidly

Technology and knowledge evolve rapidly and if ILSAS not cope with it, ILSAS will be left behind.....



## Advisory Panel

- Content Validation
- Latest technology
- Initiate partnership
- Advise on industry's needs

## Learning Liaison Committee

- Input from TNB stakeholders (priority, budget, strategic plan)
- Approval on new academies/product

## Hire Account Managers / Business Partners

- Own relationship with TNB acting as single point of contact
- To deeply understand customer's strategic priorities and demands
- Plan & coordinate products tailored to the customer with support of other individuals within ILSAS and partners

## World Class Partnership

- To develop and / or deliver content jointly
- To bring the best expert knowledge in the industry for the trainees.

# ILSAS Edu Hub Strategic Partnership

## Subject Matter Expert

**CompTIA**  
Get IT Certified

**PFISTERER**  
THE POWER CONNECTION



## International Training Hub



**Carl Duisberg**



**TRAX**  
International

## Government Agencies/Industry



1xSupervising Engineer 11, 33 kV  
5xCompetent Engineers 11, 33 kV  
15x (BO, B1 & B4)  
11x (A0, A1 & A4)  
5x CEM  
3x REEM



## International/National Approved Centre

**ilm**  
Approved  
Centre



**DOSH**  
Certified DOSH  
Examination Centre

**City & Guilds**

APPROVED  
CENTRE

# ILSAS Edu Hub Strategic Partnership

## International Learning Experience

RWE



e.on

IBM

TEPCO



alliander

McKinsey  
& Company

National Power



nationalgrid

ILSAS having previous contact and engagement with the organization

## Education



The National Energy University



UTM  
UNIVERSITI TEKNOLOGI MALAYSIA



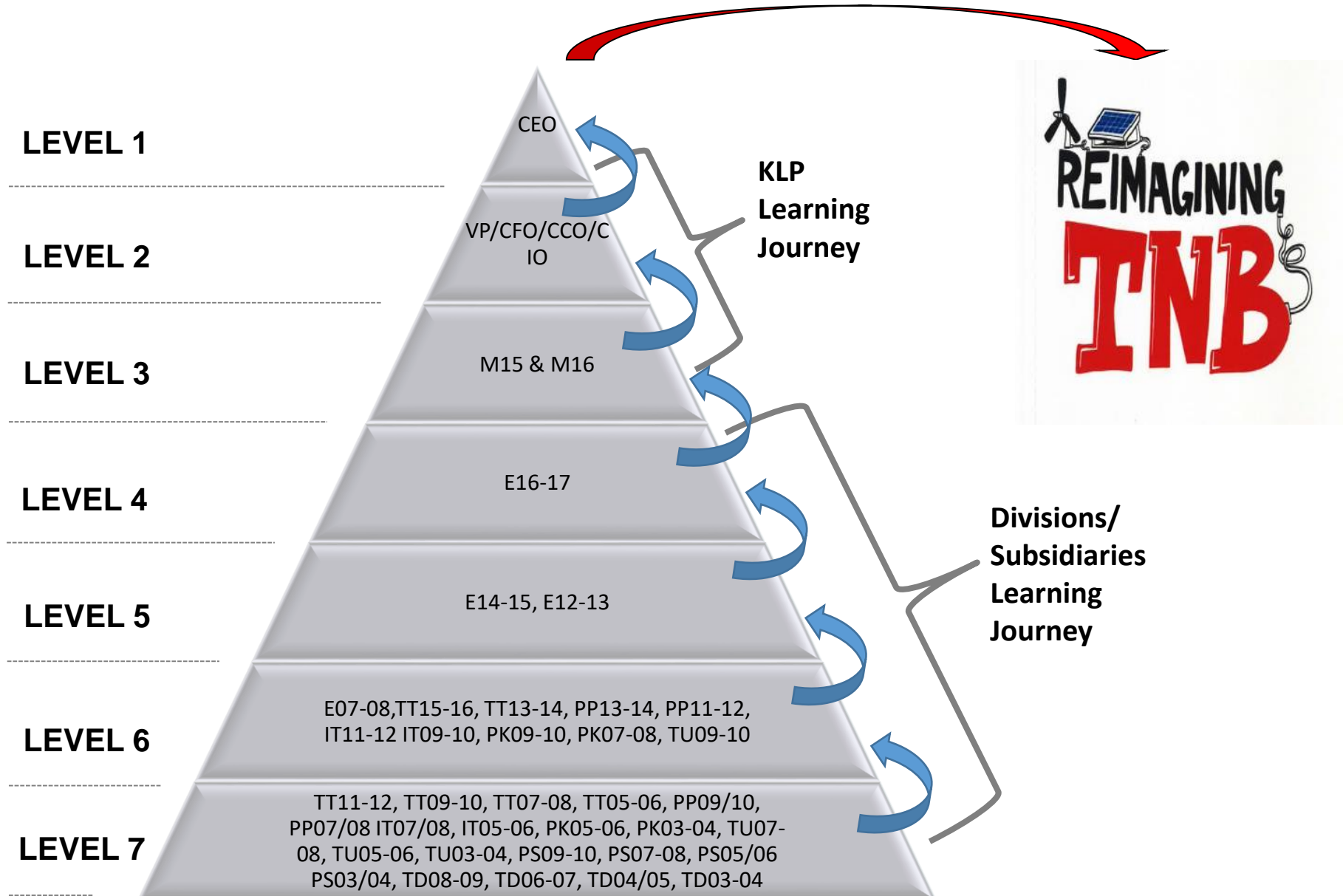
MAHSA  
UNIVERSITY

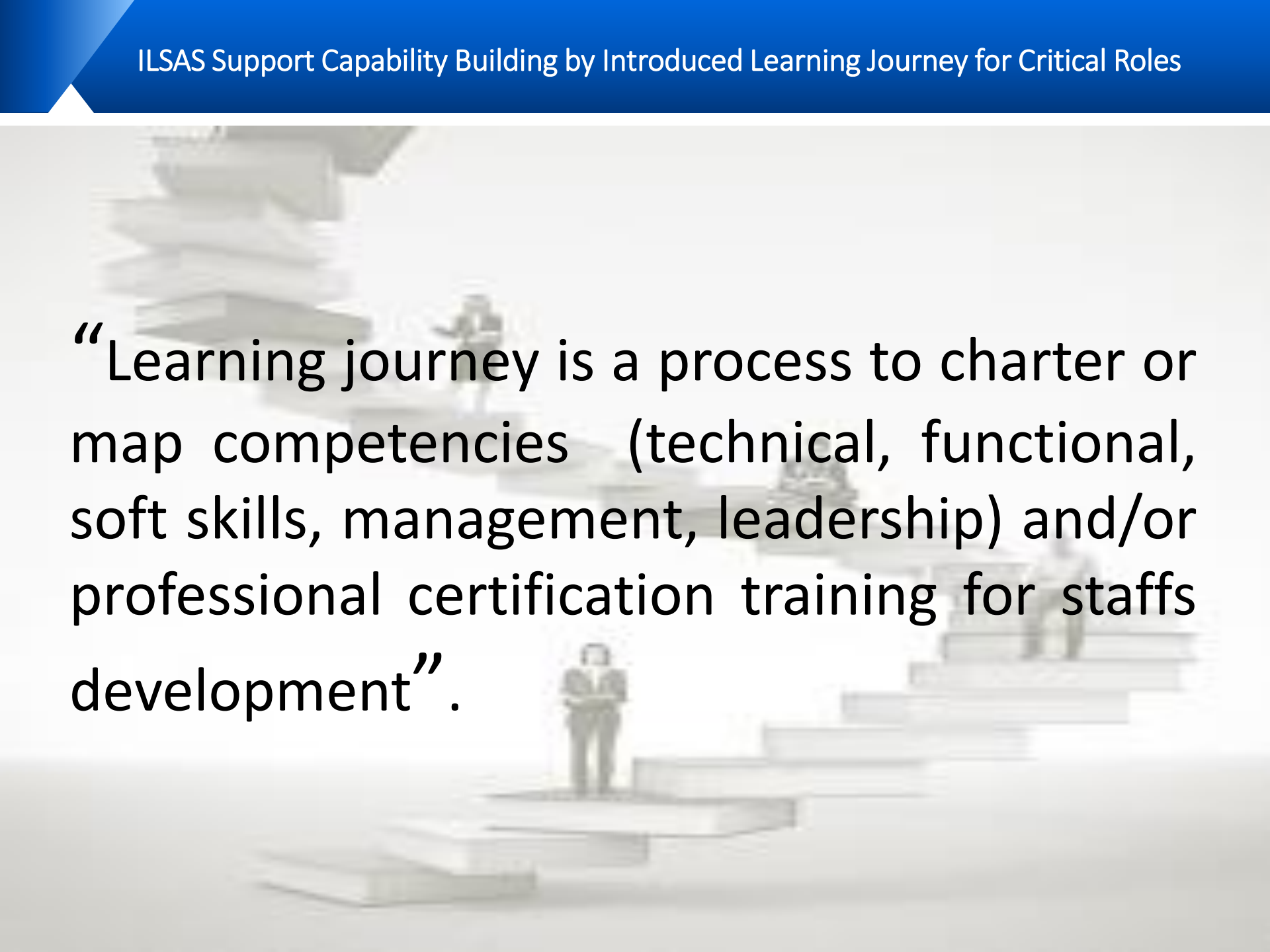


# HOW ILSAS SUPPORT TNB TOWARDS CAPABILITY BUILDING ?

# TNB New Levelling System for Positions

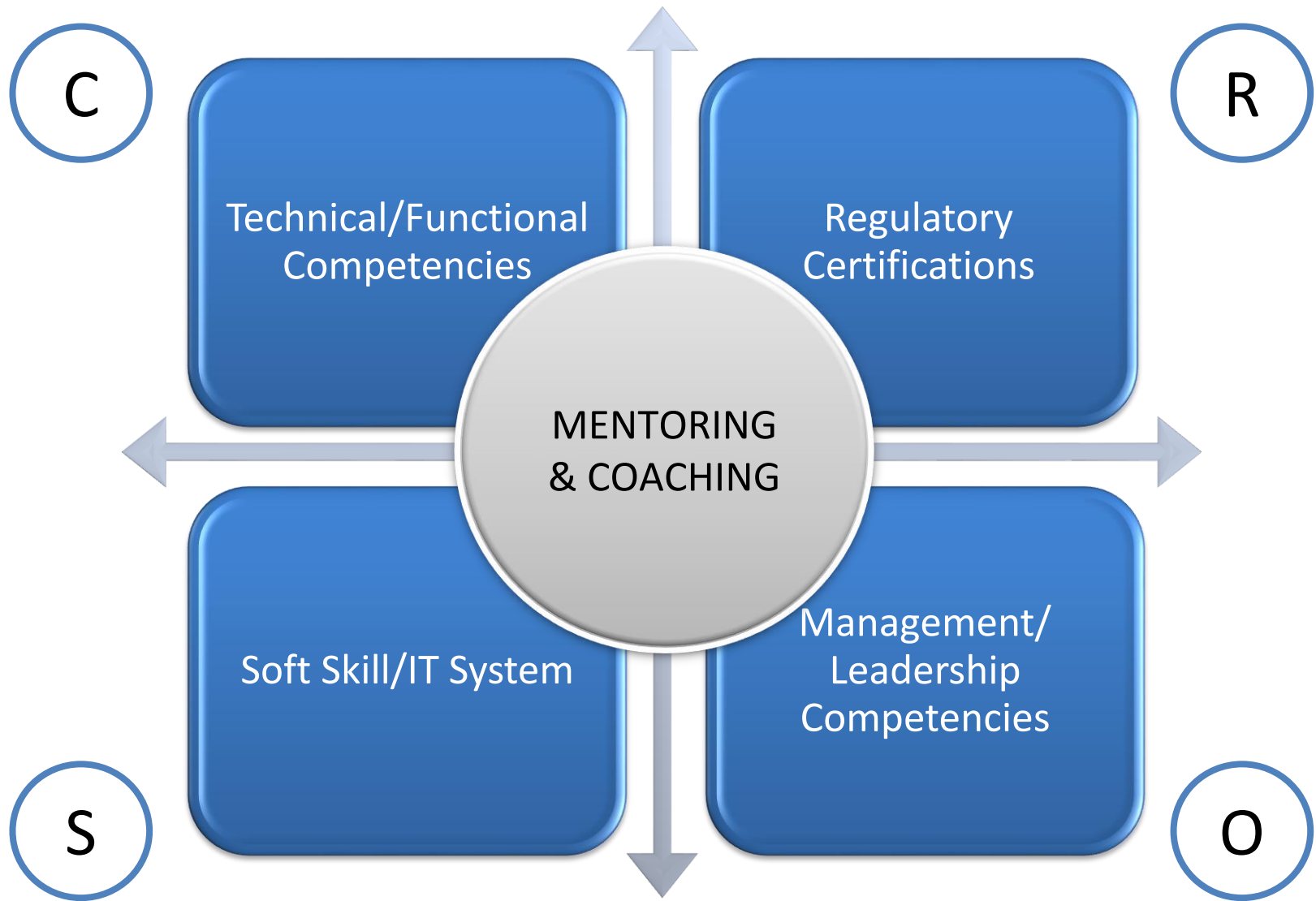
## Career Development Progression





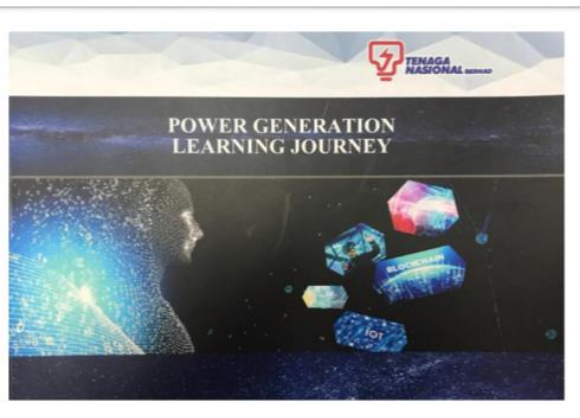
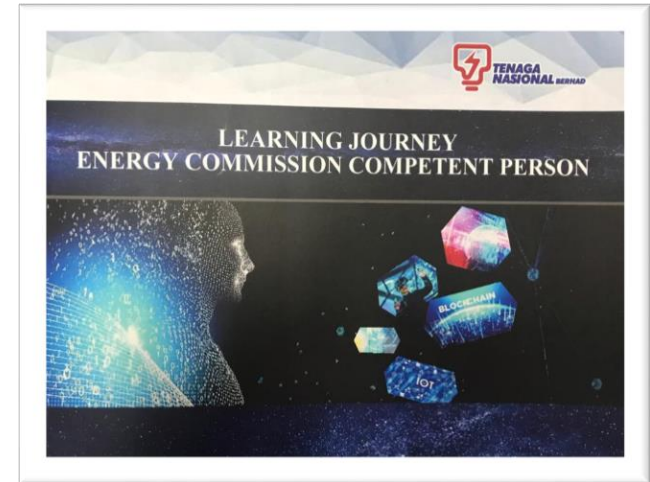
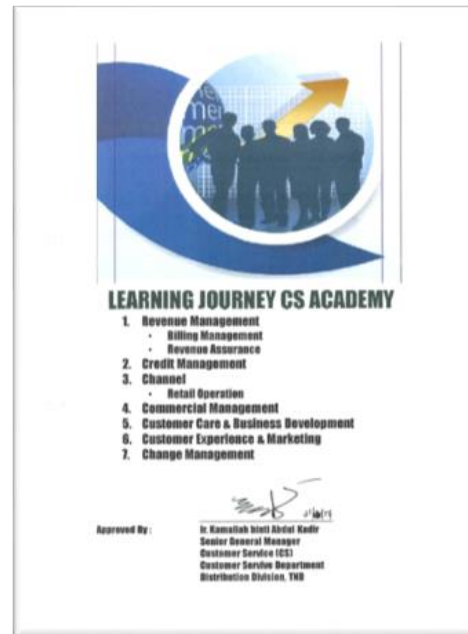
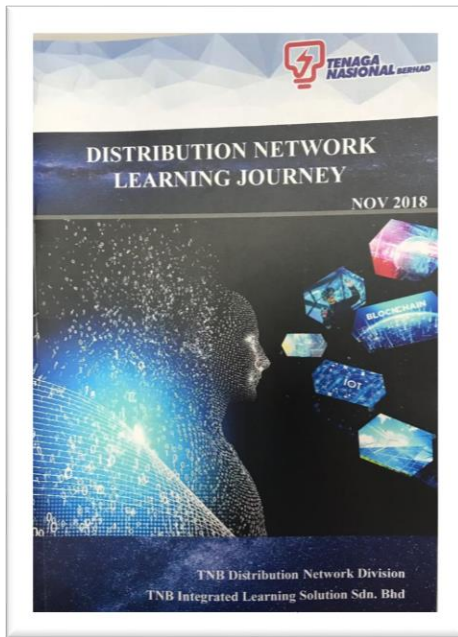
“Learning journey is a process to charter or map competencies (technical, functional, soft skills, management, leadership) and/or professional certification training for staffs development”.

## Product Segmentation of Learning Journey



C – Competencies, R – Regulatory, S – Soft Skill, O - Optional

# Sample of Handbook Learning Journey



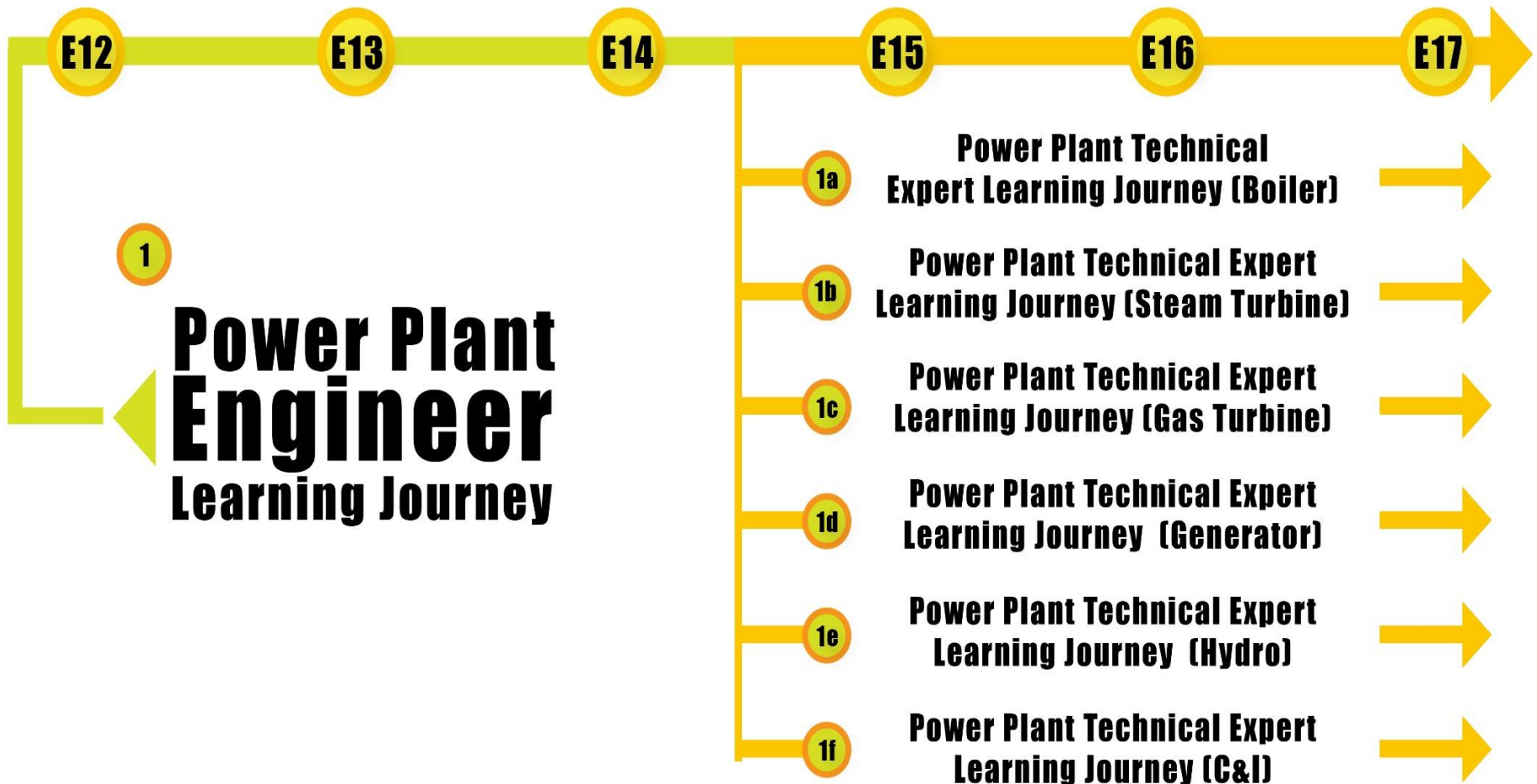


# APPENDIX SAMPLE OF LEARNING JOURNEY

## ❖ POWER GENERATION LEARNING JOURNEY

# Power Generation Learning Journey

Power Plant Engineer Learning Journey



# Power Generation Learning Journey

## Power Plant Engineer Learning Journey

**E12**

**DOSH**



**ST**



**DOE**



**Technical**



**Management**

ICE & Steam Engineer  
Grade 2

B4/JEK Log book  
assessment \*

Certified Environmental  
Professional - Schedule  
Waste Management~

City & Guild Part 1/2

- ICE Engineer Grade 2 Exam Part C
- Steam Engineer Grade 2 Exam Part C
- ICE Engineer Grade 2 Exam Part B@
- Steam Engineer Grade 2 Exam Part B@

- Certified Environmental Professional - Schedule Waste Management

- BEM - Code of Ethic
- BEM - Engineering Management Practices
- BEM - Safety & Health
- City & Guild CCPP/Coal/Hydro/RE Part 1/2
- Project Management Essential

- 7 Step Problem Solving (Forum 5)
- Power Plant Utility Economics & Commercial Excellence (Forum 1)
- Power Purchase Agreement (PPA)
- Power Plant Energy Efficiency (3, 8 & 10)
- Maintenance Strategy (2, 4 & 6)
- HSE Management System
- English for Business Communications

### Remark

@ Applicable for non-mechanical engineer

Ⓜ Assessment

~ applicable for station chemist only

\* Maintenance not in shift to do the switching with Operation.

# Power Generation Learning Journey

Power Plant Engineer Learning Journey

BEM Professional Engineer  
City & Guild Part 3 - Simulator

Certified Environmental Professional in the Operation of Industrial Effluent Treatment System ~

B4 Chargeman - Restricted #  
PE- Electrical, mechanical

ICE & Steam Engineer Grade 1

Management



Technical



DOE



ST



DOSH

**E13**

- Strategic Sourcing (Forum 7)
- Presentation & Public Speaking (Forum 5)
- Innovation Tools

- City & Guild CCPP/Coal/Hydro/RE Part 3 - Simulator
- Project Management - Tools, Techniques & Template

- Certified Environmental Professional in the Operation of Industrial Effluent Treatment System

- B4 Chargeman - Restricted Training Program+
- BEM Interview- Electrical, Mechanical hydro

- ICE Engineer Grade 1 Exam Part C
- Steam Engineer Grade 1 Exam Part C
- ICE Engineer Grade 1 Exam Part B<sup>@</sup>
- Steam Engineer Grade 1 Exam Part B

## Remark

@ Applicable for non-mechanical engineer

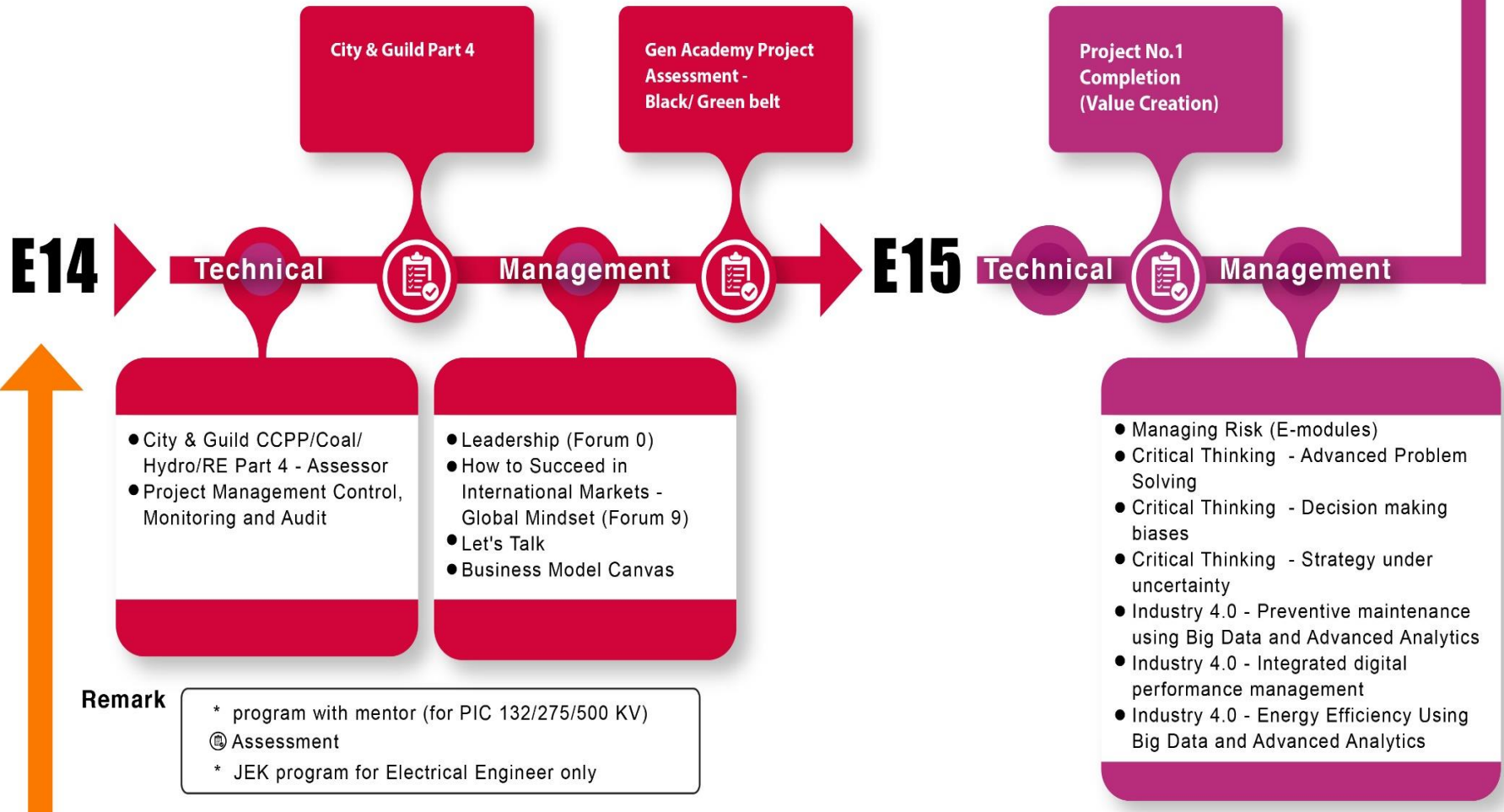
<sup>#</sup>B4 Chargeman to be taken at the end of E13 tenure.  
(at least 5 years experience in HV equipments)

Ⓜ Assessment

<sup>#</sup>B4 chargeman for Non-Electrical Engineer only  
~ applicable for station chemist only

# Power Generation Learning Journey

Power Plant Engineer Learning Journey



# Power Generation Learning Journey

Power Plant Engineer Learning Journey

Gen Academy Project  
Assessment -  
Master/Architect belt

Project No.3 Completion  
(Value Creation)

Project No.2 Completion  
(Value Creation)



Management



Technical

**E17**

Management



Technical

**E16**

- External Perspectives - Macroeconomic trends
- External Perspectives - Disruptive technologies
- External Perspectives - Climate Change
- External Perspectives - "Tectonic shifts" in Energy
- External Perspectives - New Energy Sources
- Structured Business Communication (E-modules)
- Corporate Finance and Valuations (E-modules)
- Business Strategy (E-modules)
- Entrepreneurial leadership - Entrepreneur mindset
- Entrepreneurial leadership - Business development
- Entrepreneurial leadership Stakeholder engagement

- Be centered change leader
- Lead high performing teams
- Design transformation changes
- Structured Business Communication (E-modules)
- Mastering Challenging Conversations (E-modules)

Remark

📋 Assessment

# ILSAS Conventional Learning Methodology vs New Model

ILSAS Typical  
Model

10%  
Live Experiences

20%  
Networking, Role Models  
& Mentor

70%  
Classroom Training

**VS**

ILSAS New  
Model

70%  
Live Experiences

20%  
Networking, Role Models  
& Mentor

10%  
Classroom Training

# Training Methodology for Capability Development

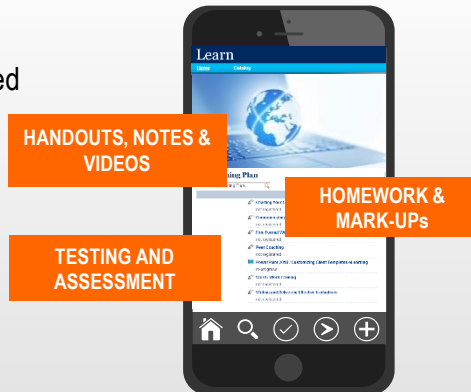


# Learning will be delivered through on the job experience, informal learning and formal learning supported by on-demand digital library

## Explicit assignments while at work

- Real world projects issued as homework between classes
- Learning expeditions as part of curriculum

### On-demand digital library



## Mentorship and social support provided

- ILSAS trainers train managers in the field
- Managers trained to coach and mentor subordinates
- Peer networks to encourage discussion

## Classroom training is fun, interactive and simulates work

- Fun gamification
- Simulations, case studies and role plays
- Problem-based learning

Eg : Coaching/Mentoring/  
One to One Discussion

Eg : Assignment/Case  
Study/Project/IQ  
Test/Competency  
Test/Application Test/Log  
Book

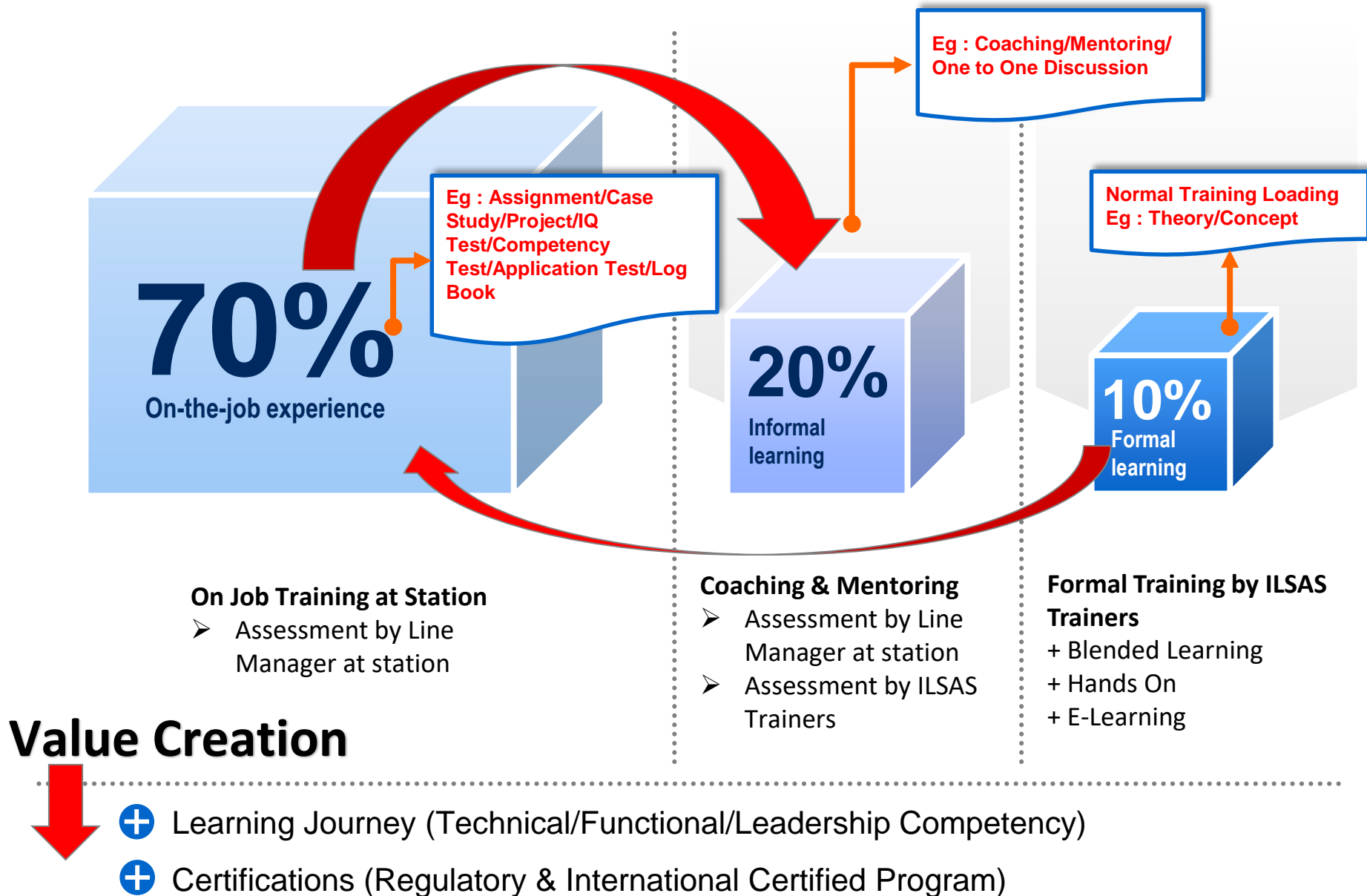
**70%**  
On-the-job experience

**20%**  
Informal learning

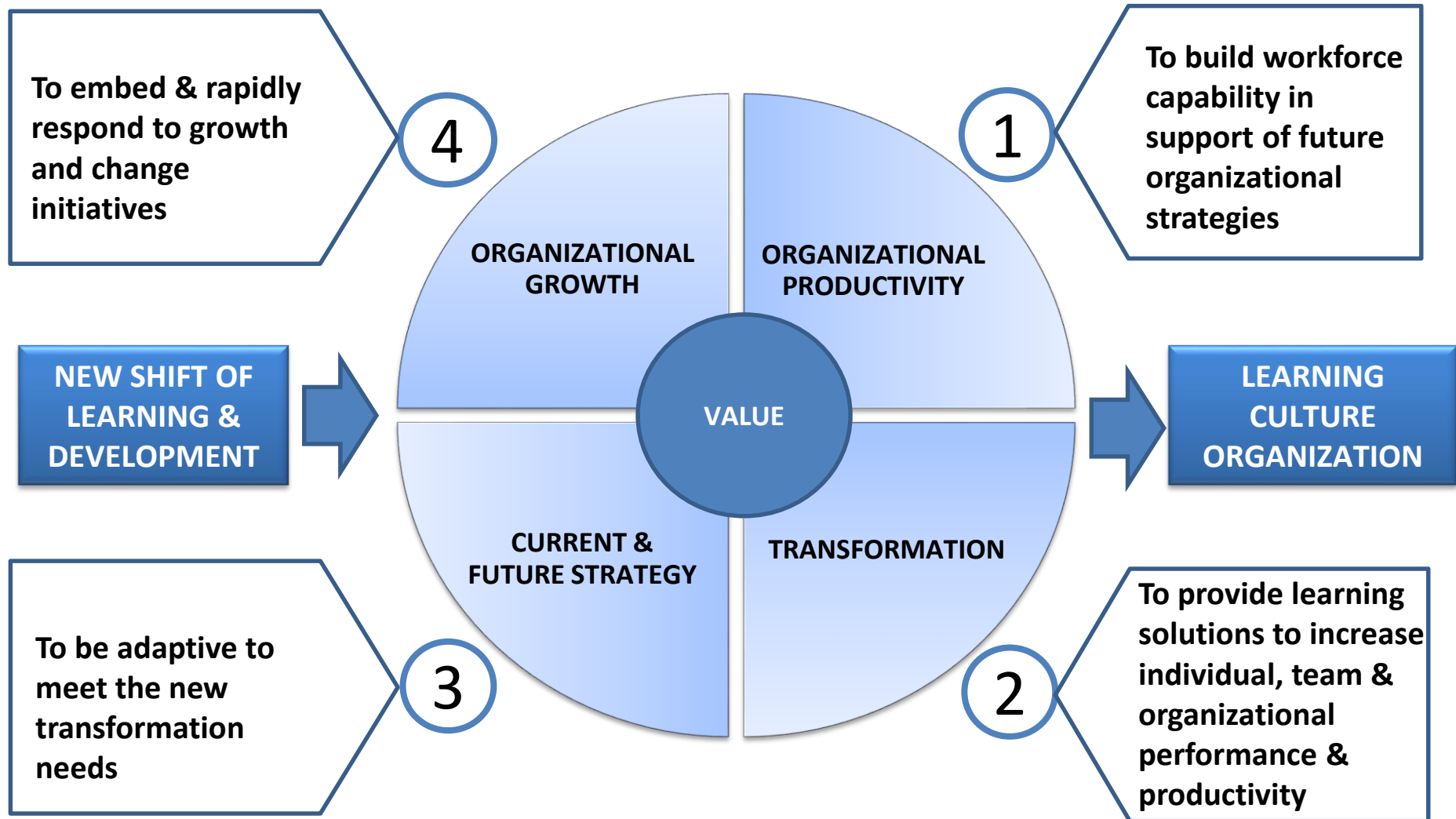
Normal Training Loading  
Eg : Theory/Concept

**10%**  
Formal learning

# New Training Methodology Will Create Value Creation



# Learning Journey is Designed Due To The New Shift of Learning Development



## Outcomes Of New Learning Interventions

1

Courses and competency needed are arranged according to functional organisational structure, position level, length of service & job position.

---

2

Course content according to specific job scope.

---

3

Structured competency assessment inclusive of competency certification.

---

4

Competent staff specific to the job scope.

---

5

Towards experiential and blended delivery 70:20:10.

---

We can expect to see five quick wins over the course of the next twelve months

## New “flagship” programmes



**Initial programme design** ready for approval and input from BU leaders for NS, CS and transmission academies

## Partnerships



**1-3** world class partnerships secured to develop CS Academy, NS Academy and Transmission Academy

## Cost savings



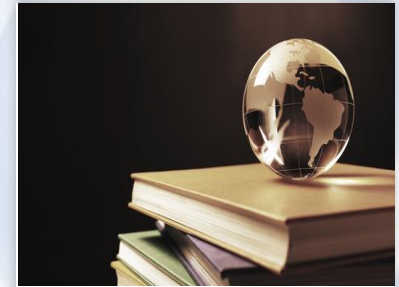
**MYR 3mn** in savings realized through better registration, collections practices and reduced catering costs

## New SLA



**New SLA** signed reflecting improved pricing and marketing, registration, cancellation policies and reduced course list

## Enhanced Generation Academy



**Generation Academy enhanced** by:

- Transitioning delivery to ILSAS (with Generation SMEs)
- Enhancing and tailoring content
- More effective teaching and learning approach

# Circular on New SLA

Rujukan Kami : TNB/BSM/CoE/PD 1/1/1  
Tarikh : 8 November 2016  
Kepada : Semua Ketua Bahagian TNB  
Semua Ketua Jabatan TNB  
Semua Ketua Anak Syarikat TNB

## PEKELILING PENGURUSAN SUMBER MANUSIA BILANGAN 20 / 2016

### PELAKSANAAN *SERVICE LEVEL AGREEMENT* (SLA) TNB DAN ILSAS

**1.0 Tujuan** : Tujuan pekeling ini adalah untuk memaklumkan kelulusan Jawatankuasa Tender Pengurusan Kumpulan TNB berkaitan *Service Level Agreement* (SLA) dan kadar jadual harga tetap di antara TNB dan ILSAS.

Seterusnya, pekeling ini juga memaklumkan proses-proses perolehan yang perlu dilaksanakan untuk mendapatkan perkhidmatan latihan, perkhidmatan profesional dan perkhidmatan domestik yang dikendalikan oleh ILSAS kepada TNB.

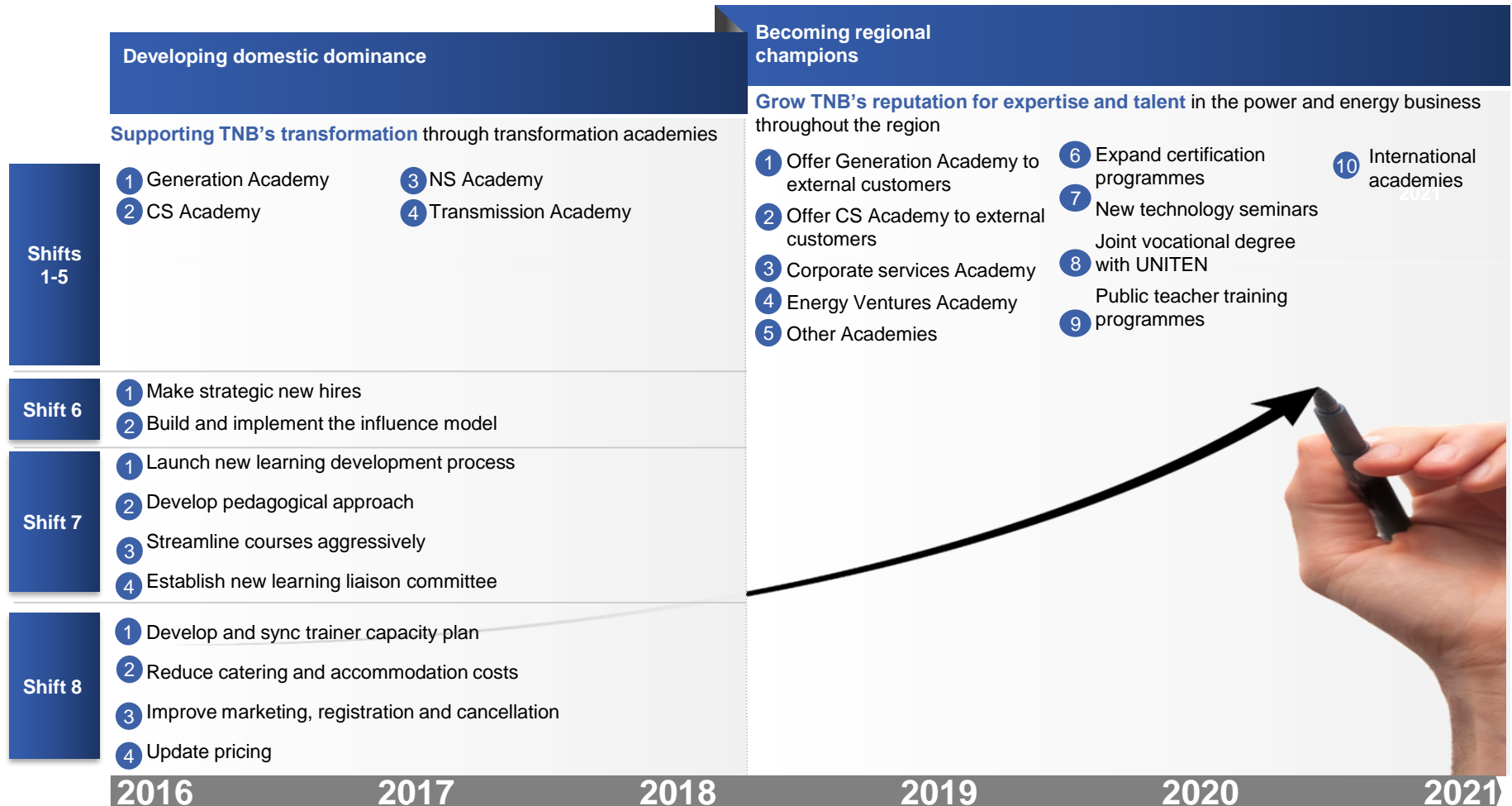
**2.0 Latar Belakang** : Mesyuarat Jawatankuasa Tender Pengurusan Kumpulan TNB pada 15 September 2016 telah membincangkan kertas kerja dan justifikasi yang dikemukakan dan telah mengambil keputusan meluluskan seperti berikut:

- a. Kadar jadual harga tetap SLA yang baharu merangkumi perkhidmatan yang dikendalikan oleh ILSAS, seperti berikut:
  - Perkhidmatan Latihan
  - Perkhidmatan Profesional
  - Perkhidmatan Domestik
- b. Tempoh SLA yang baharu berkuatkuasa mulai 1 September 2016 bagi tempoh sepuluh (10) tahun dengan kajian semula kadar jadual harga tetap bagi setiap dua (2) tahun sekali.

*bersambung di m/s sebelah*

MEMORANDUM

# Two Major Phases Of Initiatives Over The Next 5 Years



Potential quick wins could be achieved by 2017 through:

- Enhanced generation academy
- Strategic, world-class partnerships
- MYR 3m in savings from operational initiatives
- New and improved SLA signed



TNB-ILSAS  
TRANSFORMATION  
JOURNEY PHASE 2 -  
EDUCATION HUB  
FINANCIAL  
PERFORMANCE  
ACHIEVEMENTS

ILSAS's EBIT has jumped from deficit RM1.9 mil to RM13.5 mil. It is a basis for quantum growth projection...

### Formation Phase



	2009	2010	2011	2012	2013	TOTAL	AVERAGE
Revenue (RM '000)	39,838.11	54,035.70	61,615.28	54,402.05	66,569.08	276,460.22	55,292.04
EBIT (RM'000)	(10,978.59)	3,994.98	5,006.65	(5,004.54)	(2,602.96)	(9,584.45)	(1,916.89)

### Turnaround Phase



	2014	2015	2016	2017	2018* (Budget)	TOTAL	AVERAGE
Revenue (RM '000)	87,639.60	85,053.26	107,483.10	125,597.19	148,725.63	554,498.79	110,899.76
EBIT (RM'000)	7,095.47	95.67	12,123.93	31,606.97	16,914.30	67,836.34	13,567.27

### Quantum Growth (Projection)



	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL	AVERAGE
Revenue (RM '000)	144,661.00	157,108.00	166,535.00	177,933.00	189,319.00	835,556.00	167,111.20
EBIT (RM'000)	25,907.00	27,481.00	27,833.00	29,122.00	30,794.00	137,443.04	28,227.40

# ILSAS Revenue & Profit Achievement FY2015-2018

## REVENUE

FY15/16

ACTUAL  
REVENUE

**105 Mil**



FY16/17

ACTUAL  
REVENUE

**118 Mil**



FY18

ACTUAL  
REVENUE

**133 Mil**



## PROFIT

FY15/16

ACTUAL  
PROFIT

**7.9 Mil**



FY16/17

ACTUAL  
PROFIT

**16.6  
Mil**



FY18

ACTUAL  
PROFIT

**13.8  
Mil**

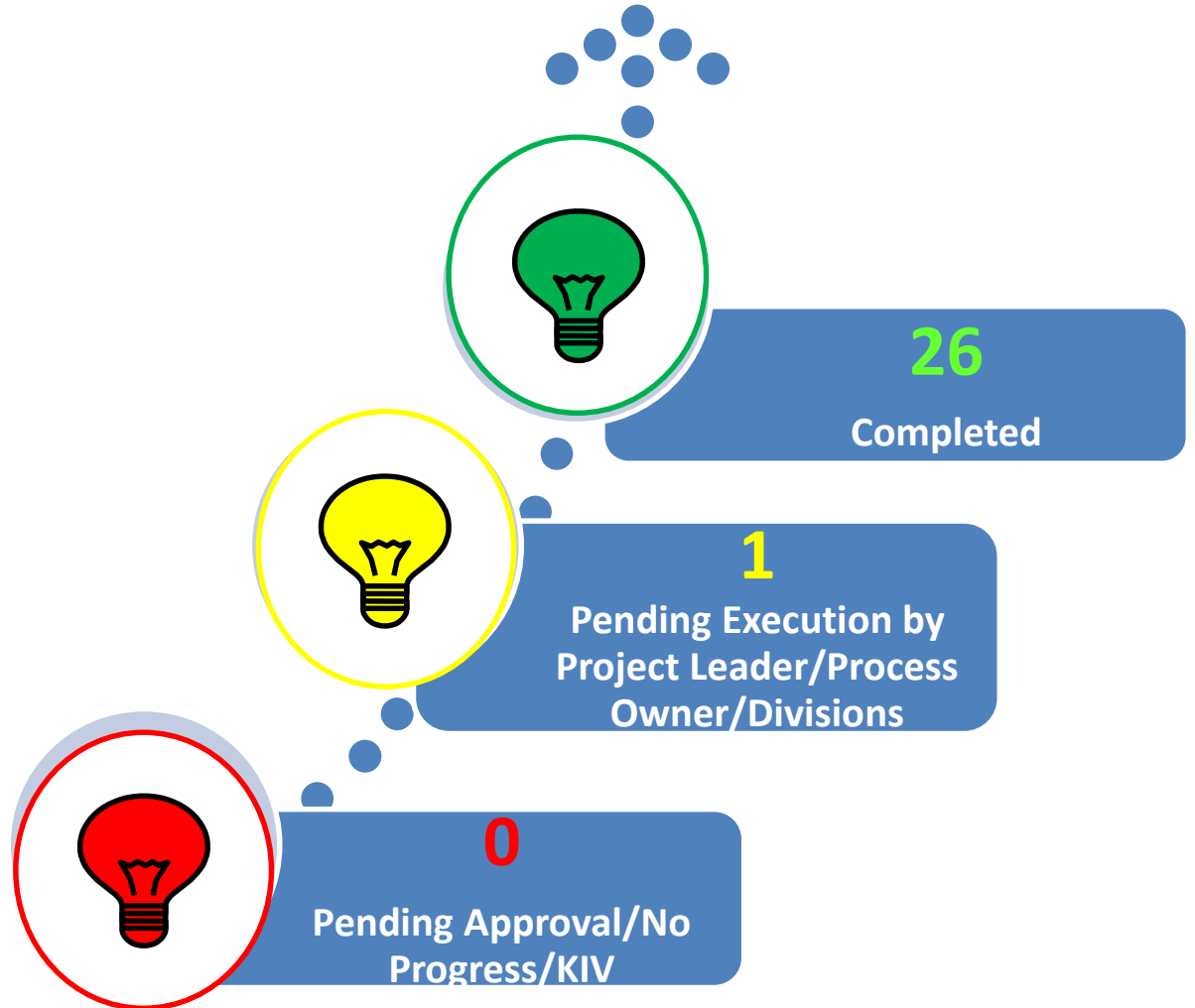


# Achievement of ILSAS Transformation Phase 2 – Education Hub FY2016-2018



Initiatives Activity	Total Initiatives	Project Completed
		FY16/17
Education Hub	17	17

Initiatives Activity	Total Initiatives	Project Completed
		FY18
Education Hub	10	9
Total	27	26



# Achievement of ILSAS Transformation (Phase 2) – Education Hub Initiatives



Strategic Hires  
(Curriculum Developer)



Change Engagement



Learning Development Process



Develop Learning Pedagogy



Local Partnership –  
(UNITEN, UTM)



Risk Management Learning Journey



Fleet Management Learning Journey



Blended Learning



Product Rationalization



Learning Liaison Committee



Trainer Capacity And Utilization



Catering & Accommodation Technical Training Centre



ILSAS SESB



Up Skilling Degree Program



Improve Marketing, Registration & Cancellation : Business Policy



Pricing To Accurately To Reflect Costs



Distribution Network Learning Journey



Grid Learning Journey



ICT Learning Journey



Finance Learning Journey



BCRM Rangers Learning Journey



Sarawak Energy Berhad



Power Generation Learning Journey



Customer Services Learning Journey
























Career Enhancement Development Program






International Partnership –  
(Pfisterer, CDC, Trax, City & Guilds)

Indicator	Definition
	Completed Execution Stage by Project Leader/Process Owner
	On Going Pending Execution by Project Leader/Process Owner/Divisions
	Pending Approval/No Progress/KIV

# Education Hub New Project Initiatives

				
Simulator Development	Digital Learning	Photovoltaic(PV) Roof Top System	Drone Academy	
				
Virtual Reality (Digital Solution)	Infra Design & Development (INDEED)	Technical Consultancy Services	Renewable Energy Learning Journey	
				
SMART Meter Deployment	ILSAS Catering Services	Manual General Guideline Maintenance Of Distributed Generation (DG)	New Training Centre (Kota Belud & JTEC)	
				
Graphic Design & Video Montage	E-Commerce (e-TRAINAL)	Operation Manual for Distributed Generation (DG)	Leadership Learning Journey	
				
ILSAS Smart Home + Smart Training Centre	Distribution Automation System (up to 33Kv)	Technical Vocational Education Training (TVET)	International Partnership (Brunei)	International Partnership (Kuwait)

Indicator	Definition
	Completed Execution Stage by Project Leader/Process Owner
	On Going Pending Execution by Project Leader/Process Owner/Divisions
	Pending Approval/No Progress/KIV

# Projected Key Milestone For ILSAS To Become Powering Learning, Energizing Change

Developing  
domestic  
dominance



2018

Becoming  
regional  
champions



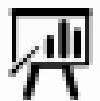
2021



**70-80%** of GTD managers put through first waves of **new GTD academies**



**MYR 8.5m in savings** from operational initiatives achieved



Standalone courses streamlined by **70-80%** from 800+ today



**New SLA** between ILSAS and TNB **signed**



**Strategic hires** injected to accelerate transformation, and **organization structure** adjusted to align to new aspiration



ILSAS earns **more than 50% of TNB training budget** from 40% today



**80% of revenue to be derived from new academy products** based on structured learning journeys



**0% of courses cancelled** within 30 days of training and **0% of courses are loss making**



**ILSAS brand and ILSAS DNA** established in Malaysia, providing ground for expansion to non-TNB customers



ILSAS has **strong internal capabilities** (not just standalone hires)

# From ILSAS Transformation Phase 2 - Education Hub has successful outline the strategic objectives and initiatives to achieved desired outcome

## Strategic Objectives



Build people capability for current and future organizational strategies by providing learning solutions to increase performance and productivity.



Rapidly responsive to growth and embed innovation in product and services.



Position ILSAS for quantum leap growth as business entity that is cash positive and sustainable.

## New Initiatives



Innovate and venture new revenue stream



Tailor-made on customised learning and design-based solutions



Competitive cost management



Nurturing people via niche product rationalisation

# Thank you!

For any additional information regarding the proposal, our dedicated officers for this program can be contacted as follows:-

**Nor Ayuhan Haji Abdul Majid**  
**Head, Strategic Management**



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