

Training and People Development



	2020 KPI 1: Average hours per FTE	2020 KPI 2: Average amount spent per FTE
Management Level	Level 10-15: Executive up: 45 hours Level 5-9 : Manager up: 25 hours Level 1-4 Practitioner: 15 hours	Level 10-15: Executive up: 15,000 THB Level 5-9 : Manager up: 4,500 THB Level 1-4 Practitioner: 1,500 THB
Type of Training	Hard Skills : 14 hours Soft Skills : 9 hours	Hard Skills : 2,900 THB Soft Skills : 1,800 THB

Training & Development Inputs	FY 2020
Average hours per FTE of training and development	23.29 hours
Average amount spent per FTE on training and development.	8,717.66 THB

Employee development (training hours / person / year)	FY 2017	FY 2018	FY 2019	FY 2020
Total training hour	55,926	57,487	56,449	28,650.27
Total average training hour	45.10	45.88	45.12	23.29
By gender				
• Male	42.66	43.07	42.82	21.05
• Female	50.76	52.65	50.35	28.18
By level				
• Level 10-14: Executive up	63.91	56.66	52.33	45.15
• Level 5-9: Manager up	56.31	58.09	56.35	24.03
• Level 1-4 : Practitioner	22.39	22.34	22.48	12.53
By business category				
• President & Chief Executive Officer (PS)	56.00	104.29	56.45	38.45
• Corporate Strategic Planning and Sustainability Development Group (CG)	-	73.56	102.23	46.99
• Corporate Management and Organization Development Group (MD)	53.45	73.22	71.68	37.00
• Accounting and Finance Group (AF)	64.28	71.06	67.65	18.85
• Marketing Business Group (MKBG)	43.53	43.83	44.35	15.58
• Refinery Business Group (RFBG)	39.23	30.47	30.63	21.82
• Natural Resource (NT)	63.00	86.00	-	-