

KFH Malaysia Delegation of Authority Matrix

Approved by BOD 7-2019 dated 21 November 2019  
Amendment to C.15.3 approved by BOD in April 2020

C		Delegation of Authority Matrix for Human Resources		Reference to HR Policy	Business / Line		HR		CEO	Board Committee	Board	
This Delegation of Authority Matrix covers HR related matters and is to be referenced with the HR Policy. This document is spread over four pages.					L2 Head of Department	L1 Head of Division	L2 Head of Department	L1 Head of HR Division				
C.1	ORGANIZATION DESIGN	C.1.1	Revision to the Organization Structure	Clause 9.0 KFH Malaysia Structure		1. Proposes L3 and below for HR approval 2. Proposes L2 for EXCOM approval subject to HR's recommendation		1. Approves L3 and below 2. Endorses L2 for EXCOM approval 3. Endorses L1 for CEO recommendation	Recommends L1 for Board's approval	Endorses L1 control function org. structure by respective Board Committee	Approves L1	
		C.1.2	Revisions to Job Grade / Titles / Structure Revisions to Benefits or Allowances Structure	Clause 18.2 Job Grading				Proposes to CEO and BNRC	Recommends for BNRC and Board's approval	BNRC endorses	Approves	
C.2	RECRUITMENT	C.2.1	Appointment of Permanent staff	Clause 12.3 Hiring Processing Policy		Proposes below AVP subject to HR's approval		1. Approves below AVP 2. Endorses AVP and above	1. Approves AVP and above 2. Recommends KRP for BNRC's consideration. 3. Division Head of Finance requires Group CFO Approval.	Board Committee (BRMC, BNRC and BAC) proposes CEO & KRP to Board	Approves CEO and KRP, subject to KFH Group Board Executive Committee Approval	
		C.2.2	Employment of relatives / spouse	Clause 12.2.5 Employment of relatives/ spouse		Proposes all levels subject to HR endorsement		Proposes all levels	1. Approves all levels (except KRP) 2. Recommends KRP for BNRC's consideration	BNRC endorses KRP	Approves KRP	
		C.2.3	Appointment of Contract staff / Renewal of Fixed-Term Contract	Clause 12.2.2 Employment of Contract / Temporary / Part-time Employee		Proposes contract up to 2 years for all levels, subject to Head of HR's endorsement		1. Approves below AVP not exceeding 2 years 2. Proposes AVP and above not exceeding 2 years 3. Proposes KRP to BNRC	1. Approves AVP and above for contract not exceeding 2 years 2. Recommends KRP for BNRC's consideration	Board Committee (BRMC, BNRC and BAC) proposes CEO & KRP to Board	Approves all contracts over 2 years, Approves appointment of contracts at KRP level reporting directly to the GCEO.	
		C.2.4	Interns / Management Trainees	Clause 12.2.7 Interns / Management trainees		Proposes all levels subject to HR's approval		Approves all levels				
		C.2.5	Appointment of Expatriates	Clause 12.2.1 Employment of Non-Malaysian					Propose Expatriate to BNRC subject to Head of HR's endorsement.	Board Committee (BRMC, BNRC and BAC) proposes CEO & KRP to Board	Approves appointment	
		C.2.6	External Sourcing	Clause 12.3.2(b) - External Sourcing			Approves below AVP	Approves AVP and above				
		C.2.7	Remuneration Proposal (Commencing Salary & Benefits, including payment of short notice and search firm cost)	Rewards Program Framework Clause 5				1. Approves below AVP 2. Proposes all 'Personal to Holder' exceptions for below AVP	1. Approves AVP and above 2. Approves all 'Personal to Holder' exceptions for below AVP 3. Recommends KRP to Board Committee	Board Committee (BRMC, BNRC and BAC) proposes CEO & KRP to Board	Approves CEO and KRP	
		C.2.8	Exceptions to Standard Terms and Conditions of Employment	Clause 12.3.4d Terms of Employment				Proposes all levels below KRP for CEO approval	1. Approves all levels below KRP 2. Recommends KRP to Board Committee	Board Committee (BRMC, BNRC and BAC) proposes CEO & KRP to Board	Approves CEO and KRP	
		C.2.9	Employee Requisition Form	N/A		Proposes all levels subject to HR's endorsement		Approves below AVP	Approves AVP and above (except KRP)	Board Committee (BRMC, BNRC and BAC) proposes CEO & KRP to Board	Approves CEO and KRP	
		C.2.10	Approval for Staff Training Fund (STF) payment	N/A				Approves below AVP	Approves AVP and above			
		C.2.11	Signing of Offer Letter	N/A				Signs below AVP	Signs levels AVP and above		Signs for CEO	

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C.3	STAFFING OPERATIONS	C.3.1	Confirmation : Non-confirmation/Extension of Probation	Clause 13.1 (b) Extension of probation		Proposes all levels subject to HR's endorsement	Approves below AVP	Approves AVP and above (except KRP and direct report to CEO)	Approves KRP and direct report to CEO			
		C.3.2	Early confirmation/ early probation	N/A						BNRC recommends	Approves	
		C.3.3	Signing of Letter of confirmation/non-confirmation/Extension of Probation	N/A				Signs below AVP	Approves AVP and above (except KRP and direct report to CEO)	Signs direct reports to CEO including KRP		
		C.3.4	Staff Movements (Between Division) - inclusive of transfer, secondment and redeployment	Clause 16.0 Transfer, secondment and acting position		Proposes all levels subject to HR's endorsement			Approves below AVP	1. Approves AVP and above including direct report to CEO but excluding KRP. 2. Recommends KRP for Board Committee	Recommends KRP for Board's approval	Approves KRP
		C.3.5	Signing of Letter for staff movements (Between Division)	N/A				Signs below AVP	Approves AVP and above (except KRP and direct report to CEO)	Signs direct reports to CEO including KRP		
		C.3.6	Staff Movements (Within Division) - inclusive of transfer, secondment and redeployment	N/A		Proposes all levels subject to HR's approval		Approves below AVP	Approves AVP and above			
		C.3.7	Signing of Letter for staff movements (Within Division)	N/A		Proposes all levels subject to HR's approval		Signs below AVP	Signs AVP and above			
		C.3.8	Resignation - Early Release (with no payment in lieu of notice)	Clause 15.0 End of Service/Resignation - Waiver of notice		Proposes all levels subject to HR's endorsement			Recommends all levels	Approves all levels (except KRP)	Approves KRP	
		C.3.9	Waiver of bond(s) excluding Staff Training Fund Bond	Clause 29.1.3 Bond		Proposes all levels subject to HR's endorsement			Recommends all levels	1. Approves all levels including direct report to CEO but excludes KRP 2. Recommends KRP	Recommends KRP for Board's approval	Approves KRP
		C.3.10	Resignation - End of Employment Form	N/A		Proposes all levels subject to HR's endorsement		Approves below AVP	Approves AVP and above (excluding KRP)	Approves direct reports to CEO including KRP Division Head of Finance requires Group CFO Approval		
		C.3.11	Resignation - letter of acceptance of resignation and letter of details of resignation (standard calculations)	N/A				Signs below AVP	1. Signs AVP and above 2. Proposes direct reports to CEO including KRP	Signs direct report to CEO including KRP		Signs CEO
C.4	LEARNING & DEVELOPMENT	C.4.1	External : Training, Conference and Seminar - Domestic	N/A		Proposes all levels subject to HR's endorsement		1. Approves all levels (except CEO, KRP and direct report to CEO) 2. Proposes for KRP and direct report to CEO	Approves KRP and direct report to CEO		Chairman approves CEO	
		C.4.2	External : Training, Conference and Seminar - Overseas	Clause 25.4.1 Professional seminar and conferences		Proposes all levels subject to HR's endorsement		1. Approves all levels (except CEO, KRP and direct report to CEO) 2. Proposes for KRP and direct report to CEO	Approves KRP and direct report to CEO		Chairman approves CEO	
		C.4.3	Training for staff on probation	Clause 25.2 (f) Employee Learning and Development		Proposes all levels subject to HR's endorsement			Approves below AVP	Approves AVP and above		
		C.4.4	Internal Trainers	Clause 25.7 Internal Trainers		Proposes all levels subject to HR's endorsement			Approves all levels			
		C.4.5	Sponsorship for Professional Qualification and Certification	N/A		Proposes all levels subject to HR's endorsement			1. Approves all levels (except CEO, KRP and direct report to CEO) 2. Proposes for KRP and direct report to CEO	Approves KRP and direct report to CEO		Chairman approves CEO
		C.4.6	Education sponsorship approval / abandonment	Clause 29.0 Education Sponsorship		Proposes all levels subject to HR's endorsement			Proposes all levels	Approves all levels		
C.5	STAFF TRAINING FUND	C.5.1	Waiver of staff training fund bond for new hires	HR policy to be updated				Proposes all levels	1. Approves all levels including direct report to CEO but excludes KRP 2. Recommends KRP	BNRC recommends KRP and CEO	Approves KRP and CEO	
		C.5.2	Waiver for repayment of staff training fund bond for resignations					Proposes all levels	1. Approves all levels including direct report to CEO but excludes KRP 2. Recommends KRP	BNRC recommends KRP and CEO	Approves KRP and CEO	
		C.5.3	Staff training fund repayment is waived for Bank initiated terminations					Proposes all levels	Approves all levels			

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C.6	TRAINING RELATED EXPENSES	C.6.1	1. Training travel request - Domestic & Abroad 2. Training related expenses for reimbursement	Clause 24.0 Travel		Proposes all levels subject to HR's endorsement		1. Approves below AVP 2. Proposes AVP and above including KRP and direct report to CEO	Approves AVP and above including KRP and direct report to CEO		Chairman approves for CEO
C.7	BUSINESS RELATED EXPENSES	C.7.1	Business related expenses for reimbursement	N/A		Approves all levels except KRP		1. Endorses KRP 2. Approves for CEO local trips	Approves KRP		Chairman approves for CEO overseas trips
C.8	ANNUAL SALARY INCREMENT	C.8.1	Overall Bank's increment allocation	N/A				Recommends all levels	Recommends to BNRC	Recommends for Board's approval	Approves
C.9	INCENTIVE / BONUS	C.9.1	Overall Bank's bonus allocation, Incentive/ bonus plan	N/A				1. Recommends all levels. 2. Recommends CEO's bonus	Recommends to BNRC	Recommends for Board's approval	Approves
C.10	SURVEY	C.10.1	Compensation and benefit surveys participation	N/A				Approves			
C.11	PROMOTIONS	C.11.1	Promotion as per policy	Rewards Program Framework Clause 6B (Promotion Increment & Salary Adjustment)		Proposes all levels subject to HR's endorsement		1. Approves below AVP 2. Proposes AVP and above including KRP and direct report to CEO	Approves AVP and above (Non KRP)	Respective Board Committee to recommend Control function KRP to be further endorsed by BNRC for Board's approval BNRC recommends KRP for Board's approval	Approves CEO and KRP
		C.11.2	Promotion - Exceptions	Rewards Program Framework					Approves all		
C.12	LEAVE	C.12.1	Study / Exam Leave Entitlement Request	Clause 22.3.9 Study Leave Clause 22.3.10 Exam Leave		Proposes all levels subject to HR's endorsement	Approves below AVP	1. Approves AVP and above 2. Proposes KRP and direct report to CEO	1. Approves KRP and direct report to CEO 2. Approves all exceptions including for staff on probation		
		C.12.2	Prolonged Illness	Clause 22.3.4 Prolonged Illness		Proposes all levels subject to HR's endorsement		Endorses all levels	Approves all levels including KRP		
		C.12.3	Unpaid Leave	Clause 22.3.11 Unpaid Leave		Proposes all levels subject to HR's endorsement		Endorses all levels	Approves all levels including KRP		
		C.12.4	Judicial and public duty leave	Clause 22.3.7 Public Duty Leave		Proposes all levels subject to HR's endorsement		Endorses all levels	Approves all levels including KRP		
		C.12.5	Carry forward leave to the following year (more than 5 days)	Clause 22.3.1 (vi) Carry forward leave more than 5 days		Proposes all levels subject to HR's endorsement		Endorses all levels	Approves all levels including KRP		Chairman approves CEO's carry forward leave
C.13	PERFORMANCE MANAGEMENT	C.13.1	Performance Improvement Plan (PIP) : Waiver	N/A		Proposes all levels subject to HR's endorsement	Approves below AVP	Approves AVP and above (excluding KRP)	Proposes KRP for BNRC approval	Approves KRP	
		C.13.2	Performance Improvement Plan (PIP) - Termination & extension	N/A		Proposes all levels subject to HR's endorsement	Approves below AVP	Approves AVP and above (excluding KRP)	Proposes KRP for BNRC approval	Approves KRP	
		C.13.3	Performance Improvement Plan (PIP) - Signing of Letters	N/A			Signs below AVP	Signs AVP and above (except direct report to CEO and KRP)	Signs direct reports to CEO including KRP		

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C.14	PAYROLL	C.14.1	Monthly payroll - payroll detail report, salary reconciliation report	N/A			Approves for the Bank and subsidiaries			
		C.14.2	Monthly payroll - bank advice report, payment instruction, salary crediting, payment transfer	N/A			Approves for the Bank and subsidiaries			
		C.14.3	Overtime and standby claims related to work hours	N/A		Approves all levels	Performs checking			
		C.14.4	Benefit Entitlement based on job role ( Hand phone allowance, dealers allowance, professional membership)	N/A		Proposes all levels subject to HR's endorsement		Approves all levels (except KRP and direct report to CEO)	Approves KRP and direct report to CEO	
		C.14.5	Benefit related claim	N/A			Approves all levels		Approves all exceptions e.g medical	
C.15	*EMPLOYEE RELATIONS	C.15.1	Minor misconduct e.g.: issuance of caution, warning letter etc.	N/A		Proposes all levels subject to HR's endorsement		Approves all levels (except KRP)		Approves KRP
		C.15.2	Major misconduct: Warning and dismissal	N/A				Approves all levels below KRP as decided by Disciplinary Committee		Approves KRP
		C.15.3	Gift declaration above RM300	Clause 31.6 (a) Gift Declaration Amended in BOD 2-2020 dated 23 April 2020		Proposes all levels subject to HR's endorsement	Approves amount below RM1,000	Approves amount up to RM2,000	Approves amount above RM2,000	
C.16	JOB DESCRIPTION	C.16.1	Revisions to the Job Description	Clause 11.4 Job Description		Proposes all levels subject to HR's endorsement	Approves below AVP	Approves AVP and above (excluding KRP)	Approves KRP	
C.17	JOB EVALUATION	C.17.1	Job Evaluation / leveling	N/A		Proposes all levels subject to HR's endorsement	Approves below AVP	Approves AVP and above (excluding KRP)	Recommends KRP to BNRC	Recommends KRP for Board's approval Approves
C.18	WORKING HOURS	C.18.1	Amended working hours	Clause 8.1 Normal Hours of Work		Recommends for amendments		Approves amendments		
C.19	OFFICE SPACE ALLOCATION	C.19.1	Exceptions to Office Space Allocation	Clause 22.4 Office Space		Proposes exceptions subject to CEO's approval		Approves all exceptions		
C.20	VENDOR MANAGEMENT	C.20.1	Appointment of training vendor (Approval subject to Finance - Non IT Expenses DOA)	N/A				Approves as per Finance DOA		
		C.20.2	Appointment / Renewal / Termination of Clinics	N/A			Approves			
		C.20.3	Appointment / Renewal / Termination of vendors	N/A				Approves as per Procurement Policy		
		C.20.4	Creation of new vendor(s) in vendor magement system	N/A				Approves as per Procurement Policy		

\* Disciplinary of KRP is at the BNRC's discretion