

**TRAINING NEEDS ANALYSIS FOR DRIVERS
OF FLEET MANAGEMENT DEPARTMENT:
CASE OF TENAGA NASIONAL BERHAD**

SHYAMALA KUTTY KRISHNAN

ASIA e UNIVERSITY

2023

TRAINING NEEDS ANALYSIS FOR DRIVERS OF FLEET
MANAGEMENT DEPARTMENT: CASE OF TENAGA NASIONAL
BERHAD

SHYAMALA KUTTY KRISHNAN

A Thesis Submitted to Asia e University in
Fulfilment of the Requirements for the
Doctor of Business Administration

August 2023

ABSTRACT

Training Needs Analysis (TNA) is a systematic process of identifying and evaluating the gap between an individual or a group's current performance and the desired performance levels in order to determine the training and development requirements. It involves gathering and analyzing data to determine the knowledge, skills, and abilities required to perform effectively in a particular role or job. This thesis is a study on TNA for drivers of the Fleet Management Department (FMD): Case of Tenaga Nasional Berhad. The four main areas of this study are current practices of TNA at FMD, stakeholders' involvement, barriers to TNA, and effects of inadequate TNA and benefits of TNA. The study adopts a qualitative methodology, using both Key Informant Interview and Semi-Structured Interviews. The research population consisted of 11 respondents, comprising one Senior General Manager as the Head of the Department and 10 Fleet Managers as the immediate supervisors to the drivers. The findings revealed that TNA is embedded in FMD's current Performance Management System and is being conducted annually. The TNA process at FMD is guided by circulars and procedures issued by Human Resources Department. Based on the circular, it is revealed that the method used in TNA at FMD is in accordance with TNA guidelines and is generally accepted by the respondents. However, this research has identified some barriers to the current process that may hinder the success of TNA at FMD. Lack of knowledge in TNA, lack of time and resources, and over-dependency on the current Performance Management System were some of the barriers identified at FMD for an effective TNA implementation. Inadequate TNA can have a range of negative effects on drivers, the department, and its stakeholders. It is therefore important for FMD to conduct a thorough TNA to identify the training needs of their employees and ensure that they receive the necessary training and development opportunities to perform their jobs effectively. This study also shows that there are numerous advantages to TNA. These benefits include optimizing resource utilization through effectively designed training programs, driving drivers' performance by bridging the skills gap, and increasing organizational performance. The other benefits are driving a competitive edge, aligning training programs with overall organizational aspirations and goals as well as boosting stakeholder confidence. This study would contribute immensely to the concept of TNA by creating a more structured framework to support the guidelines for TNA practitioners in FMD and other departments in TNB as well as other Government Linked Companies to ensure effective implementation of TNA. In addition, this study will contribute to the body of knowledge of TNA in public and private companies in Malaysia generally.

Keywords: Training needs analysis, training and development, fleet management department, performance management system, stakeholders' involvement, barriers, effects, benefits, organizational performance, structured framework

APPROVAL

This is to certify that this thesis conforms to acceptable standards of scholarly presentation and is fully adequate, in quality and scope, for the fulfilment of the requirements for the degree of Doctor of Business Administration

The student has been supervised by: **Professor Dr. Mohd Zambri Jaafar**

The thesis has been examined and endorsed by:

Associate Professor Dr. Ilham Sentosa
Associate Professor
Universiti Kuala Lumpur
Examiner 1

Professor Dr. Asif Mahbub Karim
Professor
Binary University
Examiner 2

This thesis was submitted to Asia e University and is accepted as fulfilment of the requirements for the degree of Doctor of Business Administration



.....
Associate Professor Dr. Oo Yu Hock
Asia e University
Chairman, Examination Committee
[21 August 2023]

DECLARATION

I hereby declare that the thesis submitted in fulfilment of the Doctor of Business Administration degree is my own work and that all contributions from any other persons or sources are properly and duly cited. I further declare that the material has not been submitted either in whole or in part, for a degree at this or any other university. In making this declaration, I understand and acknowledge any breaches in this declaration constitute academic misconduct, which may result in my expulsion from the programme and/or exclusion from the award of the degree.

Name: Shyamala A/P Kutty Krishnan

Signature of Candidate:

Date: 21 August 2023

ACKNOWLEDGEMENTS

I extend my heartfelt gratitude to Professor Dr. Mohd Zambri bin Jaafar, my supervisor during my DBA study, for his invaluable guidance and feedback that played a pivotal role in shaping the direction and scope of this research. I would like to seize this opportunity to express my deep appreciation to Professor Dr. Juhary bin Haji Ali of Asia e University, whose unwavering support and assistance were instrumental at every stage of the research project.

I am deeply grateful to Datuk Viswanathan Subramaniam of Tenaga Nasional Berhad, for his inspiring insights throughout this study. I would also like to express my sincere appreciation to my dear friend, Associate Professor Dr. Syadiyah binti Abdul Shukor of Universiti Sains Islam Malaysia, for her indispensable support and guidance throughout the completion of this thesis.

I am profoundly grateful to my husband, Dev Kumar Philip Sankey, for his understanding and relentless motivation throughout the past few years. Without his steadfast support, it would have been impossible for me to complete my study. I would also like to express my gratitude to my family and friends who have supported me throughout my academic journey. Their consistent words of encouragement have been a wellspring of inner strength and unwavering motivation.

My sincere appreciation goes to all the participants who graciously dedicated their time and effort to take part in this study. Their contributions are deeply valued. This thesis is dedicated to the cherished memory of my late parents Mr. Kutty Krishnan and Madam P S Nalini Nair whom I sadly lost during my DBA studies. Their love, support, and motivation have inspired me to embark on this remarkable journey. May their souls rest in peace.

TABLE OF CONTENTS

ABSTRACT	ii
APPROVAL	iii
DECLARATION	iv
ACKNOWLEDGEMENTS	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	ix
LIST OF FIGURES	xi
LIST OF ABBREVIATION	xii
CHAPTER 1 INTRODUCTION	1
1.0 Chapter Overview	1
1.1 Background of the Study	2
1.2 Problem Statement	17
1.3 Research Questions	20
1.4 Research Objectives	20
1.5 Scope of the Study	20
1.6 Significance of the Study	21
1.7 Definition of Key Terms	23
1.8 Outline of the Thesis	24
1.9 Chapter Summary	24
CHAPTER 2 REVIEW OF LITERATURE	25
2.0 Chapter Overview	25
2.1 Training is a Key Investment	25
2.2 Training Definitions and Concepts	27
2.3 Types of Training	29
2.4 Training - A Global and Malaysia Perspective	31
2.5 The Training Process	39
2.6 The Role of TNA in Training Initiatives	45
2.7 Uncovering the Fundamental Concept of TNA	45
2.8 The Importance and Benefits of TNA	47
2.9 The Consequences of Lack of TNA	51
2.10 Barriers to TNA	55
2.11 TNA Models	57
2.12 Methods of Data Collection in TNA	70
2.13 Criteria for Choosing the Best Method	71
2.14 Relative Discussion and Analysis of the TNA Ecosystem	71
2.15 TNA for Non-Executive Employees	77
2.16 TNA for Drivers	79
2.17 Underpinning Theory	81
2.19 Chapter Summary	98
CHAPTER 3 METHODOLOGY	100
3.0 Chapter Overview	100
3.1 Research Paradigm	100
3.2 Research Strategy	102

3.3	Method of Analysis	105
3.4	Research Design	107
3.5	Data Collection Method	108
3.6	Population, Sample Size, and Sampling Procedure	115
3.7	Data Analysis Method	118
3.8	Chapter Summary	125
3.9	Ethical Consideration	127
CHAPTER 4 RESULTS AND DISCUSSION		129
4.0	Chapter Overview	129
4.1	Interview Structure	129
4.1.1	Presentation of Primary Data of Sample Group One: Senior General Manager	131
4.1.2	Presentation of Primary Data of Sample Group two: Fleet Managers	137
4.2	Discussion and Analysis of Data	148
4.2.1	Demographic Characteristic of the Participant	149
4.2.2	Current Practices of Training Need Analysis at FMD	151
4.2.3	Training Decisions	158
4.2.4	Benefits of TNA	159
4.2.5	Barriers to TNA and Effects of Inadequate TNA	161
4.2.6	Desire to succeed with TNA	162
4.3	The Revised Framework for TNA Practices at FMD	163
4.4	The Key Findings of the Analysis	169
4.5	Chapter Summary	172
CHAPTER 5 CONCLUSION AND RECOMMENDATIONS		173
5.0	Chapter Overview	173
5.1	Recapitulation of the study	173
5.2	Contribution of study	176
5.2.1	Contributions to the Theory	176
5.2.2	Contribution to Policy and Practice	176
5.3	Limitations of the Study	177
5.4	Direction for Future Research	179
5.5	Recommendations	180
5.6	Chapter Summary	184
REFERENCES		186
APPENDICES		204
	Appendix A	204
	Appendix B	206
	Appendix C	209

LIST OF TABLES

Table	Page
1.1 Training needs and requirements	18
1.2 Drivers' reaction to training at FMD	19
1.3 Training outcome on areas related to drivers	22
2.1 The common definition of training	28
2.2 Common need assessment methods and the positive and negative of each	70
2.3 Stakeholder's contributions	93
3.1 Positivism versus interpretivism approaches	101
3.2 Important aspects of case study research	104
3.3 Contrasts between quantitative and qualitative methods	105
3.4 Name and size of the group	118
4.1 Name of the group and size	129
4.2 Age group – sample group one	132
4.3 Gender group – sample group one	132
4.4 Educational qualification group – sample group one	132
4.5 Length of service in current position – sample group one	132
4.6 Modes of interview for fleet managers	137
4.7 Age group – sample group two	138
4.8 Gender group – sample group two	138
4.9 Educational qualification group – sample group two	138
4.10 Length of service in current position – sample group two	138
4.11 Age group of respondents	149
4.12 Gender group of respondents	150

4.13	Educational qualification group of respondents	150
4.14	Length of service in the current position of respondents	151
4.15	Four imperative criteria in selecting a data collection method	156

LIST OF FIGURES

Figure	Page
2.1 The systematic training cycle	40
2.2 Training process and time ratio	41
2.3 Kirkpatrick model	44
2.4 Performance problems	60
2.5 McGhee & Thayer's TNA model	61
2.6 Job & tasks	63
2.7 Population analysis and workflow	65
2.8 Gap analysis	69
2.9 Proposed framework for the study	91
3.1 Research design	108
3.2 Data collection method	115
3.3 Data analysis method	119
3.4 Phases of thematic analysis	120
3.5 Coding qualitative data	122
3.6 Turning codes into themes	123
3.7 Themes identified	124
4.1 Themes generated from the interviews	131
4.2 TNB PMS cycle	155
4.3 TNB TNA process	157
4.4 The revised framework for TNA practices at FMD	164
4.5 Summary of EDP process at FMD	166

LIST OF ABBREVIATION

TNA	Training Need Analysis
TNB	Tenaga Nasional Berhad
TGBS	Tenaga Global Business Solutions
FMD	Fleet Management Department
GLCs	Government Linked Companies
MNCs	Multinational Companies
SMEs	Small Medium Enterprises
HRDCorp	Human Resource Development Corporation
IR4.0	Industrial Revolution 4.0
MEF	Malaysian Employers Federation
MIER	Malaysian Institute of Economic Research
COVID-19	Corona Virus Disease 2019
KPI	Key Performance Indicators
HRD	Human Resource Department
HR	Human Resource
OA	Organisational analysis
OpA	Operational analysis
IA	Individual Analysis
OTP	Organization, Task, and Person
HOD	Head of the Department
PMS	Performance Management System
ILSAS	TNB Integrated Learning Solution
JCP	Job Competency Profiling

ROI	Return on Investment
KSA	Knowledge, Skills, and Abilities

CHAPTER 1

INTRODUCTION

1.0 Chapter Overview

Training has an integral role in the achievement of organizational goals and aspirations by providing the necessary skills, capabilities, and knowledge to perform job roles (Sheeba and Christopher, 2020; Singh and Jain, 2017; Saikumari et al., 2018). According to Singh and Jain (2017), training is vital in driving efficiency and effectiveness within the organization, thus enhancing the organization's competitive edge in the markets in which it operates.

In many organizations today, training is an important function that is administered by a dedicated unit (Saikumari et al., 2018). The unit actively designs, plans, controls, and monitors training requirements, needs, and effectiveness for the organization. Organizations are actively recognizing that training is a part of the organization's learning journey (Singh and Jain, 2017; Saikumari et al., 2018).

Currently, in Malaysia, the government has a strong emphasis on the training and development of workers, both skilled and unskilled (The Edge Markets, 2021). Malaysia's 2022 Budget has an allocation of RM1.1 billion for training and upskilling programs, including place and train with job placement attached (The Edge Markets, 2021).

The Malaysian government has set up a special entity called Human Resources Development Corporation (HRDCorp) under the Ministry of Human Resources to drive the country's agenda in upskilling and reskilling workers and creating a strong talent pool with knowledge workers (The Edge Markets, 2021). In doing so, the

government is acting on its commitment to boost Malaysia as a rapidly progressing knowledge economy in ASEAN.

As organizations manage training and development, it is important to plan and design training according to the needs of the organization. In order to effectively plan and design training, Training Needs Analysis (TNA) is required (Morrison, 2019). TNA is a process that an organization takes to determine all training and development needs as well as to identify gaps in skills and capabilities so that the correct interventions can be put in place (Morrison, 2019).

TNA identifies an employee's current level of competency, skill, or knowledge in one or more areas and compares that competency level with that which is required by the organization to meet its goals and aspirations. The difference or variance between current and desired competency levels determines training needs in order to bridge the competency gap. According to Mahmud et al. (2019), TNA can also be considered a strategic process that involves identifying organizational goals, competency gathering, and examining data, to determine gaps between existing and future requirements within the organization.

The title of this thesis is Study on Training Need Analysis for Drivers of Fleet Management Department (FMD): Case of Tenaga Nasional Berhad (TNB), Malaysia. TNB is the national utility company providing electricity to homes, offices, and industries across Malaysia.

1.1 Background of the Study

As organizations pursue an efficient and high-performance work culture, training is an important tool to achieve this sought-after culture (Mahmud et al., 2019; Morrison, 2019). In current times, training and development in organizations have become an important part of organizational success and development (Mahmud et al., 2019).

For training to be effective and to achieve its desired goals, it has to comprise four distinct phases namely, TNA, training delivery, training evaluation, and training transfer. For the purpose of this study, the researcher is only focusing on TNA and its analysis of the chosen organization (Morrison, 2019).

TNA provides information about the current employee's efficiency levels, the areas of competency or skills that need improvement, and how best to bridge skills and development gaps within the organization (Saikumari et al., 2018). The effective use of TNA can save costs for organizations by accurately matching training modules and programs with skills gaps or needs (Sheeba and Christopher, 2020).

TNA is also an important tool to help the organization design development programs by way of creating a systematic approach to investigating and analyzing the organization's current and future efficiency levels (Sheeba and Christopher, 2020; Saikumari et al., 2018). TNA is not implemented in many organizations, and training programs are based on personal preferences rather than identified needs.

Ludwikowska (2018) stated that TNA was able to help organizations better plan and design training and development programs. TNA empowered organizational leaders to be able to gauge the skills gaps and development needs of individual employees as well as collective groups of employees in meeting the aspirations and goals of the organization (Ludwikowska, 2018). Often, designing training plans is non-strategic with training professionals and leadership making plans based on unstructured observations and preferences. TNA sets training professionals and leaders on the right path toward designing programs that cater to the organization's needs and bridging skills gaps (Subramani and Jain, 2018).

This not only drives a more systematic and efficient training function within the organization but also contributes to better utilization of resources (Ludwikowska, 2018; Subramani and Jain, 2018; Sheeba and Christopher, 2020).

With TNA in place, organizations are able to gauge specific focus areas to improve employees' skills and competencies in performing their jobs (Sharma, 2018). In essence, organizations are able to drive employee performance through TNA by accurately identifying skills gaps and designing programs that address these skills gaps (Sharma, 2018; Ludwikowska, 2018). In addition, training professionals can help employees improve efficiency levels by equipping them with the skills and capabilities required to perform their job roles effectively (Sharma, 2018; Ludwikowska, 2018).

When there is TNA in an organization, employees are properly skilled thus driving greater organizational performance more sustainably in the long term (Ejakait, 2016). TNA helps organizations to engage and roll out programs and development frameworks that accurately address competency levels needs for the organization to perform at the desired level to deliver outstanding results (Ejakait, 2016; Brown, 2002). With the business environment constantly changing and evolving, employees need to constantly upgrade and upskill themselves, hence TNA can accurately identify skills upgrade needs for the organization to sustain or increase its competitive edge in the markets in which it operates (Ejakait, 2016; Brown, 2002).

Organizations that emphasize TNA and implement it, are also able to garner greater stakeholder confidence (Brown, 2002; Ejakait, 2016). This is because stakeholders can gauge the organization's cognizance of competency levels within the business. With the existence of TNA, stakeholders are aware that the organization is sensitive to the developmental needs of employees and has the necessary mechanism in place to effectively plan for training needs (Morrison, 2019; Singh and Jain, 2017).

With this, stakeholders are aware that the organization is effectively utilizing resources to deliver well-planned and accurately designed training programs that meet both the current and future needs of the organization (Singh and Jain, 2017).

The organization that is being analyzed is TNB, specifically, TNB's FMD. TNB is the main electricity provider in Malaysia with business interests in several utility companies worldwide such as Saudi Arabia, Turkey, India, and the United Kingdom (Tenaga Nasional Berhad, 2020).

The researcher has chosen to embark on this study based on the researcher's extensive working experience and knowledge of 12 years in the chosen company of this study. The researcher is also currently a consultant in human resources and training and has been providing these services for the past nine years to Government Linked Companies (GLCs), Multinational Companies (MNCs), and Small and Medium Enterprises (SMEs) as well as private companies.

Originally a government entity and public sector organization, TNB was corporatized in 1990 and privatized in 1992. Since then, the company has gained tremendous traction in the utility industry with a business model that is responsive to the needs of customers, stakeholders, and the overall marketplace (Tenaga Nasional Berhad, 2020).

TNB is committed to being one of the drivers of the Malaysian economy and improving Malaysians' socio-economic conditions. As Malaysia's leading electricity company, they take the responsibility to continue to catalyze national development as their business grows. TNB has pledged to make a difference to its stakeholders and the environment as they strive to move forward through innovative solutions. TNB is responsible for generating, transmitting, and distributing electricity in Peninsular Malaysia, and operates a subsidiary called Sabah Electricity Sdn Bhd (SESB) in the

state of Sabah in East Malaysia, together with the state government (Tenaga Nasional Berhad, 2020).

TNB now has about 32,000 employees all over the country. The company employees are the driving force behind their business operations. As TNB embarks on a new phase in its evolution, TNB continues to focus on driving productivity, efficiency, training, and career development of these valued employees. The efforts in this area have developed encouraging results as reflected by their rising Employee Engagement Score (EES). In 2020, TNB recorded an EES of 89% from 85% previously and this puts them amongst the top scores within the top quartile of Asia-Pacific organizations (Annual Employee Performance Report, 2020).

TNB's strategy to achieve its aspiration of becoming amongst the leading corporations in the energy and related business globally is centered on five focus areas: enabling a stable regulatory environment, exceeding customer expectations, driving operational excellence and cost efficiencies, growing profitable businesses, and transforming their people and leadership. TNB comprises 11 main divisions, each with specific roles and responsibilities.

The Generation Division (now known as GENCO) is tasked with spearheading TNB's power generation role to ensure the provision of secure, stable, reliable, and sustainable power, contributing to the country's long-term energy needs.

The Transmission Division (now known as GRID Division) focuses on ensuring the safe, reliable, and economical operation of the grid system. It manages and operates the transmission network known as the National Grid.

The Distribution Division (now known as Distribution Network Division) is responsible for planning, constructing, operating, performing repairs and maintenance, and managing the assets of the volts in Peninsular Malaysia's distribution networks.

The Retail & Customer Service Division handles the marketing and selling of electricity, connect new supply, provides counter services, collects revenues, operates call management centers, and cultivates strong customer and government relationships.

The Strategic & Ventures Division plays a crucial role in developing and implementing TNB's long-term strategy, incorporating energy transition trends and the Environmental, Social, and Corporate Governance (ESG) agenda. Additionally, it is responsible for identifying and evaluating new business areas, exploring innovation, and other strategic initiatives.

The Finance Division is responsible for ensuring continuous improvement and review of key financial areas, including financial policies, procedures, system efficiency, processes, and strategic financial risks.

The Tenaga Global Business Solutions Division (TGBS) administers shared services within TNB, working towards being the preferred shared service provider and value creation partner for TNB Group, Subsidiaries, and external entities.

The Group Human Resource Division plays a pivotal role within TNB by managing the entire human resources processes lifecycle. This division is responsible for overseeing various HR functions, starting from the recruitment process, where they attract, identify, and select the most qualified candidates to join the organization. They ensure that TNB has a skilled and diverse workforce to meet its operational and strategic needs.

The Information Communication Technology Division (ICT) holds a pivotal position in TNB as it plays a vital role in overseeing all ICT initiatives within the organization. This division is responsible for managing the planning, coordination, and monitoring of various ICT projects and activities.

The Regulatory & Stakeholder Management Division holds a critical role within TNB as it is dedicated to navigating the complex landscape of regulations and managing various stakeholders to achieve favourable outcomes for both customers and Malaysia as a whole.

The Procurement & Supply Chain Division is responsible for defining and managing the long-term group-wide procurement strategy, cost reduction initiatives, central procurement policies, and auditing compliance.

Every division within TNB plays a crucial role in the organization's overall operations. Each division's contributions are vital to fulfilling TNB's mission and objectives in the power generation and distribution sector. Together, they form a cohesive and integrated system that ensures the reliable, efficient, and sustainable provision of electricity to meet the country's energy needs. These divisions work in synergy, supporting TNB's overarching goals and delivering high-quality services to customers while maintaining a strong commitment to safety, innovation, and environmental responsibility.

TGBS is a critical division within TNB, comprising several departments, each with specific functions and responsibilities. These departments play a crucial role in ensuring the smooth operation and effectiveness of TGBS in supporting TNB's overall mission.

The FMD has the primary function of maintaining and managing all operational vehicles within TNB. This involves overseeing the upkeep, repairs, and overall management of the organization's fleet of vehicles. The FMD ensures that the vehicles are well-maintained, meet safety standards, and remain in optimal condition to support the operational needs of TNB.

The Service Delivery Department consists of three sub-departments: Finance Transactions Services, Human Resource Transactions Services, and Procurement Transaction Services. Each sub-department handles specific aspects of service delivery, ensuring smooth and efficient processes in finance, human resources, and procurement functions.

The Properties Services Department is responsible for the maintenance and development of TNB's properties. This includes managing property assets, ensuring their proper upkeep, and facilitating any development projects related to TNB's properties.

The Security Services Department is entrusted with overseeing security-related activities within TNB. It is responsible for safeguarding TNB's assets, ensuring the safety of employees and visitors, and implementing security measures to protect the organization from potential threats.

The Medical Services Department plays a crucial role in ensuring the proper administration of medical benefits for TNB employees. It manages employee health programs, medical insurance, and related medical services to support the well-being of TNB's workforce.

The Health Safety and Environment Department manages all health, safety, and environmental operational matters within TNB. It ensures that the organization complies with regulatory requirements and adopts best practices to promote a safe and environmentally responsible workplace.

The Corporate Affairs Department is responsible for handling corporate matters both internally and externally. This includes managing communications with stakeholders, coordinating corporate events, and maintaining the organization's reputation and image.

The Business Support Office Department provides administrative support services for the daily operations of TNB. It assists various divisions and departments with administrative tasks, ensuring smooth workflow and efficient functioning.

The Strategy Department plays a vital role in developing appropriate strategies for TGBS in alignment with TNB's broader objectives. It formulates long-term plans, assesses market trends, and explores opportunities for growth and improvement.

These departments collectively form the backbone of TGBS, contributing to the efficient functioning and success of the division. By fulfilling their specific roles and responsibilities, they ensure that TNB's business operations run smoothly and effectively, supporting the organization's overall mission and goals.

FMD is responsible for the management and maintenance of all TNB vehicles. The FMD which is the focus of this thesis is under the purview of TGBS. FMD has been given the responsibility to manage and maintain TNB's fleet services as of August 2017. Vehicle leasing and rental plus remarketing of vehicles are also under their care. TNB has a total of 4,500 vehicles, of which 2,500 are 4x4 pickup vehicles with another 1,000 being trucks of various sizes. Meanwhile, the rest of the vehicles are special vehicles, which include crane augers and aerial platforms, commonly known as tower wagons. The FMD (Fleet Management Department) is entrusted with several essential roles related to the organization's vehicles.

Firstly, the FMD is responsible for the replacement and procurement of vehicles. They carefully assess the fleet's needs, consider technological advancements and operational requirements, and facilitate the acquisition of new vehicles to maintain an efficient and up-to-date fleet.