



# **LEARNING & DEVELOPMENT PROCEDURE**

**MDG-LD-DP01**

**YOUSSEEFACULTY**  
KARIM YOUSSEF

## Learning & Development Procedure

Rev. 00

Issue Date: Jan 2019

### APPROVALS

	Name	Signature	Date
CEO	Not Available in Sample View		
CHCO	Not Available in Sample View		
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### VERSION HISTORY

SR	Change/s Subject	Version No.	Version Date	responsible person for change/s	Signature

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## 1 Purpose

This Procedure aims to set an overall control of analysing, designing, developing, implementing, evaluating and document all Learning, and Development Interventions needed for effective execution of all \*\*\*Not Available in Sample View\*\*\* Group objectives and strategies.

## 2 Scope

This Procedure is applicable for all \*\*\*Not Available in Sample View\*\*\* Group Employees regarding to Orientation, Social Learning, e-learning, Technical skills, Soft Skills, and Competencies Framework.

## 3 References

- 3.1 \*\*\*Not Available in Sample View\*\*\* COBC
- 3.2 Donald Kirkpatrick (Evaluating Learning Programs)
- 3.3 Florida State University (ADDIE Model)
- 3.4 Harvard University (Competency Dictionary)
- 3.5 John H. McConnell (How to Identify Your Organization's Learning needs)
- 3.6 Malcolm Knowles (The Principles of Adult Learning Theory)
- 3.7 ISO 9001:2015

## 4 Definitions & Abbreviations:

**L&D:** Learning and Development

**COBC:** Code of Business Conduct.

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## 5 Responsibility

### **\*\*\*Not Available in Sample View\*\*\* Group Top Management:**

- Supporting and reinforcing learning and development interventions across the Organization.
- Empowering the Transcendence Learning into Experience Culture.
- Contributing effectively in building and developing the entire human capital.
- Provide the appropriate resources needed.

### **Chief Human Capital Officer:**

- Cascading Strategic Goals and directions, reviewing and approving annual employees 'L&D action plan and budget with L&D Manager.
- Reviewing implementation of Human development plan with L&D Manager.

### **Recruitment Team:**

- Provide L&D Department with new comers' data to prepare orientation program.
- Inform newly hired employees with the upcoming orientation program according to annual schedule.

### **L&D manager is responsible for:**

- Setting the Learning strategies, operation systems and development plan.
- Prepares Learning budget and needs assessment of employees, management through scientific assessment tools, meetings and reviewed performance appraisals, to ensure filling gaps between actual performance and required/desired performance.
- Selection of Learning vendors assess vendors quality and approaches to ensure that the company is up to date on both Learning standards and methods.
- Prepares methods to assess Learning and development activities according to desired levels of evaluation.
- Acts as the Liaison between the L&D department and Learning vendors monitor actual delivery of Learning activity by contractual parties.
- Design career development for managerial (Top and middle) levels.

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- Helping line managers and Learning coordinators to solve specific Learning problems, either on a one-to-one basis or in groups.
- Develop Engagement interventions that raise both loyalty and happiness for all \*\*\*Not Available in Sample View\*\*\* Group employees.
- Design and develop \*\*\*Not Available in Sample View\*\*\* Group Integrated Competency Model
  - o L&D Manager are responsible of \*\*\*Not Available in Sample View\*\*\* Academy Trainers selection and development.
  - o L&D team will be responsible to Design and develop the Induction (Onboarding Program) regarding to the Organizational Philosophy Part and support in other parts of the Induction program.

**L&D Supervisor is responsible for:**

- Implement L&D strategies, policies and procedures in alignment with \*\*\*Not Available in Sample View\*\*\* Group corporate strategies.
- Design, develop and deliver Soft-Skills and awareness programs to entry-levels and middle management in coordination with L&D MANAGER.
- Analyze and evaluates programs results to ensure the continued effectiveness of the Learning.
- Reports on progress of employees under guidance during Learning periods.
- Design career development for professional's Team leaders and employee's levels.
- Handle the requests of Learning programs for internal customers.
  - o L&D team will be responsible to Design and develop the Induction (Onboarding Program) regarding to the Organizational Philosophy Part and support in other parts of the Induction program.

**L&D Coordinator/ Junior Coordinator is responsible for:**

- Coordinates the requests and devlry of Learning programs between the Learning department and our internal customers.
- Analyze and evaluates programs results to ensure the continued effectiveness of the Learning.
- Report Learning evaluation results to course stakeholders.

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**\*\*\*Not Available in Sample View\*\*\* academy trainers are responsible for:**

- Coordinates the requests and devilry of Learning programs between their departments and the L&D Department.
- Analyze and evaluates programs results to ensure the continued effectiveness of the Learning.
- Deliver Technical Learning and Soft Skills program to newcomers and entry-level of their department and other departments if needed.
- Deliver the required technical Learning regarding to cross functional Learnings.
- Coordinate and facilitate Engagement/ Integration Programs across the organization in alignment with L&D Department.
- Reports on progress of employees during Learning periods.
- Evaluate the third level "Behavior" for Department's new comers and entry level employees.
- Coach and reinforce learning of departmental trainees.
- **\*\*\*Not Available in Sample View\*\*\*** Group departmental technical Trainers are responsible on designing and developing the technical induction program for their departments.

**LINE MANAGERS are responsible for:**

- Line managers have a key role in the Human development of their team members. They should ensure that their Team members are trained to carry out their present job effectively and receive Learning to develop them for future career path.
- Determining their subordinates needs for annual Learning and development with assistance of the L&D Manager.
- Departmental managers are responsible of **\*\*\*Not Available in Sample View\*\*\*** Academy Trainers selection and development.
- Allocate enough quality time to identify Learning, development needs for their employees for better performance.
- Provide effective Coaching sessions as one of the learning and development tools to their employees by using GROW model, where possible on the job Learning and size

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opportunities to enlarge the roles of potential employees by allowing them new area of work.

- Review, monitor and evaluate development activities for their employees and their effectiveness. They should report to L&D Department and Department's Trainer any issues or concern to make the Learnings more effective.
- Ensure the implementation of personal development action plan (PDAP) and monitoring performance against it.

**EMPLOYEES are responsible for:**

- Employees have personal responsibly to participate actively to Learning to enable them to carry out their work effectively and efficiently.
- Effectively involve in performance discussion with their direct managers to identify their own Learning needs and areas of development on monthly, quarterly and yearly basis.
- Employees should be looking for Learning and development opportunities both on-the-job and more widely, including attendance at Teambuilding's, refreshment session, awareness sessions and (In-house) soft skills Learnings.
- Employee should allocate considerable time and energy for self-development and in integrating learning into their day to day approach to work and to apply their learning and shar it with others wherever possible and appropriate.
- Employees must adhere to the Company code of business conduct "COBC" before, within and after Learning delivery.

## **6 Procedures**

### **6.1 Analyzing Learning Needs**

### **6.2 Learning Programs Design**

### **6.3 Learning Programs Development**



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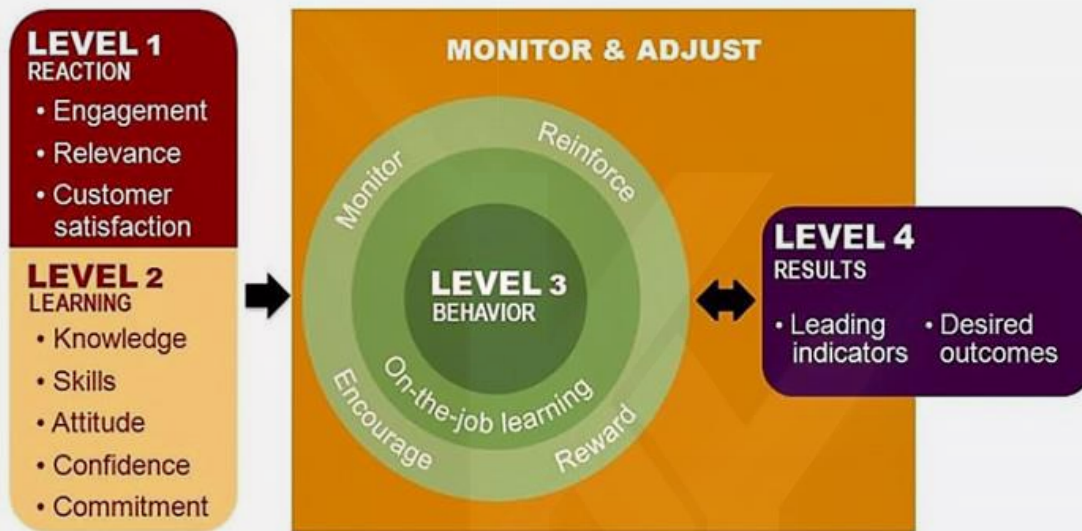
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### 6.4 Learning Programs Implementation

### 6.5 Learning Programs Evaluation

#### THE NEW WORLD KIRKPATRICK MODEL



### 6.6 External Learning Programs Commitment

6.6.1 Employee should follow the contractual agreement and penalties before attending any outsourced Learning (determined by the schedule shown below), The L&D Manager sends the needed documents to the CEO and CFO for the final approval.

Scenario 1:

Training Amount	Refund Amount		
	1 <sup>st</sup> year	2 <sup>nd</sup> year	3 <sup>rd</sup> Year
Not Available in Sample View	50%	25%	0%
Not Available in Sample View	75%	50%	25%
Not Available in Sample View	100%	75%	50%
Not Available in Sample View	100%	100%	75%
Not Available in Sample View	100%	100%	100%

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### Scenario 2:

Training Amount	Refund Amount			
	0 to 6 Months	6 Months to 1 Year	1 Year to 2 Years	2 Years to 3 Years
Not Available in Sample View	100%	75%	50%	25%
Not Available in Sample View	100%	100%	100%	75%
Not Available in Sample View	100%	100%	100%	100%

#### Notes:

- Refund should take place after training completion date.
- In case the course duration is more than one year the refund should start from the training start date.

6.6.2 Trainee should attend 100% of the Learning programs duration. In case of absence, Trainee should inform his/her line manager and the Trainer as well, Trainer should support the trainee to cover the missing part. Trainee can be absent in those only two cases after approval from line manager:

(1) Any business needs.

(2) Emergency case.

6.6.3 In case of any cancellation/ rescheduling, employees should send an explanatory e-mail to the L&D Department with copy of their managers.

6.6.4 Late cancellation (after receiving confirmation before course start date): course cost will be deducted from the concerned department budget.

6.6.5 No Show/ late arrival: course cost will be deducted from the concerned department budget. Late arrivals by more than of 25% (or more according to providers' attendance policy) of the Learning timing will not be allowed to attend the Learning event, and managers will be notified for action. Rescheduling will be only arranged in case of valid emergency case. Otherwise, the employee will need to submit a new registration form signed by direct manager, L&D Manager and HOD, commenting that this is the 2nd registration for the same course.

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- 6.6.6 Each employee is expected to behave in a manner that best represents **\*\*\*Not Available in Sample View\*\*\*** Image at any L&D activity by applying our Code of Business Conduct.
- 6.6.7 Employees are required to arrive on time and stay until the end of the program.
- 6.6.8 Employees should not disclose confidential information during Learning.
- 6.6.9 Employees should not interrupt each other in Learning.
- 6.6.10 Smoking and eating are not allowed in the Learning room.
- 6.6.11 If an employee faces any problem during the Learning, S/He should communicate the problem directly to the L&D Manager.
- 6.6.12 The L&D Team use the Donald Kirkpatrick developed four level models to measure the effectiveness of the Learning programs.
- 6.6.12.1 Level One– Reaction; The evaluation at this level measures how the learners react to the Learning. This level is not indicative of the Learning's performance potential.
- 6.6.12.2 Level Two– Learning; The evaluation at this level measures the change of the trainee's attitudes, improve knowledge, and increase skill because of participating in the learning Process.
- 6.6.12.3 Level Three - Performance (behavior); The evaluation at this level measures the trainee's capabilities to perform learned skills while on the job, rather than in the classroom. Since level-three measurements must take place after the learners have returned to their jobs, the actual Level three measurements will typically involve someone closely involved with the learner, such as a Manager/Mentor/Coach/Trainer.
- 6.6.12.4 Level Four – Results / Impact on Business; The evaluation at this level measures the Learning program's effectiveness, that is, "What impact has the Learning achieved" finically, our customer satisfaction, Human development, process enhancement.
- 6.6.13 Only Employees who have successfully completed and attended the course duration will be eligible to receive certificate of Attendance or Completion in case they passed or submitted a qualified project or assignment as a post learning evaluation from the second and the third level perspective.

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### 6.7 Internal Learning Programs Commitment

6.7.1 L&D team should send training invitation via e-mail 10 working days before actual training day to all targeted trainees copying their known direct managers.

6.7.2 For employees without known e-mail addresses L&D team will attempt to contact targeted trainees via phone call

6.7.3 In case of inability to reach targeted trainees L&D team should notify the invitees' direct managers with training details (date, time, duration, location) and direct manager should notify his/her sub-ordinates with training details.

6.7.4 Trainee should attend 100% of the Learning programs duration. In case of absence, Trainee should inform his/her line manager and the Trainer as well, Trainer should support the trainee to cover the missing part. Trainee can be absent in those only two cases after approval from line manager:

(1) Any business needs.

(2) Emergency case.

6.7.4.1 If the training activity has been canceled within the above cases; a second invitation should be sent to the trainee (unless it was the final round), and their attendance will be mandatory.

6.7.5 For any cancellation the below consequence matrix should be followed:

Consequence Matrix:

Cancellation Window	Action		
	1 <sup>st</sup> incident	2 <sup>nd</sup> incident	3 <sup>rd</sup> incident
From 10 to 8 Working days	None	Penalty x1	Penalty x2
From 7 to 3 Working days	Penalty x1	Penalty x2	Penalty x3
From 2 to 1 Working days	Penalty x2	Penalty x3	Penalty x4
Same day Cancellation	Penalty x3	Penalty x4	Penalty x5
Didn't attend nor cancel	Penalty x6	Penalty x6	Penalty x6

Penalty x: TBD by CHCO & L&D manager

6.7.6 In case of any cancellation/rescheduling, trainee should send an explanatory e-mail to the L&D Department with copy of their managers.

6.7.7 Late arrivals by more than of 25% of the Learning timing will not be allowed to attend the Learning event, and managers will be notified for action. Rescheduling will be only arranged in case of valid emergency case.

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- 6.7.8 Each employee is expected to behave in a manner that best represents **\*\*\*Not Available in Sample View\*\*\*** Image at any L&D activity by applying our Code of Business Conduct.
- 6.7.9 Employees are required to arrive on time and stay until the end of the program.
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- 6.7.13.3 Level Three - Performance (behavior); The evaluation at this level measures the trainee's capabilities to perform learned skills while on the job, rather than in the classroom. Since level-three measurements must take place after the learners have returned to their jobs, the actual Level three measurements will typically involve someone closely involved with the learner, such as a Manager/Mentor/Coach/Trainer.
- 6.7.13.4 Level Four – Results / Impact on Business; The evaluation at this level measures the Learning program's effectiveness, that is, "What impact has the Learning achieved" finically, our customer satisfaction, Human development, process enhancement.
- 6.7.14 Only Employees who have successfully completed and attended the course duration will be eligible to receive certificate of Attendance or Completion in case they passed or submitted a qualified project or assignment as a post learning evaluation from the second and the third level perspective.

## 7 Key Performance Indicators (KPI)

- **\*\*\*Not Available in Sample View\*\*\*** -

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## 8 Record Retention

All records of this procedure should be kept (soft & hard copies) for 5 years after project completion.

Certificates of attendance for all internal Learning programs are to be issued through the L&D department and to be signed by the L&D Manager.

## 9 Risk Assessment

-\*\*\*Not Available in Sample View\*\*\*-

## 10 Appendices

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