

COP426

TRAINING AND DEVELOPMENT POLICY, PROCESSES AND PROCEDURES

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1. POLICY INTRODUCTION

National Ambulance believes and aims to foster a culture of continuous learning amongst its staff and engage them in delivering positive results. This policy is aligned with the National Ambulance mission and aims to encourage the staff to enhance, enrich their skills and achieve their full potential to meet the future challenges to ensure they are providing high quality services. Refer to CGP203 Fitness to Practice for clinical staff training and development.

2. SCOPE

This policy applies to all National Ambulance staff.

3. ROLES AND RESPONSIBILITIES

1. NA EXECUTIVE TEAM:

They are responsible for ensuring that an approved budget will be designated on an annual basis for each department's training activities, and to ensure that all staff will be given equal opportunity to avail a training and development plan to develop their skills and competencies.

2. CHIEF FINANCE OFFICER:

Responsible for reviewing the budget.

3. HR & Corporate Service Manager:

Responsible for ensuring the training requirements align with annual HR Manpower planning and leads the training needs analysis process, planning, monitoring, and evaluating staff training activities.

Work closely with Education Department to ensure that mandatory training is included in the HR/Manpower planning.

Work closely with NA Executive Team to ensure that development of staff is linked with Succession Planning.

4. Education, QHSE, and Clinical Services Departments

Responsible for working closely with relevant department and key personnel to ensure that all mandatory training was scheduled and delivered to staff at all levels.

Ensure that all Mandatory Training Lists sent to HR & Corporate Services Manager to be included in the annual HR/Manpower planning.

5. Line Managers (Operations and Admin)

Responsible for ensuring that staff are attending/completing the mandatory training.

Ensure that all training and development needs identified via the annual performance appraisal process are forwarded to the HR and Corporate Services Manager.

Provide the HR and Corporate Services Manager with training requirements during the annual Budget Manpower planning processing.

6. All Staff:

Staff is encouraged to take responsibility for their development plans and continuously enhance their individual and professional capabilities.

Responsible for attending and completing all the Mandatory Training provided by relevant departments.

4. GENERAL

The purpose of Training & Development Policies is to identify the terms & controls required for the regulation of the training & development process, aiming to:

- Prepare staff for future tasks.
- Improve staff abilities to work with colleagues.
- Improve staff abilities to perform duties properly and effectively.
- Promote technical and administrative competencies for all NA staff.

5. TRAINING NEEDS ANALYSIS

Training Needs Analysis (TNA) is the process in which the organization identifies the staff's training and development needs to do their job effectively.

5.1. TRAINING NEEDS ANALYSIS METHODS:

The method of training needs analysis is selected based on the organization size, business requirements, and the employees' work scope. The analysis will help understand the skill gaps. The most suitable methods for National Ambulance will be the following:

Direct observation: observing the employees' working styles in different working situations will help the managers gather the required information about their subordinates' performance gaps. The observation includes the technical, functional, and behavioral aspects of the employee and his/her work areas requirements. This method provides the managers with the image of the employees' current performance and the gaps either in the quality or the number of tasks they may handle.

Surveys: to identify performance deficiencies in all admin support departments. This method requires an appropriately designed questionnaire to be circulated among the admin support employees. The questionnaire should include open-ended, close-ended questions, ranking, and projective questions with a sample of training topics.

Feedback (Satisfaction Survey Feedback): the staff satisfaction survey can be used to indicate some specific work areas which need improvement (Internal Stakeholders)

5.2. TRAINING NEEDS ANALYSIS PROCESS

1. Performance Gap Analysis: the analysis may compare the employees' current performance and the organizational requirements. Also, it can be based on the actual and the required productivity.

2. Root Cause Analysis: in this step, the issues behind the performance gaps should be determined, and the root cause usually classified into the following categories: resources, salary, incentive/bonus, skills, feedback, and self-motivation.

3. Needs Analysis: A detailed analysis report to identify the performance issues' corrective plans based on the root causes analysis. The TNA report should include position description evaluation, tasks evaluation, the environment, and the cost.

4. **Planning & Budgeting:** In this step, the HR and Corporate Services Manager/HR Department should collect all the training data from the departments, include it in the annual budget planning, and ensure that the annual budget planning should cover the fund for unplanned training activities.

5.3.TYPES OF TRAINING ACTIVITIES

Identified training & development types shall cover both internal and external training, in addition to the following types of development:

5.3.1. **INTERNAL TRAINING & DEVELOPMENT:** this type of training & development is meant to offer local training & development opportunities for the employees, including for example:

IN-HOUSE TRAINING: to develop employees' skills and abilities by organizing the internal training course.

INDUCTION TRAINING: all new employees shall undergo induction training sessions at joining-in. HR Department/Section & other relevant departments will take necessary steps to coordinate such training sessions, to enable the employees to understand Company's directional policies, procedures & principles in accordance with HRP104 On- Boarding and Induction Policy and Procedure.

FIELD TRAINING (ON-THE-JOB TRAINING): This training activity requires extensive supervision by a staff of employees with high-level experience. Through coordination with the direct managers, the qualified employees can provide continuous training to fulfill the concerned employees' skill and competence needs.

TRAINING (GUIDANCE/DIRECTION): this type of training is meant to develop employee perception by providing necessary instructions & recommendations required for completing assigned tasks.

E-LEARNING TRAINING: to develop employee's skills, increase his/her knowledge by providing internal training instructions using electronic resources (CDs, internet, e-books, audio books and online training).

5.3.2. **EXTERNAL TRAINING & DEVELOPMENT:** this type of training and development is meant to offer external training & development opportunities for Company's employees, including:

PROFESSIONAL CERTIFICATES PROGRAM aims to develop new employee skills regarding his/her job duties by gaining professional certificates.

CONFERENCES & SYMPOSIUM: to enable employees to attend external conferences & symposiums in fields related to their jobs.

6. RELEVANT LEGISLATION

International, federal, or local legislation and circulars relevant to this Policy. Full detail on this legislation can be found in QHP109 Legal Register.

Code, Name of Legislation	Jurisdiction
Code, Name of Legislation, Year here	Jurisdiction here

7. RELATED POLICIES AND FORMS

List related policies and procedures to the created/updated policy.

Policy & Procedure /Form
HRP104 On- Boarding and Induction Policy and Procedure
CGP203 Fitness to Practice

8. FEEDBACK

Any feedback or suggestions for improvement to this Policy, Processes or Procedures can be submitted to qhse@nationalambulance.ae

9. DOCUMENT CONTROL AND OWNERSHIP

A review and update of this document will take place as necessary, when changes occur that identify the need to revise this Policy such as changes in roles and responsibilities, release of new legislative or technical guidance, or identification of a new policy area.

This document ownership for editing is identified as:

- HR & Corporate Services Manager

This controlled document is managed / overseen by [Procurement and Tendering Committee and/or Audit and Risk Management Committee and/or HR and Compensation Committee].

Change Brief

Version No.	Date	Change
1	April 2021	New Policy

CEO Approval

Board Member Verification