

Department:	CMC- HR- 008
Issue Date:	01/07/2020
Revision Date:	24/01/2021
Next Revision Date:	24/01/2023
Version:	02

TRAINING AND DEVELOPMENT POLICY

1. PURPOSE

- 1.1 To provide guidelines for the development of planned educational activities that inform orientation processes for new staff, enable continuing education activities to meet and challenge current and future needs of staff and the organization, and to facilitate the development and implementation of educational activities that will support the business development and growth of all.
- 1.2 To guide CMC staff on their accountabilities, roles and responsibilities in their contributions to the provision and support of education, skills, knowledge, competencies, and attributes required in these processes
- 1.3 This policy provides additional guidance to the aspects of CMC's Governance, and needs to be read in conjunction with all relevant education, orientation training and competency policies.

2. POLICY STATEMENT:

- 2.1 CMC is committed to make every effort to gain competitive advantage by facilitating its employees learning with job-related competencies including knowledge, skills or behaviors that are critical for successful on the job performance, and allow our human capital to achieve their potential and career aspirations.
- 2.2 CMC selects candidates for employment by following pre-set criteria where educational qualifications and experience are assessed and verified. Documentation from the educational source is requested as necessary.
- 2.3 The goal of training and development is for employees to master the knowledge, skills and behavior emphasized in the training programs and to apply them operationally (with reflective action and evaluation) on a daily basis.
- 2.4 CMC shall identify in coordination with the HODs, the training needs or development of employees under their responsibilities.
- 2.5 Each employee shall be responsible for improving himself/herself in order to become more useful to the organization, with the help and guidance of the relevant departmental manager
- 2.6 The training is meant for improvement in knowledge or skills which are imparted and received by the employee, whether inside or outside the company and will be recorded in their training / personnel file. HR collates the personnel files; the employees are responsible for ensuring that the information gets to HR
- 2.6 CMC recognizes that the benefits of an effective training program include:
 - 2.6.1 Reducing the amount of time it takes a new employee to become productive;
 - 2.6.2 Boosting the general morale of employees;
 - 2.6.3 Reducing Turnover;
 - 2.6.4 Helping prepare employees to take higher responsibilities;
 - 2.6.5 Ensuring that skilled employees are available for expanding the business;

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- 2.6.6 Improving communication and networking between employees thereby helping team-building.
- 2.7 All training is entered into a master training matrix that is run from year to year. Any available signed documents for training attendances are placed into employee files.
- 2.8 CMC uses the performance management reviews for Training Needs Analysis; HODs are expected to use action plans from the performance appraisal sheets to allocate and designate staff training for improvement, extended skills, legal compliance (Infection control, quality and risk management, accreditation, fire and smoke safety) and their own departmental competency requirements.
- 2.9 On or before the commencement of the employee, staff will be required to complete a general orientation program to ensure that employees joining the facility will be accustomed to the working environment of CMC.

3. SCOPE:

3.1 All Canadian Medical Center Group of Companies Staff for the following :

- 3.1.1 Canadian Medical Center LLC
- 3.1.2 Canadian Medical Center LLC Branch -2
- 3.1.3 Canadian Medical Center LLC Branch - 3
- 3.1.4 Canadian Medical & Rehabilitation Center LLC
- 3.1.5 CMC First Aid Clinic

4. TARGET AUDIENCE

4.1 This policy applies to all Users of Canadian Medical Center Group of Companies.

5. RESPONSIBILITY

- 5.1 Human Resource Department in conjunction with HODs, are responsible for development, maintenance, enforcement and endorsement of the policy.
- 5.2 Canadian Medical Center Group of Companies Information Technology Department is responsible in implementation of the defined controls and ensuring compliance with this policy.
- 5.3 All Canadian Medical Center Group of Companies Users are responsible to read, understand and adhere to this policy in their day-to-day activities
- 5.4 Canadian Medical Center Group of Companies Information Technology Department responsible for development, maintenance, enforcement and endorsement of the policy.
- 5.5 The Canadian Medical Center Group of Companies Head of Department is responsible to conduct awareness about the policy to Users ensuring compliance with this policy.

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6. PROCEDURE:

- 6.1 Annually, the HODs and HR will initiate the training needs analysis process for the whole organization.
- 6.2 Each department manager will review their respective team's requirements, requests and will analyze the data as per CMC training matrix with consideration of the ability to provide, and the costs of using external resources.
 - 6.2.1 The HR department will compile and analyze information received from each department manager with regards to the Individual development plan and their recommendations on training and development initiatives within their respective departments and the inputs from Employee satisfaction survey results and response. On the basis of this analysis, HR and the HODs will interpret the training needs analysis for the whole organization along with the frequency of each training.
- 6.3 HR, in conjunction with the respective trainers/HODs will prepare a training requirements along with all relevant information pertaining to the training and development initiatives for the upcoming year.
- 6.4 If any training is required to be implemented on a request or urgent basis, the respective speaker will intimate the information to HR and approval process will be taken in place; In this condition, verbal approval from Administration Manager is sufficient to proceed with the training – given the needs and equipment(s) are available.
- 6.5 HR /HODs will present the analysis and required resources to the management for their review and approval
- 6.6 As per scheduling, adjustments in training requirements will be carried out and all department managers shall be informed on training dates and objectives
- 6.7 Department managers will ensure their respective team members are allocated for the required and assigned training programs; scheduling and holidays will be taken into account.
- 6.8 Staff are expected to attend as allocated, except in emergency situations: being 'busy' is NOT an excuse to miss a scheduled training attendance; departmental managers are held accountable in this regard.
- 6.9 Trainers, HR and HODs will keep their staff informed, engaged and contributing to the training programs.
- 6.10 HODs will be responsible to implement and conduct training and development activities as per requirements

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6.11 HR/trainers and HODs will ensure that information with regards to training attendance and feedback on trainings is either recorded or documented; analysis of feedback may change future training offerings – feedback is submitted anonymously in order to obtain honest data on the trainer / speaker.

6.12 All employees will be assessed on their performance for the skills and knowledge they have acquired while undergoing probation, training and further development. Respective department heads shall formulate the evaluation methods and criteria for measuring the effectiveness of the respective training programs.

6.13 If or when an employee would like to request for a training in the middle of their employment year, the employee can fill in the Leave Request Form (CMC-HR-F-020) and approval process will take place in consideration of financial budget for training.

6.14 ADHICS

6.14.1 HR in coordination with IT department shall ensure that information security awareness programs are conducted as part of General Orientation Program upon commencement of an employee.

6.14.2 IT Department in coordination with HR shall ensure that relevant awareness programs are conducted on a regular basis, to raise and maintain employee awareness with regards to information security. The awareness plan may cover, but is not limited to:

6.14.2.1 Periodic emails on information security

6.14.2.2 Conducting quiz or survey

6.14.2.3 E-learning modules

6.14.2.4 Publishing posters or Electronic Direct Mails (EDM)

7. DEFINITIONS AND ABBREVIATIONS:

SI No	TERMS	DEFINITIONS AND ABBREVIATIONS
7.1	Training	An organized activity (either internally / externally delivered) enabling an employee / recipient to deliver a performance, or gain an extra knowledge or skill to a required level.
7.2	CMC facilities	Licensed facilities in Abu Dhabi where all standards are applicable: Canadian Medical Center LLC Canadian Medical Center LLC Branch -2

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		Canadian Medical Center LLC Branch - 3 Canadian Medical & Rehabilitation Center LLC CMC First Aid Clinic
7.3	Development	Within CMC, we use the term development to enable the organization, its teams and individuals to meet all new stages: evolution, growth, expansion, maturing, enlargement, spread, progress - in an ever changing situation. We utilize, systematically, scientific and technical knowledge to meet specific objectives or requirements.
7.4	HODs	Head of Departments

8. DISTRIBUTION LIST:

On shareholder Policies HR

9. SPECIAL INSTRUCTIONS:

- 9.1 Human resources management shall in compliance with relevant HR Law and its amendments, or any other regulations the entity follows in this context.
- 9.2 The Human Resource department assigned personnel reserves the right to check the compliance of this policy on a periodic basis.
- 9.3 Any exceptions to this policy with valid justification require approval from Administration Manager on a case-to-case basis.

10. CROSS REFERENCE, RELATED LEGISLATION, FORMS, POLICY & DOCUMENTS:

- 10.1 Guidelines for the implementation of the Abu Dhabi healthcare information and cyber security standard (ADHICS) 2019 ADHICS-Implementation-Guidelines
- 10.2 Hospital Standards, Health Authority-Abu Dhabi, 2008;
- 10.3 Joint Commission International Accreditation for Ambulatory Care, Fourth Edition 2019. Joint Commission Resources; SQE
- 10.4 Abu Dhabi Occupational Safety and health system framework – OSHAD SF Mechanism 5.0 OSH requirements for Medium Risk Entities
- 10.5 ISO 9001:2015 (Quality Management System-Requirements)
- 10.6 ISO 14001:2015 (Environmental Management System-Requirements)
- 10.7 OHSAS 18001:2007 (Occupational Health and Safety Management System-Requirements)

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11. KEY RESULT AREAS:

11.1 The procedure is fully implemented if there are nil incidences of non-compliance with this policy.

12. AMENDMENT HISTORY:

Version	Revision Date	Description of Amendments	All pages
01	01/07/2020	New policy	All pages
02	24/01/2021	ADHICS section	Page 4

13. APPENDIX:

13.1 Guidelines for the implementation of the Abu Dhabi healthcare information and cyber security standard (ADHICS) 2019 ADHICS-Implementation-Guidelines.

14. APPROVAL SHEET:

Document Developed By:

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	Name	Signature	Date