



February 16, 2014

Training Guidelines

Purpose of these Guidelines

To provide Employees and Managers with a clear understanding of how training is identified and supported at PSUAD.

Introduction

Training is generally defined to mean an “activity leading to a skilled behavior”. As such, it is more specific than the term “professional development”, which may more broadly include such activity as knowledge gained through workshop or conference participation.

There are three broad types of training categories:

- Technical training (e.g. use of new software, etc.)
- Core competency training or soft skills training (e.g. leadership, communication, etc.)
- Professional or trade certification. In general, such training is spread over a period of days, involves both functional and technical skill development and includes an assessment of performance at the end either through a test or an examination. This training is most often affiliated to an accrediting body (e.g. PMI [Project Management Institute], CMI [Chartered Management Institute], ILM [Institute of Labour management], etc.).

While “training” falls under the broader heading of professional development, the guidelines contained herein are specific to training. Leave/travel related to broader “professional development” activity is covered off under the guidelines related to corporate travel.

Entitlement

While work or performance related training is available to all regular Employees, training for personal development purposes should not be considered as a right. As outlined below, training is provided based on need, budget availability and strategic alignment. Please refer to Appendix B for the flowchart related to the process.

Identification and Prioritization

As per the HR Policies, the Human Resources Department will regularly canvass Supervisors and Employees on their perceived work related training and development needs. While this will normally be done through the annual performance evaluation undertakings, it does not preclude Managers and/or Employees contacting HR mid-performance period to discuss arising needs.

- Individual training needs are generally identified at the time of the yearly Performance Evaluation.
- Training requirements may also arise on an ad-hoc basis. However, in these cases, evaluation would require greater articulation as to what essential skill(s) is required to meet satisfactory job performance.
- As part of the identification process, the HOD shall articulate how the training request aligns with PSUAD strategic direction.
- Once identified, the HOD shall meet with a representative of HR to discuss preliminary validation and completeness of the request. This will also include discussion of budget source and availability.
- HR will then present the request to the relevant DVC for approval in principle.
- Based on input received, budget availability and PSUAD strategic direction, the HR Department will schedule or arrange for appropriate course(s) to be provided. Employees should note that individual or private training will not normally be provided.

Budgetary Considerations

- The PSUAD training budget is consolidated in HR, as such, HR is responsible for ensuring that equitable, appropriate and prudent training opportunities are provided.
- If training is approved, the cost of related learning material (e.g. books, CDs, online material, etc.) will be covered by PSUAD
- Training approval requires HOD, relevant DVC, HR and Finance support.
- Employees approaching the end of their employment contract are generally not entitled to training (i.e. towards the last six months of their employment).
- Employees with limited contracts of 1 year or less are generally not entitled to individual training but may, with appropriate approvals, attend group training.

Commitment to Attend

It is critical for HODs to stress the importance of punctual attendance and full participation of the Employee in the training activity. In the event the Employee is unable to attend the training due to a valid reason, sufficient notice must be provided to PSUAD HR to permit a replacement of the attendee.

In the event the Employee fails to attend/complete the training program without prior notice he/she will normally be responsible for the reimbursement of all due fees. The DVC, in consultation with HR, may give consideration to special circumstances where warranted.

Certificates of Completion/ Attendance

After completion of any training program, the Employee will receive a certificate of completion/attendance from the training institute. A copy must be provided to the HR Department evidencing course passing or attendance. This copy will be placed in the Employee's personal file.

If a completion/attendance certificate has not been received by the Employee due to lack of attendance or for unspecified reasons the employee/department may be responsible for repayment of full costs.

Commitment Agreement

Employees attending training activities costing AED 12,000 or above will be requested to sign a commitment letter (see sample below). The duration of the commitment will be valid for one year from the date of the training.

The commitment is based on the cost of the training fees only excluding logistical costs, and the following conditions:

- I. If the Employee resigns or breaches his/her employment contract with PSUAD within 6 months of completing the course, they will be required to reimburse PSUAD 75% of the course fees.
- II. If the Employee resigns or breaches his/her employment contract with the PSUAD after 6 months and less than 1 year of completing the course, they will be required to reimburse PSUAD 50% of the course fees.
- III. If the Employee's employment is terminated as a result of disciplinary action, then PSUAD will bear the training fees.

Transfer of knowledge

Heads of Departments, Section Heads and in some instances even team members must follow up, encourage and provide the trained staff with the opportunity to conduct a transfer of knowledge to their colleagues.

A transfer of knowledge could be in the form of a report on their learning experience or a presentation to the team or any other method determined by the supervisor which could be used as an appropriate reporting mechanism. The report should outline the training objectives, purpose and added value obtained from the training.

Additionally, the HOD should ensure that the output of the training is translated into effective service improvement within the Employee's job duties and should form a point of discussion in the Employee's next annual performance evaluation.

Approval

This document has been reviewed by the HR Committee and approved by the Administrative Affairs Council and replaces the guidelines of September 2013.

Appendix A

XXth XXX, 201X
PSUAD/HR/XXX/201X
ID No: XX
Employee Name: XXX

Commitment Agreement

Dear XXXXX,

We are delighted to confirm your attendance at the "XXXXX training" to be conducted In-house/at XXXX and scheduled for commencement on the XX June 201X. This training will be conducted by 'XXXX'.

As you are aware, this training was identified as a development need in your role. In line with the Training Guidelines of Paris Sorbonne University – Abu Dhabi (PSUAD), all external development courses requires a two-way commitment to the investment from PSUAD and yourself.

The training cost of the course is USD XXX / Aed XXX excluding logistical costs. If you resign or breach your employment within one year of training completion, the following conditions will apply:

- I. If you resign or breach your employment contract with PSUAD within 6 months of completing the course, you are required to reimburse PSUAD 75% of the course fees.
- II. If you resign or breach your employment contract with the PSUAD after 6 months and less than 1 year of completing the course, you are required to reimburse PSUAD 50% of the course fees
- III. If your employment is terminated as a result of disciplinary action, the PSUAD will bear the course fees.

In all cases, the PSUAD reserves the right to deduct the amount owing from your wages. This is not a fixed contract and all other terms and conditions of your employment remains unchanged.

If you accept these conditions, please sign below.

Yours Sincerely,

XXX
Head of HR Department

I accept the agreement as outlined above:

Employee's Signature: _____ Date: _____

Appendix B

