

[Organization logo]

[Organization name]

Commented [9A1]: All fields in this document marked by square brackets [] must be filled in.

PROCEDURE FOR COMPETENCE, TRAINING AND AWARENESS

Commented [9A2]: If you want to find out more about competence, training and awareness, see:

- article: Using Competence, Training and Awareness to Replace Documentation in your QMS
<http://advisera.com/9001academy/blog/2013/12/17/using-competence-training-awareness-replace-documentation-qms/>
- free online course: ISO 9001 Foundations Course
<http://training.advisera.com/course/iso-90012015-foundations-course/>

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Approved by:	
Date of version:	
Signature:	

Commented [9A3]: Adapt to the existing practice in organization.

Distribution list

Commented [9A4]: This is only necessary if document is in paper form; otherwise, this table should be deleted.

Copy No.	Distributed to	Date	Signature	Returned	
				Date	Signature

Change history

Date	Version	Created by	Description of change
	0.1	9001Academy	Basic document outline

Table of contents

1. PURPOSE, SCOPE AND USERS	3
2. REFERENCE DOCUMENTS	3
3. PLANNING AND CONDUCTING TRAINING	3
3.1. DEFINING AND PROVIDING HUMAN RESOURCES	3
3.2. DEFINING NEED FOR TRAINING	3
3.3. COMPETENCE AND AWARENESS TRAINING PLANNING	4
3.4. DEFINING OBJECTIVES AND ORGANIZING TRAINING	4
3.5. CONDUCTING TRAINING	4
3.6. ASSESSING TRAINING EFFECTIVENESS	4
4. MANAGING RECORDS KEPT ON THE BASIS OF THIS DOCUMENT	5
5. APPENDICES	5

1. Purpose, scope and users

The purpose of this procedure is to define need, planning, methods for training and assessment of training results in order to provide competent employees whose work influences quality and effectiveness of documented processes and realization of quality objectives.

This procedure is applied to all processes and/or areas (parts of organization) within the QMS (Quality Management System – ISO 9001:2015).

A user of this document is [job title] of [organization name].

2. Reference documents

- ISO 9001:2015 standard, clause 7.1.2; 7.2; 7.3
- Quality Manual
- Quality Policy

3. Planning and conducting training

3.1. Defining and Providing Human Resources

[HR department together with department heads] define all working positions, number of employees needed for every work position and their competence based on appropriate education, training, skills and experience. [job title] determines and provides persons necessary for the effective implementation of the QMS and operation and control of [organization name] processes.

[HR Department] forms a document [name of document] that contains above-mentioned data.

3.2. Defining need for training

The purpose of this activity is to define the gap between existing and required competence of employees and persons doing work under [organization name]'s control and necessary training to overcome this gap. [Job title] is responsible for conducting this activity and to define need for training according to:

- Organizational or technical change that influences working processes or types of products that the organization delivers
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Commented [9A5]: Adapt to organization practice.

Commented [9A6]: Adapt to organization practice.

Commented [9A7]: This can be "Working Place Systematization," "Job description and Competence Requirements," or other document in which organization defined requirements for competence.

Commented [9A8]: This can be HR Manager, Process owner, CEO or member of the board.

Commented [9A9]: For example, when organization introduces new technologies and product or service.

Commented [9A10]: If records shows that previous trainings didn't have expected results.

Commented [9A11]: This should be deleted if organization doesn't have such employees.

Commented [9A12]: This should be deleted if such qualifications are not necessary.

[organization name]

- [blurred]
- [blurred]
- [blurred]

3.3. Competence and awareness training planning

According to defined needs for training, [job title] creates a Training Program, which is approved by [job title].

Commented [9A13]: This can be HR Manager, Process owner or CEO.

Commented [9A14]: This is usually CEO.

[job title] plans annual refresher training for [blurred]

Commented [9A15]: Adapt to organization's practice.

Awareness training is conducted annually by [job title] in order to ensure that persons doing work under [organization name]'s control are aware of:

- [blurred]
- [blurred]
- [blurred]
- [blurred]

While planning the training, [job title] must consider [blurred]

3.4. Defining objectives and organizing training

[Job title] defines the training objectives and enters them into the Training Program. Defining objectives and organizing training are done considering the following:

- Expertise and competence of employees, education, need for additional training and specific knowledge and experience
- [blurred]
- [blurred]
- [blurred]

3.5. Conducting training

[Job title] organizes and coordinates the conducting of [blurred]

After completion of each training, [job title] creates a Training Record, or for trainings that don't require follow-ups, fills in the Record of Attendance.

3.6. Assessing training effectiveness

[organization name]

This can be conducted

Training effectiveness is the ratio between realized and planned activities during training.

Commented [9A16]: Other criteria can be e.g. ratio of trainees who successfully passed the training test to total number of trainees, or number of employees who demonstrated higher working capability or other criteria which organization finds adequate depending on Training objectives.

4. Managing records kept on the basis of this document

Record name	Code	Storage		Responsibility
		Retention time	Location	
Training Program	PR.05.1	2 years	[office of Management Representative]	[job title]
Training Record	PR.05.2	2 years	[office of Management Representative]	[job title]
Record of Attendance	PR.05.3	2 years	[office of Management Representative]	[job title]

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5. Appendices

- Appendix 1 – Training Program
- Appendix 2 – Training Record
- Appendix 3 – Record of Attendance