

TO: Mr. Hesham Sabri (Director HR, Administration Services and Organizational Development)  
CC: Mr. Mohammed Naeem Saleem (Office Manager, Chairman)  
FROM: Lance Rooney (Head of Training and Development)  
RE: Training As An Investment Not Cost  
DATE: May 6<sup>th</sup> 2012

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Dear Hesham,

Further to our meeting in my office earlier this afternoon with Mohammed Naeem Saleem in which he passed on the **message from the Chairman that all training must now take place at the weekends**, I would like to make the following points concerning the **impracticality of this suggestion**:

1. After a tiring working week, employees need their rest and time spent with their families if they are to remain happy and productive for the following week. If training were held at weekends, I am sure that virtually no staff would attend.
2. If staff were 'forced' to come on training, they would be resentful and also too tired to do any significant learning. Furthermore, we would have to pay them over-time as per Qatar Labor Law.
3. NBK would find it difficult to get any External Training Provider (ETP) to run courses at weekends as their trainers also value their relaxation time. If an ETP did train at weekends, they would almost certainly increase their charges to NBK in order to pay the trainer over-time.
4. I am quite sure that my team of in-house trainers would also not want to train at weekends and, if they did, NBK would also have to pay them over-time which would increase training costs still further.

Training is an *investment* in human capital: it is not seen as a *cost* in any progressive organizations around the world. Therefore, I would like to make the following points concerning the **benefits of training to NBK**:

1. Training **raises employee performance levels**. All training at NBK comes directly out of the Performance Management Program in that employees are selected for training programs based upon a) being rated below minimum 3.0 ('Meets Job Requirements') in the Functional Competencies related to their job and b) their training and development needs as specified by their direct manager on the review forms.
2. Training **prepares employees for future positions** at NBK for which they do not currently have the skills to take up.
3. Staff members who see a **career path** at NBK will more likely stay with the organization.
4. Employees enrolled on training programs really **feel that NBK cares about their personal and professional development**. When we refer to 'the NBK family', we have to apply it in training also.
5. Courses which have Training Impact Measurement Tools (TIMT) attached to them are able to provide training **Return On Investment data** and also ensure **accreditation from external standardizing bodies**. HR Training & Development has these TIMTs in place and so satisfied the ISO 9001 auditors in April 2011.
6. Employees who attend training programs are more **motivated** afterwards which **increases their productivity**. A highly-trained workforce makes NBK competitive in the market place.

HR Training and Development served the needs of our staff in outstanding fashion in 2011: our first full year of operation. We delivered a total of **58 non-technical programs** (40 of which were different courses as some were trained more than once) to **583 employees**. External Training Providers were used for only 11 programs in order to keep costs to a minimum. The Head of Training and Development (Lance Rooney) designed and delivered 17 programs while his in-house team of 12 trainers designed and ran 28 courses. **NBK invested only QR355,427 on training for the whole of 2011 (QR602.00 per person)** and a **minimum of QR812,124.00 was saved** by using the Head of Training and Development and his Certified Training Team to design and deliver programs, and also assess learner competence thereafter, rather than relying on External Training Providers for all services.