

[Organization logo]

[Organization name]

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## PROCEDURE FOR COMPETENCE, TRAINING AND AWARENESS

**Commented [16A2]:** If you want to find out more about competence, training and awareness, see:

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/>

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Date of version:	
Signature:	

**Commented [16A3]:** Adapt to the existing practice in organization.

### Distribution list

**Commented [16A4]:** This is only necessary if document is in paper form; otherwise, this table should be deleted.

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## Change history

Date	Version	Created by	Description of change
	0.1	16949Academy	Basic document outline

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## 1. Purpose, scope and users

The purpose of this procedure is to define needs, planning, methods for training, and assessment of training results to provide employees with the competencies to influence the quality and effectiveness of documented processes and the realization of quality objectives.

This procedure is applied to all processes and/or areas (parts of organization) within the QMS (Quality Management System - IATF 16949:2016).

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

## 2. Reference documents

- IATF 16949:2016 standard, clauses 7.1.2, 7.2.1, 7.2.2, and 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 competency based on appropriate education, training, skills

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[HR Department] forms the [name of document] document, which contains the above-mentioned

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### 3.2. Defining need for training

The purpose of this activity is to define the gap between the existing and required competencies of

**Commented [16A7]:** This can be "Working Place Systematization," "Job description and Competence Requirements," or other document in which organization defined requirements for competence.

**Commented [16A8]:** Mention the organization's means to provide competencies, (e.g., it can be by utilization of leased personnel).

training according to:

**Commented [16A9]:** This can be HR Manager, Process owner, CEO or member of the board.

- Organizational or technical change that influences working processes or types of products
- [redacted]
- [redacted]
- [redacted]

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[organization name]

- Necessary competencies of all persons doing work under the organization's control who affect the performance and effectiveness of the QMS, as well as the competence of QMS-related personnel, including top management, operators, and customer representatives
- Internal rules, including safety rules
- Requirements of employees who identified a possibility for personal improvement that contributes to the quality objectives of the organization
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**Commented [16A12]:** This should be deleted if organization doesn't have such employees.

**Commented [16A13]:** This should be deleted if such qualifications are not necessary.

For leased/temporary personnel who are included in the QMS scope, and who directly affect the product conformity, [job title], together with the other heads of departments, ensures the provision of specific training to ensure competence gaps. The training knowledge is recorded in the training records according to the employee's education and experience.

### 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 [16A14]:** This can be HR Manager, Process owner or CEO.

**Commented [16A15]:** This is usually CEO.

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[job title] defines training for all employees of organization scope. Awareness training should be conducted for all employees of the organization, but all employees need additional training annually.

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

- The quality policy
- Relevant quality objectives
- Their contribution to QMS effectiveness, including the benefits of improved performance
- Implications of non-conforming with QMS requirements

While planning the training, [job title] must consider limitations that may affect the training process such as resources and constraints, training resources, availability of courses, materials and quality of courses, availability of trainers and instructors regarding other resources.

### 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 must take the following into consideration:

- Requirements and competencies of employees, education, need for additional training and specific knowledge and experience



[organization name]

### 3.7. Employees empowerment

[Job title] ensures employee empowerment by providing them with authority to analyze situations and make decisions. The supervisor provides suggestions and advice when needed and provides training in order to provide employees with opportunities to make decisions that are in the best interest of the organization's performance. These sessions will also provide suggestions for improvements.

In addition, the process owners will assemble work teams (quality circles) of volunteers to meet regularly to identify and propose solutions to the problems related to quality. The teams will be composed of employees interested in job, improve, learn and control work.

[Job title] ensures that all members of the work teams are provided with necessary resources and training in order to make the proper decisions and increase their confidence.

[Job title] will ensure that the following approaches for empowerment are implemented:

- Helping employees achieve job mastery – giving proper training, coaching, and guided experience that will lead to better results.
- Assigning more control – giving them decisions over job performance and then holding them accountable for outcomes.
- Providing resources and tools – allowing them to obtain what they already need to perform a job.
- Using social reinforcement in persuasion – giving praise, encouragement, and verbal feedback designed to raise self-confidence.
- Giving emotional support – providing solutions of stress and anxiety through verbal and written, self assistance, and formal counseling.

## 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]

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[organization name]

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Record of Attendance	PR.05.3	2 years	[office of Management Representative]	[job title]
Operators Job Rotation Matrix	PR.05.4	2 years	[office of Management Representative]	[job title]
Awareness Training Report	PR.05.5	2 years	[office of Management Representative]	[job title]

## 5. Appendices

- Appendix 1 – Training Program
- Appendix 2 – Training Record
- Appendix 3 – Record of Attendance
- Appendix 4 – Operators Job Rotation Matrix
- Appendix 5 – Awareness Training Report