

FIVE



TRAINING NEEDS ANALYSIS

PURPOSE

Training Needs Analysis (TNA) is a systematic process for identifying and prioritizing the training needs of an organization or a specific group within the organization. It involves analysing the gap between the current knowledge, skills, and competencies of employees and the desired level of knowledge, skills, and competencies needed to meet the organization's goals and objectives.

FIVE understands the importance of training employees which is needed to thrive in the fast-paced world to upskill, improve and move with the respective trends and requirements.

The purpose of this policy is to establish a framework for conducting a training need analysis at our facilities, to ensure that our employees have the skills, knowledge, and abilities required to perform their jobs effectively.

Identification of training needs and learning and development is a continuous process. FIVE endeavours to make continuous changes to perform any training needs that may arise in the usual course of business.

FIVE shall perform a training needs analysis every two years to identify the skills, knowledge, and abilities required for our employees to perform their jobs effectively.

APPLICABILITY

This policy is applicable to all FIVE employees and its related group entities.

All employees are required to comply to this policy.

ROLES AND RESPONSIBILITIES

FIVE has identified stakeholders responsible for the purpose of performing a need analysis, preparing training calendars and executing these trainings effectively.

1. **Group Director of HR** – is responsible for performing Training Needs Analysis in co-ordination with the respective departments and overseeing the training initiatives undertaken by the respective team. They are also required to ensure that the trainings have been executed in line with the requirement of the training needs identified.
2. **Head of Departments** - are responsible to identify the training needs within their own respective departments by following past trends and the guidelines of these policies. They are required to put down topics and develop a draft training plan basis which the HR team would develop the detailed training calendar. In addition, they are responsible to retain the training records of the employees and obtain post training feedbacks.
3. **Group General Manager** – is responsible to oversee the training needs analysis and adherence to the training calendar. They may provide recommendations to cover additional
4. **Employees** – are required to attend trainings regularly to ensure that their learning and development needs are met. They are also required to provide proper feedback on trainings along with suggestions on training requirements which would help facilitate trainings effectively.

PERFORMING TRAINING NEEDS ANALYSIS

Training needs analysis is an outcome of several key parameters to identify topics where employees need to be trained. Following are the main sources of identification of training needs –

1. MANDATORY REQUIREMENTS AS PER LAWS – Based on relevant requirements as per applicable laws and regulations of the specific country, domain, area of experience, certain trainings may be mandated as per law. For example: Fire health and safety, trainings for food handlers. These trainings need to be mandatorily incorporated under TNA and training calendars to comply with the laws and regulations.

2. PERFORMANCE EVALUATIONS: As a medium of performance evaluations done for the employees on a half-yearly/ yearly basis, training needs may be identified based on topics where employees need to improve their skillsets to perform better/ upskill and upgrade to the next level. HR team prepares a performance evaluation and compiles results in an excel spreadsheet along with remarks. These remarks may be broken into categories where applicable to identify individual training needs. Respective departments are informed; individuals with similar training needs may be grouped in case of a generic training (for example - Health and Safety) incorporated in the training plan. On-the-job training and guidelines may be provided through one-on-one sessions with the employees in case of individual-specific training needs.

3. BUDDY CHECKLISTS: As a process, at FIVE's hotel properties, all new employees are assigned a buddy who shall provide them relevant information regarding the property and train them on mandatory training topics. In addition, during the initial few weeks of employment, in case the buddy identifies any key areas where the new employee may need training (through observation, interaction), the same may be incorporated as an input in the filled buddy checklist signed off by the buddy and the trainee.

4. GUEST COMPLAINTS: In case of guest-facing departments (Housekeeping, F&B, Front Office, Security, etc.) if any specific complaints arise which impact the guest experience, then such trainings are conducted for the department as refreshers to apprise them of plausible situations and methods and ways of dealing with such complaints. These trainings are incorporated in training plans for the month as per requirements based on level of urgency and impact on job performance and customer experience.

5. JOB TRAINING REQUIREMENTS: As a part of keeping employees updated and informed of the service standards and role requirements, we have a set of department specific trainings in place which are utilized for the purpose of providing trainings. Refresher trainings are scheduled periodically to keep employees updated.

6. ORGANIZATION WIDE TRAINING REQUIREMENTS: All employees are required to be apprised of certain key aspects which are organization specific which are mandatory for all new and existing employees periodically such as Code of Conduct, Data Privacy and Sustainability. These trainings are integrated as a part of new-hire orientations and townhall sessions to have larger coverage.

7. EMPLOYEE SURVEYS AND FEEDBACK: As a part of post-training feedback, periodic surveys and questionnaires shared with employees, the team may receive inputs on the type of trainings required by the employees, their learning and understanding of the particular topics which may provide prompts to the department heads and HR team to incorporate these within the training needs plan.

8. QUESTIONNAIRES: A questionnaire will be developed to gather information on the current skills, knowledge, and abilities of the hotel staff, as well as their training needs. Surveys and interviews will be conducted with the hotel staff to gather information on their training needs. The data collected from the questionnaire, surveys, and interviews will be analyzed to identify the training needs of the hotel staff. This analysis will include identifying the skills, knowledge, and abilities that are currently lacking and determining the areas where training is needed.

We conduct Train the Trainer programs for our department heads and key personnel to groom and develop internal trainers who shall be responsible for performing trainings for the department employees.

A combination of the above parameters may serve as inputs for the preparation of training plan for the respective departments.

TRAINING TARGETS AND CALENDAR

Post completion of our training needs analysis, an annual training plan is developed that outlines specific training programs to be conducted across each department. A training plan will be developed based on the results of the need analysis. The training plan will be designed to be comprehensive, cost-effective, and tailored to the needs of each department. The training plan will be implemented through a combination of in-house training and external training providers. Coverage of customer service, technical skills (including requisite tool/ software-based training), leadership skills, information security, health and safety, etc. shall be ensured for covering all critical aspects of the business and the organization.

This plan ensures a target of minimum of 50 hours of training is conducted throughout each department with a focus of addressing specific needs identified in the TNA.

Illustrative coverage for analysis performed at the end of 2022 by the HR team in co-ordination with the departments reflects the following breakdown -

Department	Customer Service	Management & Leadership	Technical	Cultural Awareness & Diversity	Inter-personal Skills	Code of Conduct	Sustainability	Health and Safety
Housekeeping	10 hours	5 hours	20 hours	5 hours	5 hours	5 hours	-	-
Stewarding	10 hours	5 hours	20 hours	5 hours	5 hours	5 hours	-	-
Engineering	-	-	40 hours	-	-	-	5 hours	5 hours
Front Office	10 hours	5 hours	20 hours	5 hours	5 hours	5 hours	-	-
Security	-	-	20 hours	5 hours	10 hours	5 hours	5 hours	5 hours
Culinary	-	-	30 hours	5 hours	-	-	5 hours	10 hours
F&B	10 hours	5 hours	20 hours	5 hours	5 hours	5 hours	-	-
Spa	10 hours	5 hours	20 hours	5 hours	5 hours	5 hours	-	-
Human Resources	-	10 hours	-	10 hours	10 hours	10 hours	5 hours	5 hours
Reservations	10 hours	5 hours	20 hours	5 hours	5 hours	5 hours	-	-
Procurement	-	10 hours	20 hours	10 hours	-	5 hours	5 hours	-
Finance	-	10 hours	20 hours	5 hours	-	10 hours	5 hours	5 hours
Sales & Marketing	-	10 hours	20 hours	10 hours	5 hours	-	5 hours	-

Department specific calendars are maintained and prepared separately by the respective departments.

Since TNA is an iterative process, we continue to monitor closely on the adherence of this plan quarterly. If it is so identified that the trainings are not in line with this plan or an ad-hoc need arises,

we ensure that respective trainings are provided to employees adequately and incorporated in the training plan.

FIVE targets to provide adequate number of trainings in all required domain adequately to ensure the optimum level of customer experience and employee skilling.

Following are our training targets as of FY23:

1. Ensure coverage of 100% of employee workforce in trainings performed
2. Improve the average training hours per employee by 10% over the existing training time invested by each employee
3. Provide trainings to improve customer satisfaction scores/ maintain high customer satisfaction scores

TRAINING EVALUATION

Training evaluation is the process of assessing the effectiveness of a training program in achieving its intended goals and objectives

All trainings provided shall be backed up with relevant feedback to understand and assess training effectiveness, obtain post-training feedback, perform evaluation of the training through surveys and follow-up on any suggestions and recommendations.

Following process shall be followed for training evaluation:

- a. **TRAINING SURVEY:** After the training, all attendees shall be provided a training evaluation sheet to collect feedback from participants about their experience with the training program, including the quality of training materials, the effectiveness of the instructor, relevance of the content and suggestions for improvement on the training content or newer training needs.
- b. **SKILLSET UNDERSTANDING:** The employees may be requested to rate their understanding of the particular training pre and post training to analyze the impact of the training on the individuals.
- c. **POST TRAINING ASSESSMENTS:** In case of technical training topics critical to the respective department (Example: Fire, Life and Safety, emergency contact information), the Head of Department may choose to provide a test on the parameters of the training information to evaluate understanding of the attendees on the topic. Based on assessment results, the Head of Department may choose to follow-up and provide a refresher where the test results do not meet the required passing mark.

An outcome of the above may be analyzed to understand the effectiveness of the training. Based on the outcomes, follow-up actions may be taken as follows –

1. Conduct a refresher – In case the ratings for trainings are low or post training assessment indicates a low understanding, perform refresher trainings for employees
2. Train the trainer – Perform this program for the trainers in case of low score on trainer effectiveness
3. Incorporate suggestions – Based on attendee suggestions, incorporate new training requirements in the training plans. In case of improvements, a repository may be prepared and tracked against action plans to evaluate the implementation of the suggestions (where applicable)

REVIEW

This policy shall be reviewed every two years by the Group Director of HR to amend and modify to include any new measures and change in process.

In case you have any questions, concerns, or suggestions regarding this policy, please reach out to the Group Director of HR or Senior Director of Risk and Compliance.