



**Etihad AIS**  
الإتحاد المتقدمة للحلول المتكاملة  
ETIHAD ADVANCED INTEGRATED SOLUTIONS



**First Edition 2023**

# WORKFORCE DEVELOPMENT

**Etihad AIS 7 Series of Solutions**

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# WORKFORCE DEVELOPMENT



## Etihad AIS

Etihad Advanced Integrated Solutions is shaping the future of the organization challenge resolution consultancy industry by actively engaging with clients and investors across all continents. Within a span of over 10 years Etihad AIS has helped industries in Military, Aviation, and other civilian sectors reach their fullest potential. In proven expertise of training consultancy and aiding in managing recognition of institutions. Etihad AIS aims to become the market leader in the management consultancy industry by leveraging our strengths in offering consultation, development, and training for any organization to face their organizational challenge. Etihad AIS have managed to be the premier specialized training provider, consultant, and solutions provider globally. Etihad AIS has attained many renowned partners internationally and work alongside industry players to reshape the recognition of the training programs and institutions. Etihad AIS aims to expand their expertise and resources by promoting niche developed specialized organizational challenge resolutions globally.



*The leading company in innovating and developing qualified capabilities and competencies in different fields*



*To provide world-class professional training services and solutions, for our clients which will accelerate the achievement of strategic goals and improve operational performance*



### CONSULTATION

We provide top-notch consultation for your organization to improve your organization including:

- Business Development
- Training Center Establishment
- Training Management
- Workforce Development
- Business Process Reengineering
- Safety & Security Enhancement
- Outreach Marketing



Military Consultancy



Aviation Consultancy

### DEVELOPMENT

We develop solutions for your organization's challenges to improve your organization including:

- Management System Development
- Learning Management System (LMS)
- Enterprise Resource Planning (ERP)
- Governance, Risk & Compliance (GRC)
- Business Plan
- Curriculum Development
- Career Development Plan (CDP)

### TRAINING

We equip your organization with relevant training tailored to your organization's uniqueness to improve organization including:

- Training Management
- System Approach to Training (SAT)
- Train & Qualify Staff
- Safety & Security Training
- Airworthiness Program

### CONSULTANCY PROJECT DEVELOPMENT



### GOVERNANCE

Setting-up governance accountability

### RISK

Managing risk protection

### COMPLIANCE

Ensuring compliance correction

### SECURITY & SAFETY TRAINING



### ADMINISTRATIVE BUSINESS TRAINING



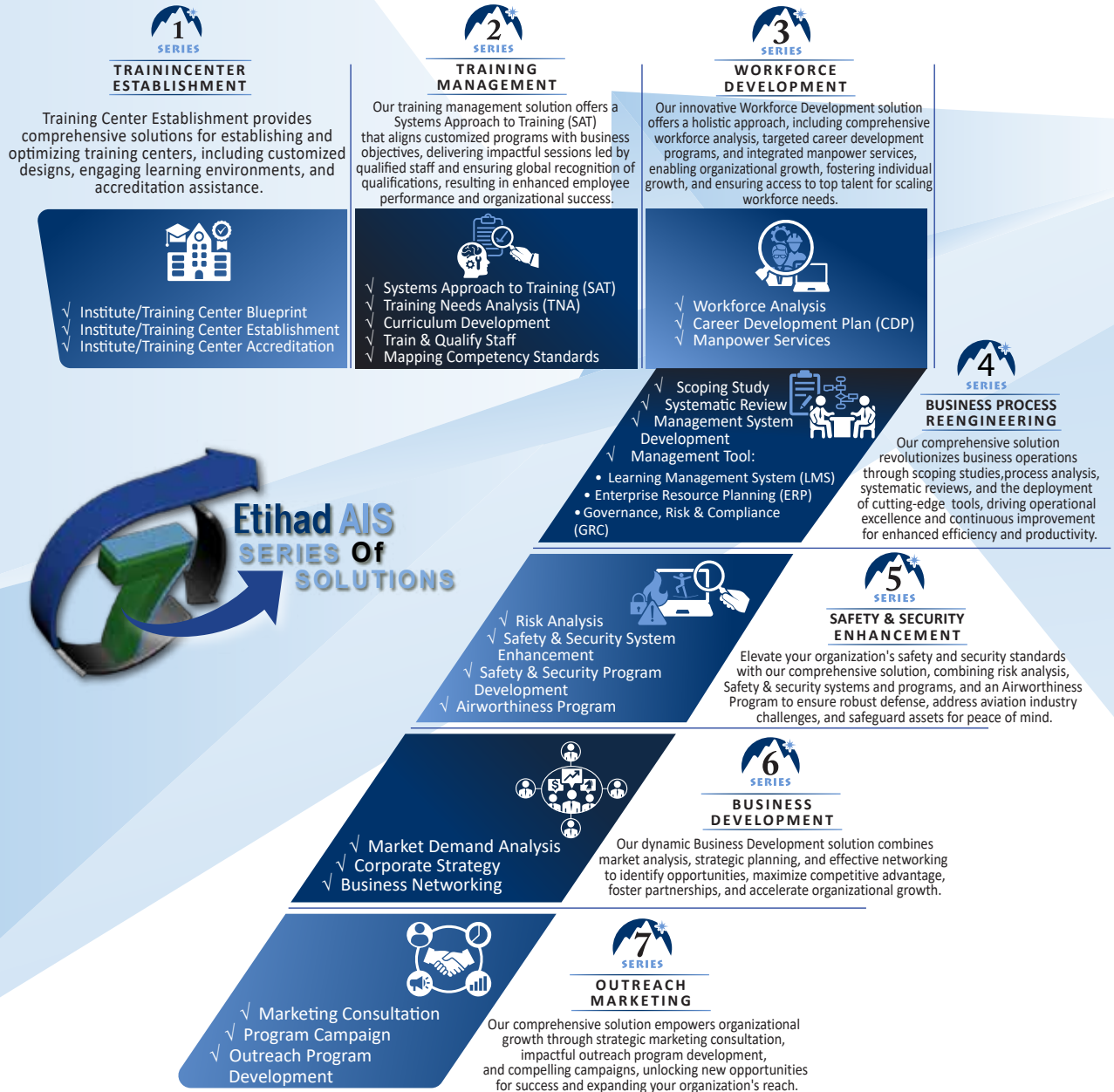
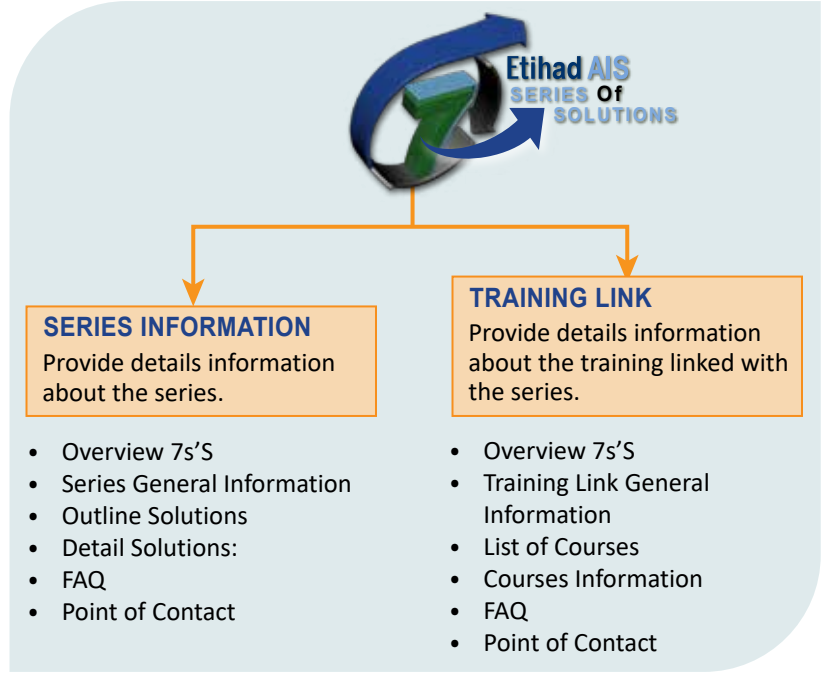


**WORKFORCE DEVELOPMENT**

**Overview Etihad AIS 7s's**

*Etihad AIS 7s's (Etihad AIS Seven Series of Solutions)* is a solution package in a series for any organization that wants to transform the organizations by improving their performance toward achieving their goals. The sequence of the series is not a criterion for selection. Hence, organizations can choose any series based on their organizational challenges. These packages of *Etihad AIS 7s's* come with the *Etihad AIS 7s's Series Information (SI)* and *Etihad AIS 7s's Training Link (TL)*. The *Series Information (SI)* provide details information about the series, whereas the *Training Link (TL)* provide details information about the training linked with the series.

Overall, Etihad AIS 7s's offer a wide range of solutions and services to help organizations improve their performance and achieve their goals.

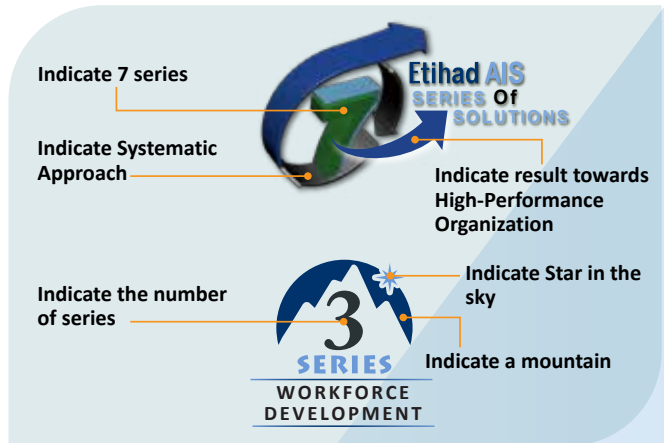




**WORKFORCE DEVELOPMENT**

The brand logo shows our aspiration that the *Etihad AIS 7s'S* is the solution package that can bring the organization to another level of their performance in terms of the business, operation, safety, and security. The brand logo meaning as below:

COLOR	MEANING
	Intelligence and strength in consultation - the capability to provide the best solution.
	Growth - Indication of the change in state from Good to Great organization.
	Trustworthy and dependable - The client trust for our Series and Etihad AIS.
	Solidarity - The success of the series depends on the commitment to work together between Etihad AIS and the client.



*The logo is like a metaphor meaning that is hard for an organization to change and seems like climbing a mountain. However, by applying the series the result will be above the stars.*

### Series General Information

Based on Etihad AIS experienced more than 10 years in industry and our SME's (Subject Matter Expert) invention we would like to offer this premium service as the specification below:

<b>Series Title:</b>	3-Series: Workforce Development Series Information
<b>Series Description:</b>	Workforce Development involves the whole process to develop the organization's workforce that is tailored to meet the specific needs of the client's organization. It includes various activities such as analyzing the current state of the organizational workforce, determining the areas for improvement, and designing and implementing effective strategies to enhance employee skills, knowledge, and productivity. This series provides a wide range of solutions for the organizational workforce including workforce analysis, career development plans, and manpower services.
<b>Product/Services Offered:</b>	<ul style="list-style-type: none"> <li>• Workforce Analysis</li> <li>• Career Development Plan</li> <li>• Manpower Services</li> </ul>
<b>Segment:</b>	<ul style="list-style-type: none"> <li>• Any government sector and medium to large businesses that want to improve their organizational workforce.</li> </ul>
<b>Common Organizational Challenges:</b>	<ul style="list-style-type: none"> <li>• Unhealthy and toxic workplace culture</li> <li>• Organization attrition rate increases astronomically</li> <li>• Incompetence and unmotivated staff</li> <li>• No successor due to a lack of candidates in the talent pool.</li> </ul>
<b>The Values Provided:</b>	<ul style="list-style-type: none"> <li>• Comprehensive organization workforce analysis with solutions to workforce challenges</li> <li>• Manage the talent in the organization efficiently and increases employee engagement and retention</li> <li>• Provide the right people for the right job</li> <li>• Improve organizational culture and boost employee motivation.</li> </ul>
<b>Client's Commitment:</b>	<p>The commitment required from the client can vary depending on the scope and nature of the consulting engagement. However, here are some common commitments that typically request from the client:</p> <ul style="list-style-type: none"> <li>• Time and availability</li> <li>• Transparency and openness</li> <li>• Timely Decision-Making</li> </ul> <p>The specific commitments may be outlined in the agreement or engagement contract. The details and expectations can be further customized based on the specific needs and objectives of the project.</p>
<b>Deliverable:</b>	<ul style="list-style-type: none"> <li>• Workforce Analysis Report</li> <li>• Workforce Performance Management System (WPMS)</li> <li>• Strategic Employee Engagement Program</li> <li>• Career Development Plan</li> <li>• Succession Planning Framework</li> <li>• Learning and Development Programme</li> <li>• Talent Acquisition and Development Programme</li> <li>• Talent Pool</li> <li>• Job Interview Programme.</li> </ul>
<b>Training Link:</b>	3-Series: Training Center Establishment Training Link

## Outline Solutions

### Workforce Analysis

Workforce analysis is a systematic process employed by organizations to assess and evaluate their current and future workforce needs. It involves collecting and analyzing data on various aspects such as employee skills, demographics, performance, and organizational goals. This analysis provides valuable insights into the organization's workforce composition, strengths, weaknesses, and gaps, enabling informed decision-making and strategic planning. By understanding the skills and capabilities of their workforce, organizations can align their human resources with business objectives, identify areas for improvement, and develop appropriate talent management strategies. Workforce analysis helps in workforce planning, succession planning, and recruitment, allowing organizations to optimize resource allocation, mitigate risks, enhance productivity, and ensure a competitive advantage. It also facilitates proactive workforce development, training, and upskilling, fostering employee engagement and retention. Ultimately, workforce analysis enables organizations to make informed decisions about talent acquisition, development, and deployment, leading to improved performance, efficiency, improved organizational culture, and long-term success.



### Career Development Plan

A career development plan is a strategic framework implemented by organizations to support their employees' professional growth and advancement by aligning the organization's needs and employee interest in career goals. It involves assessing employees' skills, interests, and aspirations, identifying potential career paths, and creating tailored development opportunities. The process typically includes goal setting, skills assessment, career awareness, and skills development initiatives, mentoring or coaching programs, and performance feedback mechanisms. By implementing a career development plan, organizations provide their employees with a clear roadmap for progression, fostering motivation, engagement, and loyalty. It also enhances talent retention by demonstrating the organization's commitment to employee growth and providing a structured framework for continuous learning and skill enhancement. Additionally, career development plans contribute to succession planning, as they identify high-potential individuals and groom them for leadership roles. Ultimately, such plans create a win-win scenario, benefiting both employees and the organization by aligning individual aspirations with organizational goals, driving performance, and ensuring a pipeline of skilled and motivated talent.

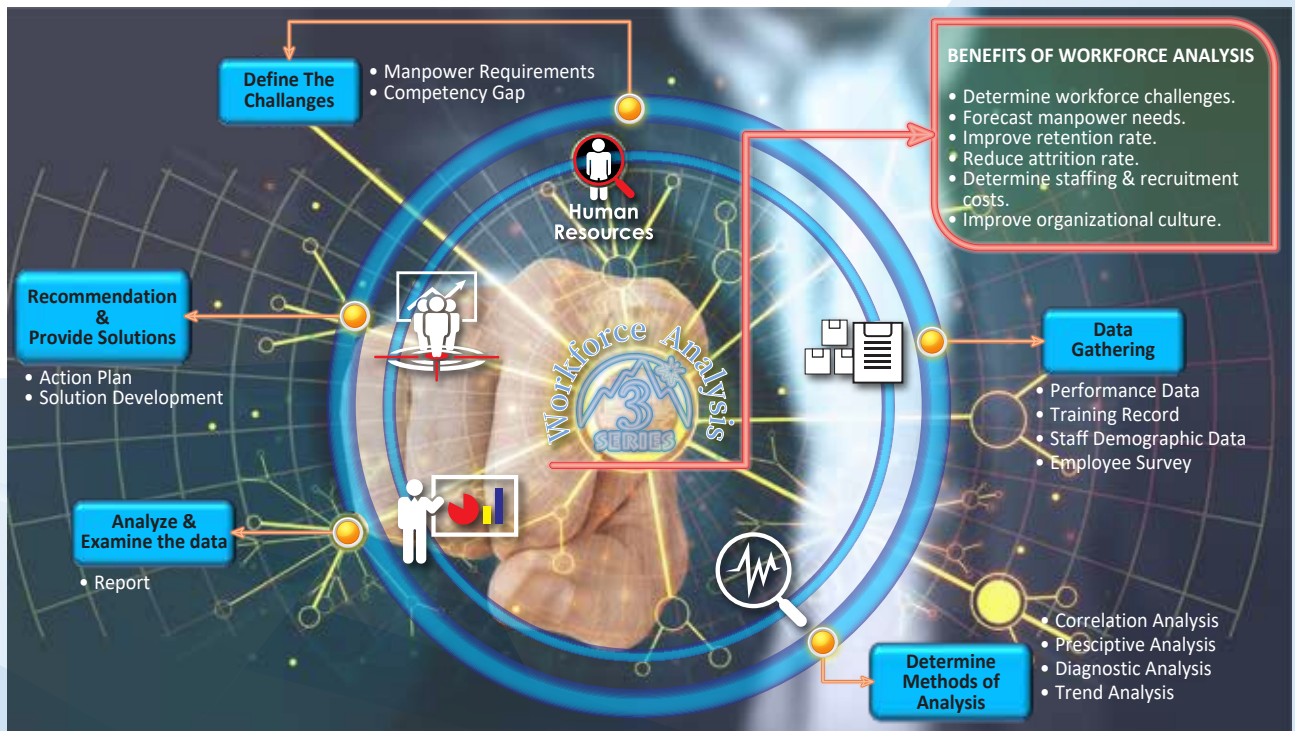
### Manpower Services

Manpower supply refers to the process through which organizations acquire and deploy the necessary workforce to meet their operational needs. It involves sourcing, recruiting, and providing qualified individuals to fill specific job roles or project requirements. The process typically includes identifying manpower needs, creating job descriptions, sourcing candidates through various channels (such as job boards, recruitment agencies, or internal referrals), screening and shortlisting applicants, conducting interviews and assessments, and finally selecting and onboarding suitable candidates. By leveraging manpower supply, organizations can quickly and efficiently address their staffing requirements, whether on a temporary or permanent basis. This approach offers several advantages, including flexibility in adapting to fluctuating workload demands, access to specialized skills or expertise that may not be available internally, and the ability to scale up or down the workforce as needed. It also allows organizations to focus on their core competencies while relying on external expertise in specific roles. Overall, effective manpower supply ensures that organizations have the right people in the right positions at the right time, enabling them to maintain productivity, deliver quality outputs, and achieve their business objectives.

## Workforce Analysis

### Introduction

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### Workforce VS Productivity

The relationship between the workforce and productivity is crucial in any organization. The workforce refers to the employees or labour force within a company, while productivity refers to the output or efficiency of the work done by that workforce. A productive workforce can efficiently and effectively accomplish tasks and contribute to the organisation's overall success. The relationship between workforce and productivity can be summarized as follows:

<b>Skills and expertise:</b>	The skills, knowledge, and expertise of the workforce directly impact productivity. A highly skilled and trained workforce is more likely to perform tasks efficiently, leading to increased productivity. All-encompassing Learning & Development Programme is developed by understanding the skills gap.
<b>Motivation and engagement:</b>	The motivation and engagement levels of the workforce also influence productivity. When employees are motivated, satisfied, and engaged in their work, they tend to be more productive and deliver better results. As a result, will establish a positive organisational culture. The employee Engagement Programme is designed based on understanding employee motivation and satisfaction.
<b>Communication and collaboration:</b>	Effective communication and collaboration among team members are crucial for productivity. A cohesive workforce that can communicate well and work together harmoniously is more likely to achieve high levels of productivity.

Managing the workforce is a dynamic process. A number of challenges an organization encounters in managing the workforce. The challenges that organizations face in managing their workforce are not limited as those listed as follows:

<b>Skill gaps:</b>	Workforce challenges often arise from skill gaps, where the required skills and expertise do not match the demands of the job or the organization. This can lead to decreased productivity and inefficiencies.
<b>Workforce diversity:</b>	Managing a diverse workforce with individuals from different backgrounds, cultures, and generations can present challenges in communication, collaboration, and understanding. Organizations need to foster an inclusive and supportive environment to leverage the benefits of diversity.
<b>Employee turnover:</b>	High employee turnover rates can disrupt productivity. Constantly recruiting, hiring, and training new employees takes time and resources away from productive work.
<b>Technological advancements:</b>	Rapid technological advancements require organizations to adapt and upskill their workforce continually. Failure to keep pace with technology can hinder productivity and competitiveness.
<b>Work-life balance:</b>	Maintaining a healthy work-life balance for employees is crucial. If employees are overworked or stressed, their productivity can suffer.

### Workforce Analysis Process

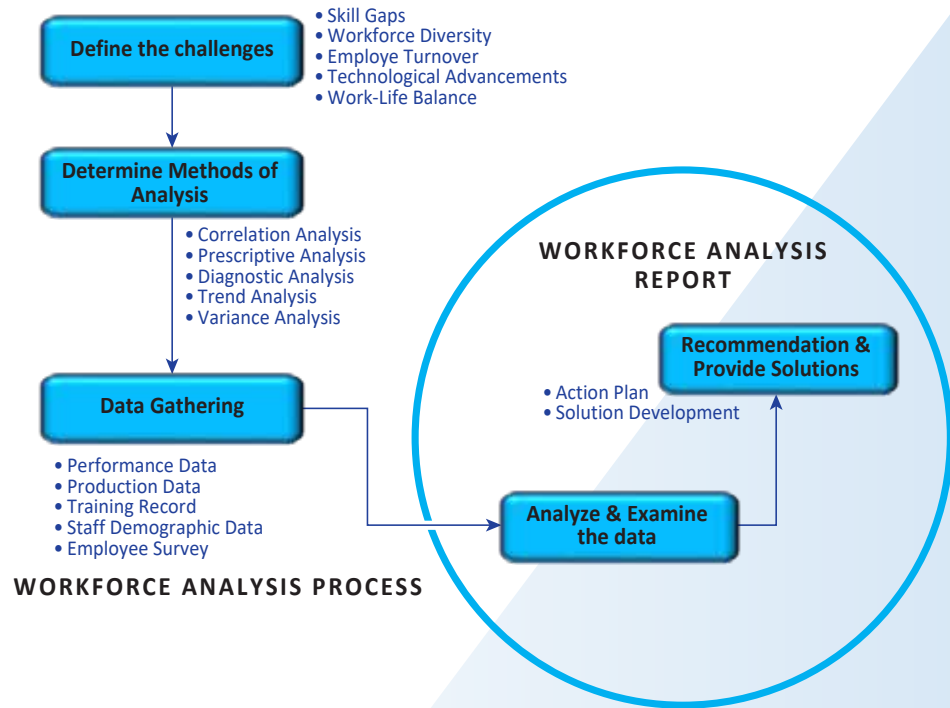
Workforce analysis is important for addressing these challenges and finding effective solutions. It involves studying and evaluating the composition, skills, and capabilities of the workforce. Etihad AIS offers a comprehensive workforce Analysis to define the organizational challenges, gather and analyse the data, and provide recommendations and solutions to remedy the challenges. It is vital for any organization to conduct the workforce analysis as follows:

<b>Identifying skill gaps:</b>	Workforce analysis helps identify skill gaps within the organization, enabling targeted training and development programs to bridge those gaps and enhance productivity.
<b>Succession planning:</b>	Analyzing the workforce allows organizations to identify potential future leaders and plan for succession. It ensures a smooth transition of key roles and minimizes disruptions to productivity.
<b>Workforce planning:</b>	By analyzing the current and future needs of the organization, workforce analysis helps in strategic workforce planning. It ensures that the right talent is available at the right time, preventing productivity bottlenecks.
<b>Performance evaluation:</b>	Analyzing individual and team performance helps identify high-performing employees and areas for improvement. This information can be used to provide targeted feedback, training, and recognition to enhance productivity.
<b>Resource allocation:</b>	Workforce analysis helps organizations allocate resources effectively, ensuring that employees with the right skills are assigned to the appropriate tasks. This optimizes productivity and avoids wasting resources.



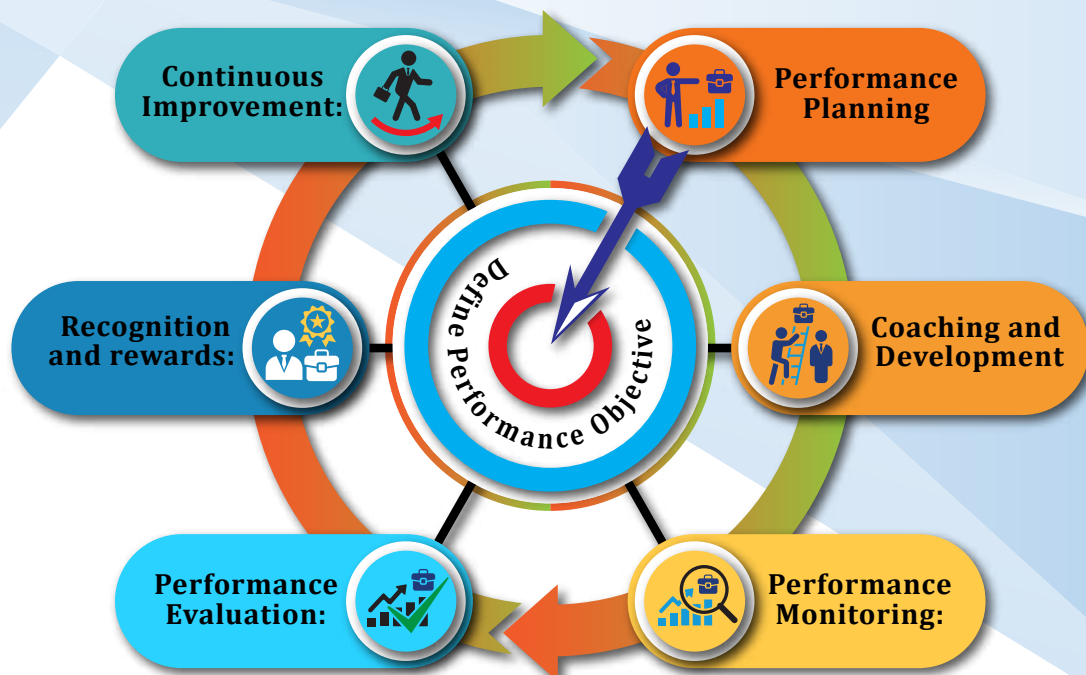


A systematic approach to workforce analysis is key to reliable and credentialing results. The Etihad AIS workforce analysis process is outlined in the flowchart below:



### Workforce Performance Management System (WPMS)

A Workforce Performance Management System (WPMS) is a structured approach to managing and improving the performance of an organization's workforce. It involves a range of activities, processes, and tools that help align individual and team performance with organizational goals and objectives. The system provides a framework for setting performance expectations, monitoring progress, providing feedback, and driving continuous improvement. Workforce analysis is closely related to the establishment of a Workforce Performance Management System (WPMS) and is essential for its effectiveness.

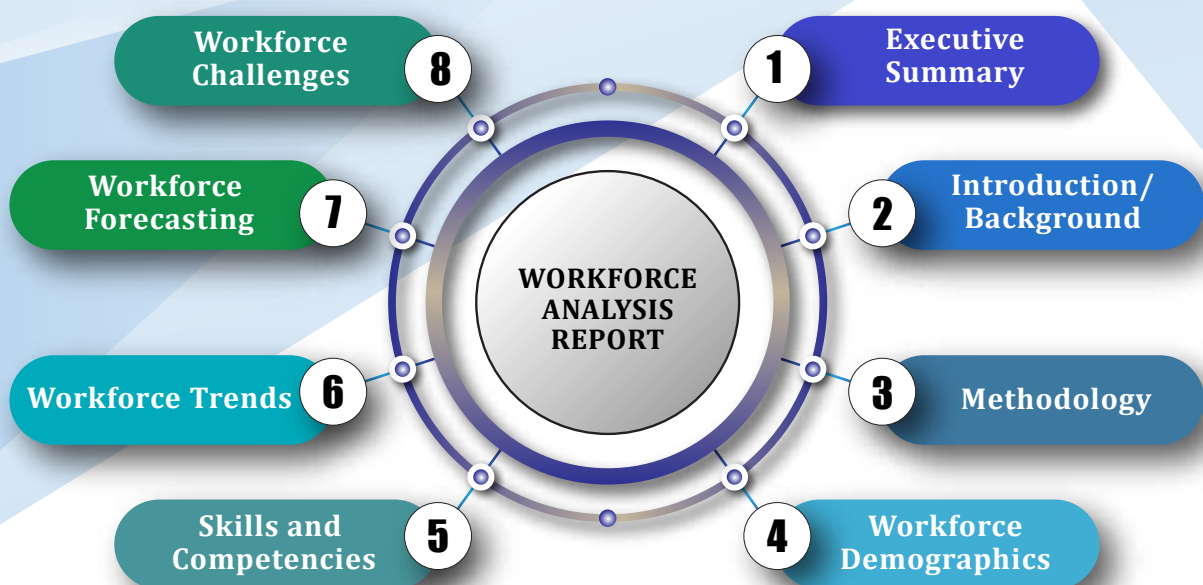


Workforce analysis involves assessing the current skills, competencies, and capabilities of the workforce. This analysis provides insights into the strengths and weaknesses of employees and helps identify areas where performance improvements are needed. This information is crucial for setting performance expectations and designing appropriate development plans within the WPMS. Etihad AIS able to design and develop the wide spectrum of WPMS that able to provide the key functions as stated:

<b>Define Performance Objectives:</b>	Etihad AIS will clearly articulate the organization's goals and objectives and align them with individual and team performance expectations. Develop specific and measurable performance criteria that are relevant to each role.
<b>Performance Planning:</b>	Etihad AIS able to establish performance goals and targets collaboratively with employees. Ensure goals are SMART (Specific, Measurable, Achievable, Relevant, Time-bound) and link them to the organization's strategic priorities.
<b>Coaching and Development:</b>	The system will offer coaching, training, and development opportunities to support employee growth and address performance gaps. Provide resources and tools for employees to enhance their skills and competencies.
<b>Performance Monitoring:</b>	Our system can track and monitor employee performance. This may include periodically performance reviews, performance dashboard, or scorecards. Monitor progress towards goals and provide ongoing feedback to employees.
<b>Performance Evaluation:</b>	Conduct formal performance evaluations at regular intervals to assess employee performance against set goals and standards. Provide constructive feedback, identify strengths and areas for improvement and establish plans for continued development is one of the key features in the system.
<b>Recognition and rewards:</b>	Implement a recognition and rewards system that acknowledges and celebrates high-performing employees. This can include monetary incentives, promotion, public and recognition, or other non-monetary rewards. We able to establish the framework for employee recognition and rewards programme that able to boost the employee motivation in creative approach.
<b>Continuous Improvement:</b>	Foster a culture of continuous improvement by regularly reviewing and updating the WPMS. Etihad AIS will seek feedback from stakeholder, monitor the effectiveness of the system, and make necessary adjustment to ensure its relevance and alignment with organizational needs.

### Workforce Analysis Report

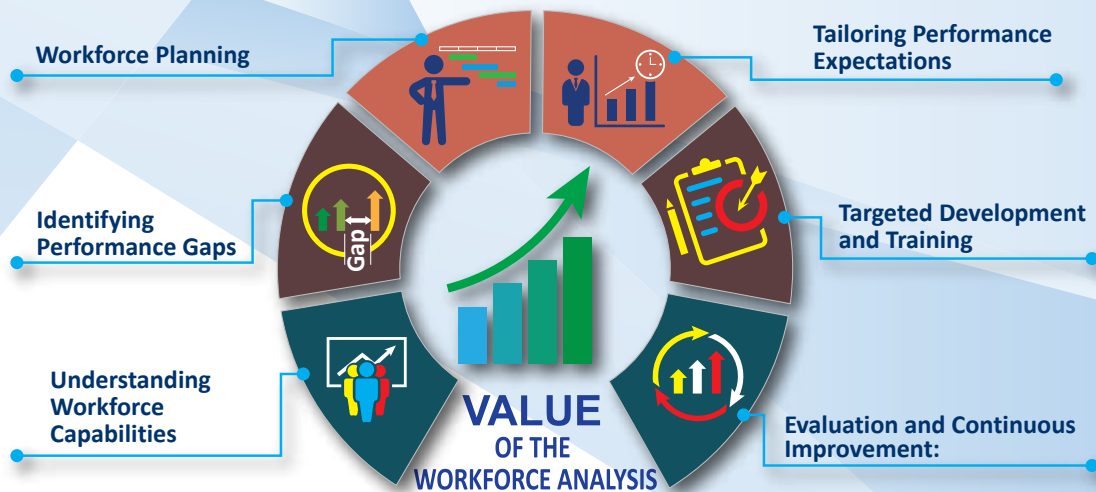
A Workforce Analysis Report is a comprehensive document that provides an overview and analysis of an organization's workforce. It presents detailed information and insights about the composition, skills, demographics, and other relevant factors related to the workforce. The report helps organizations make informed decisions regarding workforce planning, talent management, and strategic initiatives. Etihad AIS will provide the Workforce Analysis Report post the workforce analysis.



The specific contents of a Workforce Analysis Report may vary depending on the organization's needs and objectives. However, the common elements typically included in our report are as follows:

<b>Executive Summary:</b>	A brief summary of the report's key findings, providing an overview of the workforce analysis and its implications for the organization.
<b>Introduction/Background:</b>	An introduction to the purpose and scope of the report, explaining why the workforce analysis was conducted and the objectives it aims to address.
<b>Methodology:</b>	A description of the methods and approaches used to collect and analyze workforce data. This includes details about data sources, data collection methods (surveys, interviews, HR records, etc.), and any statistical techniques employed.
<b>Workforce Demographics:</b>	An overview of the workforce composition, including data on the number of employees, job categories, age distribution, gender distribution, educational qualifications, and other relevant demographic factors. This section provides a snapshot of the organization's current workforce profile.
<b>Skills and Competencies:</b>	A detailed analysis of the skills, competencies, and qualifications present within the workforce. This may include an assessment of the availability and gaps in specific skills, emerging skill requirements, and the alignment of workforce skills with organizational goals.
<b>Workforce Trends:</b>	An analysis of workforce trends and patterns, including attrition rates, turnover, recruitment trends, and workforce mobility. This section may also include insights into workforce engagement levels, job satisfaction, and employee sentiment.
<b>Workforce Forecasting:</b>	A projection of future workforce needs based on anticipated changes in business demands, growth, or other factors. This section may include workforce supply and demand analysis, labour market trends, and recommendations for addressing future talent requirements.
<b>Workforce Challenges:</b>	Define the workforce challenges the organization encounter, including skill gaps, employee turnover, organization culture, etc. This section may also include insights into of the challenge's root cause, evidence, and effect.

**The Value of the Workforce Analysis**



<b>Understanding Workforce Capabilities:</b>	Workforce analysis involves assessing the workforce's current skills, competencies, and capabilities. Our workforce analysis provides insights into the strengths and weaknesses of organizational workforces and helps identify areas where performance improvements are needed.
<b>Identifying Performance Gaps:</b>	Through workforce analysis, organizations can identify performance gaps by comparing current performance levels to desired performance levels. Organizations can pinpoint areas where employees may be falling short of expectations by analysing metrics, KPIs, and performance data. This analysis perform by Etihad AIS guides the establishment of performance goals and targets in the WPMS, allowing organizations to address specific areas for improvement.

<p><b>Workforce Planning:</b></p>	<p>Workforce analysis helps organizations understand their current workforce composition, including factors such as demographics, skills distribution, and succession planning. Etihad AIS assists in determining future workforce needs and designing strategies to address potential skill gaps or talent shortages. By aligning workforce planning with the WPMS, organizations can ensure that performance goals and development plans consider the long-term needs of the workforce.</p>
<p><b>Tailoring Performance Expectations:</b></p>	<p>Workforce analysis provides valuable insights into the different roles, responsibilities, and job requirements within the organization. This information helps in setting realistic and relevant performance expectations for each role. We help organization to comprehend the unique aspects of various positions, organizations can establish performance criteria that are specific to each job, enhancing the effectiveness of the workforce production.</p>
<p><b>Targeted Development and Training:</b></p>	<p>Workforce analysis enables organizations to identify specific skill gaps or development needs within the workforce. This information helps design targeted development plans and training programs within the WPMS to address these gaps. Etihad AIS will be aligning performance improvement initiatives with the identified needs; organizations can provide employees with the necessary resources and support to enhance their performance.</p>
<p><b>Evaluation and Continuous Improvement:</b></p>	<p>Workforce analysis provides data for evaluating the effectiveness of the WPMS. By analyzing performance metrics, employee feedback, and trends, organizations can assess the impact of the WPMS on workforce performance. We help organization to identify areas where the system may need adjustments or improvements, ensuring its continued effectiveness.</p>

## Conclusion

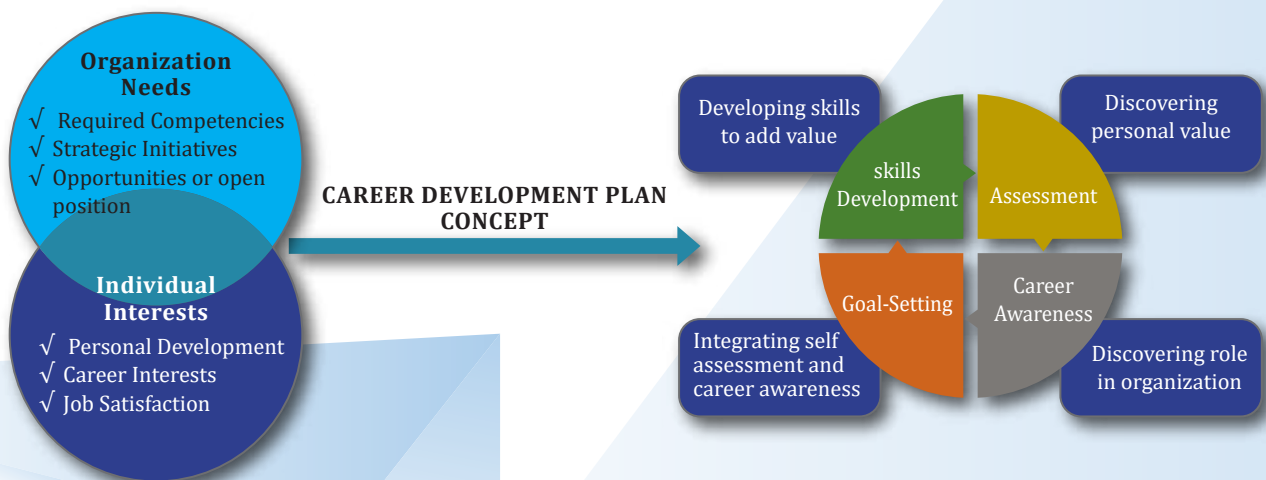
In summary, understanding the relationship between the workforce and productivity is vital for organizations. Addressing the challenges that arise within the workforce through workforce analysis allows organizations to optimize productivity, maximize employee engagement, and achieve their goals more efficiently. By leveraging workforce analysis, organizations can establish a more effective WPMS that aligns with the specific needs and capabilities of their workforce, ultimately driving improved performance and organizational success. Etihad AIS can define the organizational workforce challenges and finding effective solutions by conducting the workforce Analysis.



## Career Development Plan

### Introduction

A career development plan is a strategic framework implemented by organizations to support the professional growth and advancement of their employees by aligning the organization's needs and employee interest in career goals. It involves assessing employees' skills, interests, and aspirations, identifying potential career paths, and creating tailored development opportunities. The process typically includes goal setting, skills assessment, career awareness, and skills development initiatives, mentoring or coaching programs, and performance feedback mechanisms. By implementing a career development plan, organizations provide their employees with a clear roadmap for progression, fostering motivation, engagement, and loyalty. It also enhances talent retention by demonstrating the organization's commitment to employee growth and providing a structured framework for continuous learning and skill enhancement. Additionally, career development plans contribute to succession planning, as they identify high-potential individuals and groom them for leadership roles. Ultimately, such plans create a win-win scenario, benefiting both employees and the organization by aligning individual aspirations with organizational goals, driving performance, and ensuring a pipeline of skilled and motivated talent.



### Organization Needs VS Individual Interest

The relationship between organizational needs and employee interests in career development is essential for creating effective and mutually beneficial career development plans. It fosters employee engagement, motivation, retention, skill development, improved performance, and personal growth. By considering the interests of both parties, organizations can create a win-win situation where employees' career goals are fulfilled while contributing to the organization's success. Etihad AIS determine the interests of both the organization and its employees before establishing a career development plan that aligns with the organization's needs and employees' aspirations. It is important to determine the interests of both parties before establishing a career development plan for following reasons:

<b>Alignment of Goals:</b>	By understanding the organization's needs and priorities, career development plans can be designed to align with those goals. This ensures that employees' career aspirations and development efforts contribute to meeting the organization's strategic objectives.
<b>Employee Engagement and Motivation:</b>	Career development plans that consider employees' interests and aspirations increase their engagement and motivation. When employees can pursue meaningful career paths aligned with their interests, they are more likely to be invested in their work, perform at higher levels, and demonstrate greater commitment to the organization.
<b>Retention and Talent Management:</b>	Employees who feel their interests and aspirations are acknowledged and supported are more likely to stay with the organization. Career development plans that cater to employees' interests enhance their sense of loyalty and commitment, reducing turnover rates.
<b>Skill and Competency Development:</b>	Understanding employees' interests in career development helps identify areas where they have a genuine passion and motivation to acquire new skills. By incorporating these interests into the career development plan, organizations can foster continuous learning and skill development that aligns with employees' desired career paths. This contributes to building a talented and adaptable workforce capable of meeting organizational needs.
<b>Career Satisfaction and Personal Growth:</b>	A career development plan that considers employees' interests promotes personal growth and career satisfaction. It allows employees to pursue career paths that are fulfilling and meaningful to them, leading to greater job satisfaction, higher morale, and overall well-being.

### Career Development Plan Concept

Career Development Plan (CDP) is a structured and strategic approach to assist individuals in identifying and achieving their career goals and aspirations. It is a proactive and personalized roadmap that outlines the steps and actions needed to enhance skills, gain experiences, and advance in one's chosen career path.



The elements typically included in a career development plan are as follows:

<b>Goal Setting:</b>	Establishing specific, measurable, achievable, relevant, and time-bound (SMART) career goals is a key element of a CDP. These goals serve as milestones and provide direction for the individual's career progression.
<b>Career Awareness:</b>	Exploring different career paths and conducting research on potential opportunities can help individuals make informed decisions. This element of the CDP involves investigating job markets, industries, and trends to identify potential career paths aligned with their interests and goals.
<b>Skills and Competency Development:</b>	Identifying the skills and competencies required for success in the desired career path is crucial. The CDP outlines the skills individuals need to acquire or strengthen and the steps they will take to develop those skills, such as training programs, certifications, or on-the-job experiences.
<b>Self-Assessment:</b>	This involves reflecting on personal interests, values, strengths, and areas for improvement. It helps individuals gain clarity about their career aspirations and preferences.

Job skill matrix are quantitative measures used to assess and track an individual's proficiency and competency in specific job-related skills. In a previous project, Etihad AIS had successfully integrated the Job skill matrix into a career development plan to assess current skills, set skill development goals, monitor progress, and evaluate readiness for career advancement. By aligning skill metrics with the overall goals and actions outlined in the career development plan, individuals can ensure that their skill development efforts are strategic and targeted towards their desired career outcomes.

Establishing a Career Development Plan (CDP) offers several benefits for both employees and organizations. A well-structured CDP fosters personal growth, enabling employees to explore their interests, pursue meaningful work, and experience a sense of accomplishment and job satisfaction.

Organization gains benefits by establish and implementing CDP in the following ways:

<b>Talent Retention and Attraction:</b>	Organizations that prioritize employee career development are more likely to retain top talent. CDPs demonstrate the company's commitment to supporting employees' long-term career aspirations, making it an attractive workplace for skilled professionals.
<b>Succession Planning:</b>	CDPs contribute to effective succession planning by identifying high-potential employees and grooming them for future leadership positions. Organizations can identify and develop internal talent to fill critical roles, reducing external hiring costs and ensuring a smooth transition.
<b>Improved Employee Performance:</b>	A well-executed CDP enhances employee skills, knowledge, and competencies, leading to improved performance and productivity. Engaged employees who feel supported in their career growth are more likely to go above and beyond in their roles.
<b>Employee Engagement and Retention:</b>	CDPs are closely related to Employee Engagement Programs. Engaged employees are more committed, motivated, and loyal to the organization, leading to higher retention rates. CDPs demonstrate a commitment to employees' growth and development, increasing engagement levels.
<b>Learning and Development Initiatives:</b>	CDPs often align with Learning and Development Programs by identifying specific training and development opportunities to enhance employees' skills and competencies. Learning programs can be integrated into the CDP to support employees' professional growth.

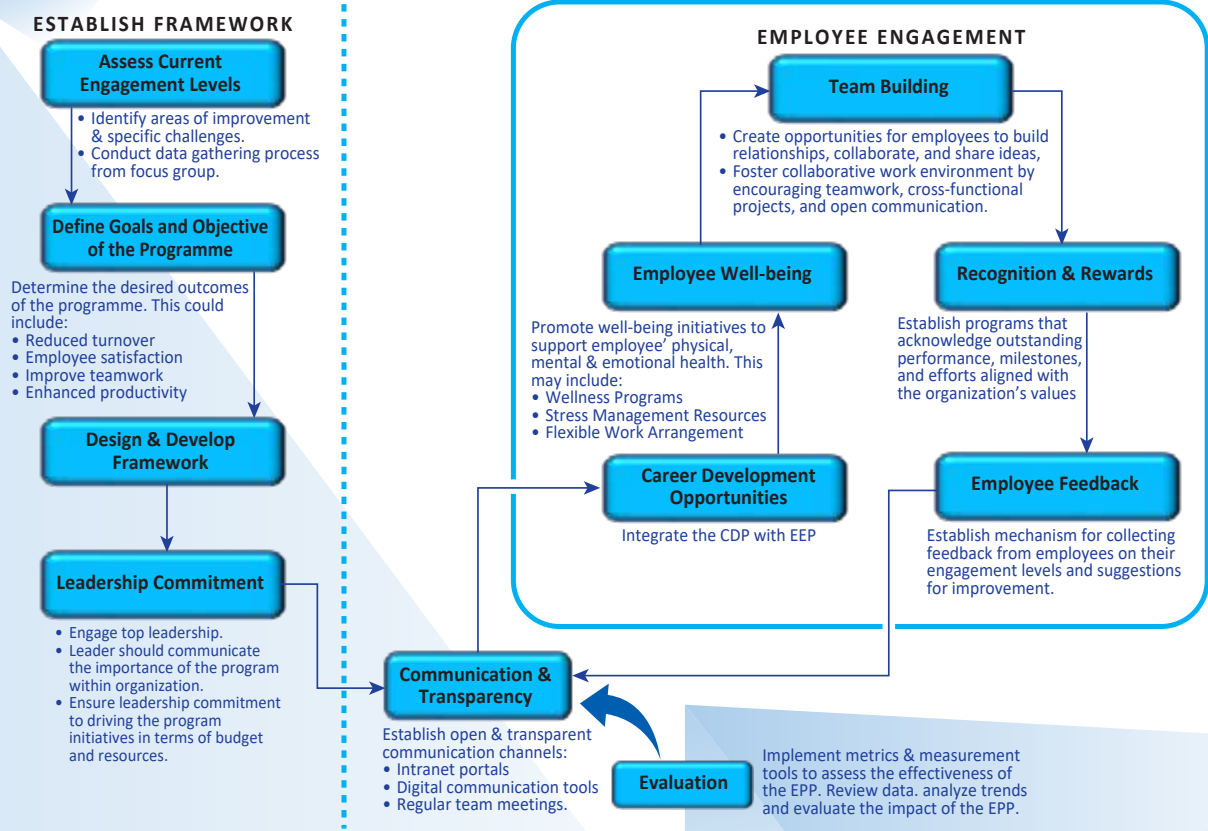
By establishing a CDP and integrating it with Employee Engagement Programs, succession planning efforts, and learning and development initiatives, organizations create a comprehensive framework for workforce development. This integration ensures that career aspirations, engagement, talent pipeline, and skill enhancement are effectively addressed, leading to a more motivated, engaged, and skilled workforce. Ultimately, these benefits both employees and the organization by fostering career growth, increasing retention, and driving overall organizational success.

### Employee Engagement Programme (EEP)

Employee Engagement Program (EEP) is a strategic approach implemented by organizations to foster a positive work environment, enhance employee morale, satisfaction, and commitment, and ultimately improve overall organizational performance. It focuses on creating a supportive culture where employees feel valued, motivated, and connected to their work and the organization. The main elements in an Employee Engagement Program can vary based on organizational culture, goals, and specific initiatives. However, here are some common elements typically included in Etihad AIS an Employee Engagement Program:

<b>Employee Feedback:</b>	Creating channels for employees to provide feedback, suggestions, and voice their concerns. This can include surveys, suggestion boxes, focus groups, oneon-one meetings, or anonymous feedback mechanisms. Acting on feedback demonstrates that employee opinions are valued and drives positive change.
<b>Leadership Development:</b>	Investing in leadership development programs to enhance leadership capabilities and create a culture of strong and supportive leadership. Developing effective leaders helps create a positive work environment and strengthens employee engagement.
<b>Team Building and Collaboration:</b>	Encouraging teamwork, collaboration, and fostering a positive work culture. This can involve team-building activities, cross-functional projects, shared goals, and opportunities for employees to collaborate, share ideas, and support each other.
<b>Communication:</b>	Open and transparent communication channels that foster information sharing, feedback, and dialogue between employees and management. This can include regular team meetings, town halls, newsletters, intranet portals, and digital communication tools.
<b>Employee Involvement:</b>	Encouraging employee involvement and participation in decision-making processes. This can involve soliciting employee input on organizational initiatives, involving employees in problem-solving, and creating opportunities for them to contribute their ideas and expertise.
<b>Organizational Culture and Values:</b>	Fostering a positive organizational culture that aligns with the organization's values. Establishing a strong sense of purpose, shared values, and a positive work environment contributes to employee engagement.

It is important to note that employee engagement is an ongoing process, and the program should evolve and adapt to meet the changing needs of employees and the organization. To establish an Employee Engagement Program, Etihad AIS is implementing this process in our programme:



By following this process, Etihad AIS can establish an EPP that cultivates a positive work environment, boosts employee satisfaction, and enhances overall organizational performance.

### Succession Planning Framework

Succession planning is a strategic process that involves identifying and developing internal talent to fill key leadership and critical roles within an organization. It is a proactive approach to ensure a smooth transition when key employees retire, leave the organization, or are promoted to higher positions. A succession planning framework provides a structured approach to identify potential successors, assess their readiness, and prepare them for future roles. Etihad AIS succession planning framework typically consists of the following components:

<b>Identify Key Positions:</b>	Etihad AIS will assist organization to identify the key roles within the organization that are critical for its success. These positions usually involve leadership and strategic responsibilities.
<b>Identify Successors:</b>	Etihad AIS also can assist the organization to identify potential successors who have the potential to fill these key positions in the future. Successors may be identified based on their performance, skills, potential, and alignment with the organization's values and goals.
<b>Assess and Develop Successors:</b>	Etihad AIS will evaluate the identified successors' skills, competencies, and readiness to assume higher-level roles. Provide targeted development opportunities to fill any skill gaps and prepare them for future leadership positions. We can provide the required knowledge and skills as mentioned in <i>2-Series: Training Management Series Information</i> .
<b>Mentoring and Coaching:</b>	Organization need to pair successors with experienced leaders who can provide guidance, mentorship, and coaching to help them develop their leadership abilities and navigate their career paths. Etihad AIS will facilitate the transfer of knowledge and expertise from outgoing leaders to successors. This may involve mentoring, job shadowing, special projects, or cross-functional assignments.
<b>Career Development:</b>	Etihad AIS will integrate career development plans for successors within the succession planning framework. Align individual career development goals and aspirations with organizational needs to ensure a mutually beneficial development process.
<b>Performance Management:</b>	Etihad Ais will provide the tools and assist the organization to continuously monitor and assess the performance of successors, providing feedback and opportunities for growth. Regularly review their progress and adjust development plan as needed.



Overall, succession planning and career development planning work hand in hand to ensure that organizations have a robust pipeline of talented individuals prepared for leadership positions, while also supporting employees' individual career aspirations and growth.

### Learning & Development (L&D) Programme

A Learning and Development (L&D) programme is a systematic approach implemented by organizations to enhance the knowledge, skills, and competencies of their employees. It aims to support their professional growth, improve job performance, and drive organizational success. L&D programs encompass a range of activities such as training, workshops, seminars, e-learning, mentoring, coaching, and other development initiatives. L&D programs contribute to employees' professional growth by offering learning opportunities that broaden their knowledge, improve their capabilities, and enable them to take on new challenges. In 2-Series: Training Management Series Information is written on how Etihad AIS can offer a professional training programme. The CDP, on the other hand, outlines the desired career progression and growth trajectory, incorporating the development opportunities provided by L&D programs.



### The Value of the Career Development Plan

<b>Expertise and Objectivity:</b>	Etihad AIS possess specialized knowledge and expertise in CDP practices and strategies. We bring a fresh perspective and objective insights to the process, ensuring that the CDP is comprehensive, effective, and aligned with industry best practices.
<b>Customized Approach:</b>	Etihad AIS can tailor the CDP to meet the specific needs and goals of the organization. We assess the organization's unique requirements, culture, and workforce dynamics, allowing them to develop a customized plan that addresses the organization's specific challenges and opportunities.
<b>Stakeholder Engagement:</b>	Etihad AIS can facilitate stakeholder engagement and gather input from various levels within the organization. They can conduct interviews, focus groups, and workshops to ensure that the CDP reflects the perspectives and aspirations of employees, managers, and leadership. This collaborative approach enhances buy-in and increases the effectiveness of the plan.
<b>Access to Best Practices:</b>	Etihad AIS are knowledgeable about current trends, and emerging practices. and successful approaches in career development. We can introduce innovative ideas and proven methodologies that may not be readily available within the organization. This ensures that the CDP incorporates industry best practices and is at the forefront of career development strategies.
<b>Change Management Support:</b>	Implementing a CDP often requires organizational change and buy-in from key stakeholders. Etihad AIS can provide guidance and support in managing this change, including communication strategies, training programs, and change management initiatives. We help organizations navigate any resistance or challenges that may arise during the implementation phase.

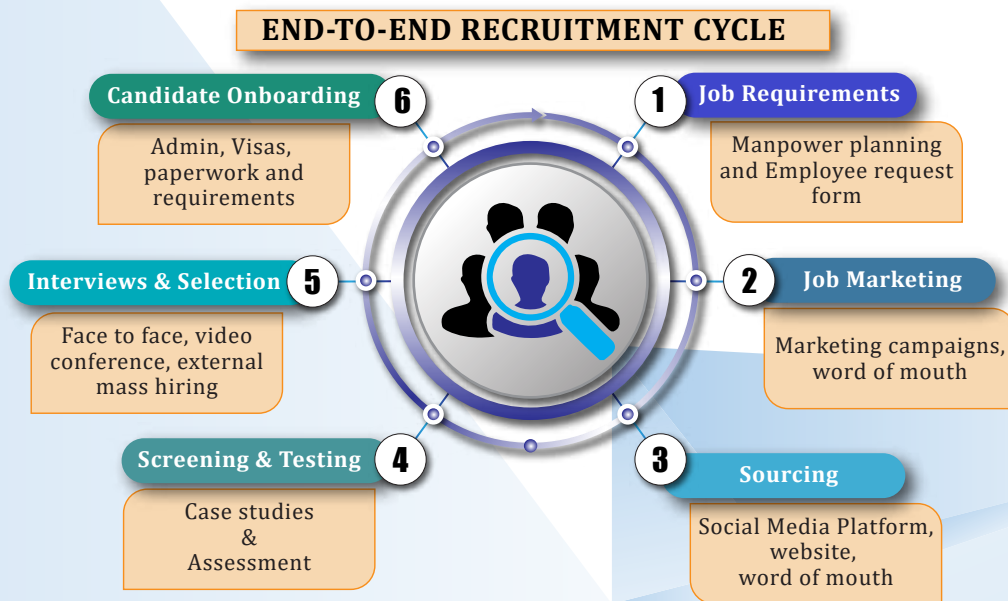
### Conclusion

In summary, a well-executed CDP enhances employee skills, knowledge, and competencies, leading to improved performance and productivity. Engaged employees who feel supported in their career growth are more likely to go above and beyond in their roles. Hiring Etihad AIS to develop a CDP brings expertise, objectivity, customized solutions, and efficiency to the process. It enables organizations to benefit from specialized knowledge, industry best practices, and effective strategies for employee career development. Ultimately, this investment in external expertise can lead to a robust and impactful CDP that supports talent development, engagement, and organizational success.

## Manpower Services

### Introduction

Manpower supply refers to the process through which organizations acquire and deploy the necessary workforce to meet their operational needs. It involves sourcing, recruiting, and providing qualified individuals to fill specific job roles or project requirements. The process typically includes identifying manpower needs, creating job descriptions, sourcing candidates through various channels (such as job boards, recruitment agencies, or internal referrals), screening and shortlisting applicants, conducting interviews and assessments, and finally selecting and onboarding suitable candidates. By leveraging manpower supply, organizations can quickly and efficiently address their staffing requirements, whether temporarily or permanently. This approach offers several advantages, including flexibility in adapting to fluctuating workload demands, access to specialized skills or expertise that may not be available internally, and the ability to scale up or down the workforce as needed. It also allows organizations to focus on their core competencies while relying on external expertise in specific roles. Overall, effective manpower supply ensures that organizations have the right people in the right positions at the right time, enabling them to maintain productivity, deliver quality outputs, and achieve their business objectives.



### Talent Acquisition Programme

A Talent Acquisition Program is a strategic approach employed by organizations to attract, identify, and hire top talent to meet their workforce needs and support organizational growth. It encompasses a range of activities, processes, and strategies aimed at finding and recruiting candidates with the skills, experience, and potential to contribute to the organization's success. The Talent Acquisition Program by Etihad AIS plays a crucial role in workforce development for several reasons:

<b>Attracting High-Quality Candidates:</b>	A well-designed Talent Acquisition Program helps attract high-quality candidates who possess the skills, knowledge, and qualifications required for the organization's success. Etihad AIS will effectively be promoting the organization's brand, values, and culture, the program can create a positive impression and attract top talent.
<b>Filling Skill Gaps:</b>	Workforce development involves identifying and addressing skill gaps within the organization. The Talent Acquisition Program by Etihad AIS can target specific skills and competencies needed to enhance the workforce and align with the organization's strategic goals. By identifying candidates with the desired skills, the program helps fill those gaps and strengthen the overall capabilities of the workforce.
<b>Succession Planning and Career Progression:</b>	Talent Acquisition Programs by Etihad AIS can assist the organization to identify candidates who not only fulfil current roles but also possess the potential to grow and take on future leadership positions. By aligning the program with succession planning and career development initiatives, organizations can proactively identify and groom talent for future leadership roles, ensuring a smooth transition and continued growth.
<b>Enhancing Workforce Competitiveness:</b>	In today's competitive job market, organizations need to stay ahead by attracting and retaining top talent. Our robust Talent Acquisition Program helps organizations position themselves as employers of choice, making them more competitive in the talent market. This enables them to secure the best candidates who can contribute to the organization's growth and success.

Our tremendous Talent Acquisition Program encompasses several key elements and follows a systematic process to effectively develop and execute the program. The process is illustrated in the diagram below.



**THE KEYS TO EXCELLENCE**

- Collaboration with stakeholders**
  - Foster strong collaboration between HR, Hiring Manager and other stakeholder involved in the requirement process
- Compliance & Diversity**
  - Ensure compliance with legal & regulatory requirements throughout the process. Promote diversity and inclusion to attract candidates from diverse background and under represented groups
- Data Analytics & Metrics**
  - Utilize data analytics to measure the program. Monitor key metrics; time-to-fill, cost-per-hire, quality of hire, and candidate satisfaction.
- Continuous Improvement**
  - Regularly evaluate & enhance the programme based on feedback, industry best practices, and changing organizational needs. Adapt to emerging trends, technology advancements, and shifts in the talent market.

By incorporating these keys to excellence and following a well-defined process, Etihad AIS can develop and execute a tremendous Talent Acquisition Program that attracts, selects, and onboards top talent, fostering a strong and capable workforce that drives organizational success.

**Talent Sourcing**

Talent sourcing is the process of identifying, attracting, and recruiting individuals with the necessary skills and qualifications to fill specific job positions within an organization. It involves actively searching for potential candidates, evaluating their suitability for the role, and engaging them to join the organization. Etihad AIS specialize in talent acquisition and has a pool of candidates with diverse skill sets and expertise.

**Talent Pooling**

Talent pooling refers to the practice of building a network or database of potential candidates who have expressed interest in working for an organization in the future, even if there are no immediate job openings. It involves actively engaging with individuals who possess relevant skills and qualifications and maintaining a relationship with them until suitable opportunities arise. Etihad AIS actively search for potential candidates through various channels such as job boards, social media platforms, professional networks, and referrals. We use these channels to identify individuals with the desired skills and qualifications and add them to our talent pool.

Etihad AIS maintain relationships with candidates who have previously worked with us or were placed in job positions. These individuals can serve as a valuable resource for future talent needs, as they already have experience working in relevant roles and are familiar with our company process and requirements. By employing these strategies, Etihad AIS can build and maintain a massive talent pooling. This allows us to quickly source and match qualified candidates to job openings, reducing time-to-hire and ensuring a consistent supply of talent for our clients.

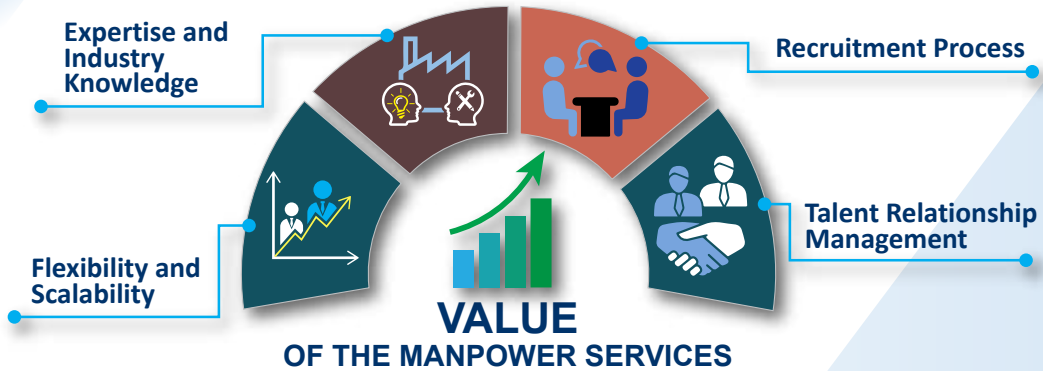
### Job Interview

A job interview is a structured conversation between a hiring manager or employer and a candidate for a job position. Its purpose is to assess the candidate's suitability for the role by evaluating their skills, qualifications, experience, and cultural fit within the organization. Job interviews typically involve asking questions about the candidate's background, experience, problem-solving abilities, and alignment with the job requirements.



Etihad AIS play a crucial role in facilitating and ensuring that job interviews conducted with candidates meet the client's expectations. Here's how we can achieve this:

<b>Understanding Client Requirements:</b>	Etihad AIS have a clear understanding of the client's job requirements, including the desired skills, qualifications, experience, and cultural fit. We thoroughly analyze the job description and any additional specifications provided by the client to align the interview process with their expectations.
<b>Pre-Screening and Assessment:</b>	Etihad AIS conducts pre-screening and assessment of candidates before recommending them for interviews. This process involves evaluating candidates based on their resumes, conducting initial interviews, and assessing their qualifications and suitability for the position. By performing this screening, Etihad AIS ensures that only the most relevant and qualified candidates are presented to the client for interviews.
<b>Communication with Clients:</b>	Etihad AIS maintains open and regular communication with the client throughout the interview process. We discuss the client's expectations, preferences, and any specific criteria they want to focus on during the interviews. This helps in aligning the interview questions, evaluation criteria, and overall process with the client's requirements.
<b>Interview Coordination:</b>	Etihad AIS takes care of the logistics and coordination of the interview process. We schedule interviews, communicate with candidates, and ensure that all necessary arrangements are in place. This includes sharing interview details, providing guidance to candidates, and addressing any concerns or questions they may have.
<b>Feedback Collection:</b>	After the interviews, Etihad AIS collects feedback from both the client and the candidates. We gather input from the client regarding each candidate's performance, strengths, weaknesses, and overall fit with the role. Additionally, we seek feedback from candidates about their interview experience, ensuring that it aligns with their expectations as well.



**The Value of the Manpower Services**

<b>Flexibility and Scalability:</b>	Etihad AIS can adapt to your organization’s changing manpower requirements. We should be able to provide resources on-demand and scale our services as your organization grows or undergoes fluctuations in staffing needs.
<b>Expertise and Industry Knowledge:</b>	Etihad AIS possess specialized knowledge and expertise in various industry practices and strategies. We bring a fresh perspective and objective insights to the process, ensuring that our manpower services are comprehensive, effective, and aligned with industry best practices. We guide the clients through the entire process, ensuring compliance and addressing any potential negotiations or areas for improvement in talent acquisitions.
<b>Recruitment Process:</b>	In Etihad AIS we have a well-defined and rigorous selection process that ensures that only the most qualified individuals are presented to your organization. We conduct comprehensive background checks, verify qualifications, and assess skills and competencies through interviews, assessments, or tests.
<b>Talent Relationship Management:</b>	Etihad AIS are knowledgeable about current trends, and emerging practices. and successful approaches in career development. We can introduce innovative ideas and proven methodologies that may not be readily available within the organization. This ensures that the CDP incorporates industry best practices and is at the forefront of career development strategies.

**Conclusion**

Overall, an excellent manpower service is essential for workforce development. Etihad AIS ensures that organizations can attract and hire the right talent to meet current and future needs, fill skill gaps, promote diversity, and support succession planning and career progression. By acquiring top talent organizations can build a strong and capable workforce that drives organizational success and sustains competitiveness in the ever-changing business landscape.



## Frequently Asked Questions

### What is the Etihad AIS 7 Series of Solutions?

*Etihad AIS 7 Series of Solutions is a solution package in a series for any organization that wants to transform the organizations by improving their performance toward achieving their goals.*

### Why Etihad AIS 7 Series is a preferred solution for any organizational challenges?

*This series was invented based on our historical data of more than 10 years in industry with the comprehensive study from our SME's (Subject Matter Expert). Hence, these series provide a wide range of solutions from 1-series to 7-series to resolve the organizational challenges. The result or deliverable of the series will be varied in accordance with the unique and diverse needs of the organizations. Our previous products can be a benchmark, but your organization can have different features that are tailored to your requirements.*

### What is the implication if my organization wants to start with 6-series instead of 3-series after deciding to have that both series?

*All series are independent and there is no pre-requisite to have any series. The sequence of the series is not a criterion for selection. Hence, organizations can choose any series based on their organizational challenges.*

### What is the action shall be taken by the organization if the organization is not sure which series will be the best solution for their organizational challenges?

*Either the organization representative can contact the point of contact we provided to discuss further which series suit the organization or the organization can choose the 4-Series to conduct the Scoping Study for the organization. A scoping study for an organization is a preliminary investigation that aims to identify the key issues, opportunities, and constraints related to a particular project, program, or area of the organization's operations.*

### What are the requirements that organizations need to comply prior to selecting any series?

*No specific requirements for the enrollment but we need the organization commitment to provide time and availability, transparency, openness, and timely decision making to ensure the efficiency of the solutions and deliverable of product in timely manner. The commitment required from the client can vary depending on the scope and nature of the consulting engagement. Specific commitments may be outlined in the agreement or engagement contract. The details and expectations can be further customized based on the specific needs and objectives of the project.*

### How much is the cost for the series and does Etihad AIS provide special packages offered on that series?

*The price will vary based on the value provided. Please contact us at the point of contact we provided, and we can schedule the consultation session to offer the best price for our services.*

### How to start with any series?

*Please refer to the point of contact we provided, and we can schedule the consultation session immediately.*

## Point of Contact



If you are your organization's representative and looking for the right consultant to help you to empower your organization:

- ✓ *From Good to Great Business.*
- ✓ *From Good to Great Operation.*
- ✓ *From Good to Great Safety.*
- ✓ *From Good to Great Security.*

Please contact us. We can schedule our meeting for your organization's needs;

[contact@eais.ae](mailto:contact@eais.ae)

### CONTACT US



#### Address

P.O. Box: 132818  
Abu Dhabi - UAE



#### Email

[contact@eais.ae](mailto:contact@eais.ae)



#### Phones

+971 2445 5979



#### Fax

+971 2445 5980

For further information please contact:

### Training Administrator

+971 24 455 979

[Tra.dep@eais.ae](mailto:Tra.dep@eais.ae)

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**Etihad AIS**  
الإتحاد المتقدمة للحلول المتكاملة  
ETIHAD ADVANCED INTEGRATED SOLUTIONS

JOB DESCRIPTION	
Job Title	(As Per Org Chart)
Job Code	(EXX)
Department	(As Per Org Chart)
Reporting to	(As Per Org Chart)
Job Description	<p><b>Primary Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• ??</li> </ul> <p><b>Additional Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• ?</li> </ul>
Qualification & Experience:	<p><b>Essential:</b></p> <ul style="list-style-type: none"> <li>• ??</li> <li>• ??</li> </ul> <p><b>Highly Desirable:</b></p> <ul style="list-style-type: none"> <li>• ??</li> <li>• ??</li> </ul> <p><b>Desirable:</b></p> <ul style="list-style-type: none"> <li>• ??</li> <li>• ??</li> </ul>
Location	Etihad AIS, Main Office, Abu Dhabi.
Personality	<p>The following abilities will be useful:</p> <ul style="list-style-type: none"> <li>• (Good team working and communication skills)</li> <li>•</li> </ul>
<p><b>Name of Employee:</b></p> <p><b>Signature:</b></p> <p><b>Date:</b></p>	

## Appendix C – Sample of Performance Appraisal

Performance Appraisal Form						
Appraisee Name		Percentage Score	0%	Category	Poor	-
Appraiser Name		Appraisal Period				
<b>KEY SCORE RATING</b>						
Above expectations	Performance is consistently superior and significantly exceeds position requirements					<b>4</b>
Meet expectations	Performance consistently meets position requirements					<b>3</b>
Partially meets expectations	Performance meets some, but not all position requirements					<b>2</b>
Below expectations	Performance consistently fails to meet minimum requirements; employee lacks skills required or fails to utilise skills					<b>1</b>
Too Early	Performance is too early for assessment					<b>0</b>
Performance Requirements	Individual score	Comments				
1 - Attendance & Punctuality						
2 - Attitude						
3 - Knowledge of job						
4 - Self Motivation & Self Development						
5 - Ambition						
6 - Customer Focus						
7 - Results Oriented						
8 - Communication						
9 - Initiative						
10 - Team Work						
<b>A - Total Score</b>	<b>0</b>					
<b>(For Managers Only)</b>						
11 - Managerial skills						
12 - Motivation						
13 - Encouraging Team performance						
14 - Act effectively under pressure						
15 - Vision						
16 - Capacity to influence change						
17 - Coaching						
18 - Planning & Preparation						
<b>B - Total Score</b>						
<b>Achievements</b>						
<b>Summary</b>						
<b>Agreed objectives and Personal Development for the following appraisal period</b>						
_____(SIGNATURE OF THE APPRAISEE)_____ By signing this form, I agree to the appraisal raised above.						
<b>Appraiser</b>						
<b>Appointment</b>						
<b>Name</b>						
<b>Signature</b>						
<b>Date</b>						
<b>Key Performance Indicators</b>						
95%-100%		Excellent	4.0			
85%-94%		Very Good	3.5			
75%-84%		Good	3.0			
65%-74%		Fairly Good	2.5			
50%-64%		Fair	2.0			
0%-50%		Poor	1.0			

**INTERVIEWERS EVALUATIONS FORM**

<b>Applicant's name:</b>					
<b>Position applied for:</b>					
<b>Please select a score from 1 - 4 (1 being the lowest, and 4 being the highest)</b>					
<b>Assessment criteria</b>	<b>Score rating</b>				<b>Comments</b>
1. Technical knowledge and skills of the job	1	2	3	4	
2. Related job experience	1	2	3	4	
3. Related education	1	2	3	4	
4. Related professional training	1	2	3	4	
5. Personality, communication & listening skills	1	2	3	4	
6. PC operations skills	1	2	3	4	
<b>Total score (out of 24)</b>	24			<b>(Total Score = X / 24 X 100)</b>	
<b>Summary of evaluation</b>					
<b>Strengths:</b>			<b>Score Rating Standard</b>		
<b>Weakness:</b>			95%-100% <b>Excellent</b>		
<b>Overall assessment / Recommendations:</b>			85%-94% <b>Very Good</b>		
			75%-84% <b>Good</b>		
			65%-74% <b>Fairly Good</b>		
			50%-64% <b>Fair</b>		
			0%-50% <b>Poor</b>		
Job suitability (Circle one): YES / NO / NOT SURE					
Name of interviewer: _____					
____ (SIGNATURE OF THE ASSESSOR) _____ By signing this form, I hereby certify that the above assessment are best of my knowledge. I understand that falsification of the assessment provided may affect my future value of being an assessor which can contribute to my performance appraisals.					
Date: _____					

**Please return the completed form to HR.**

Appendix E - Sample of Job Skill Matrix

### Skill Matrix -

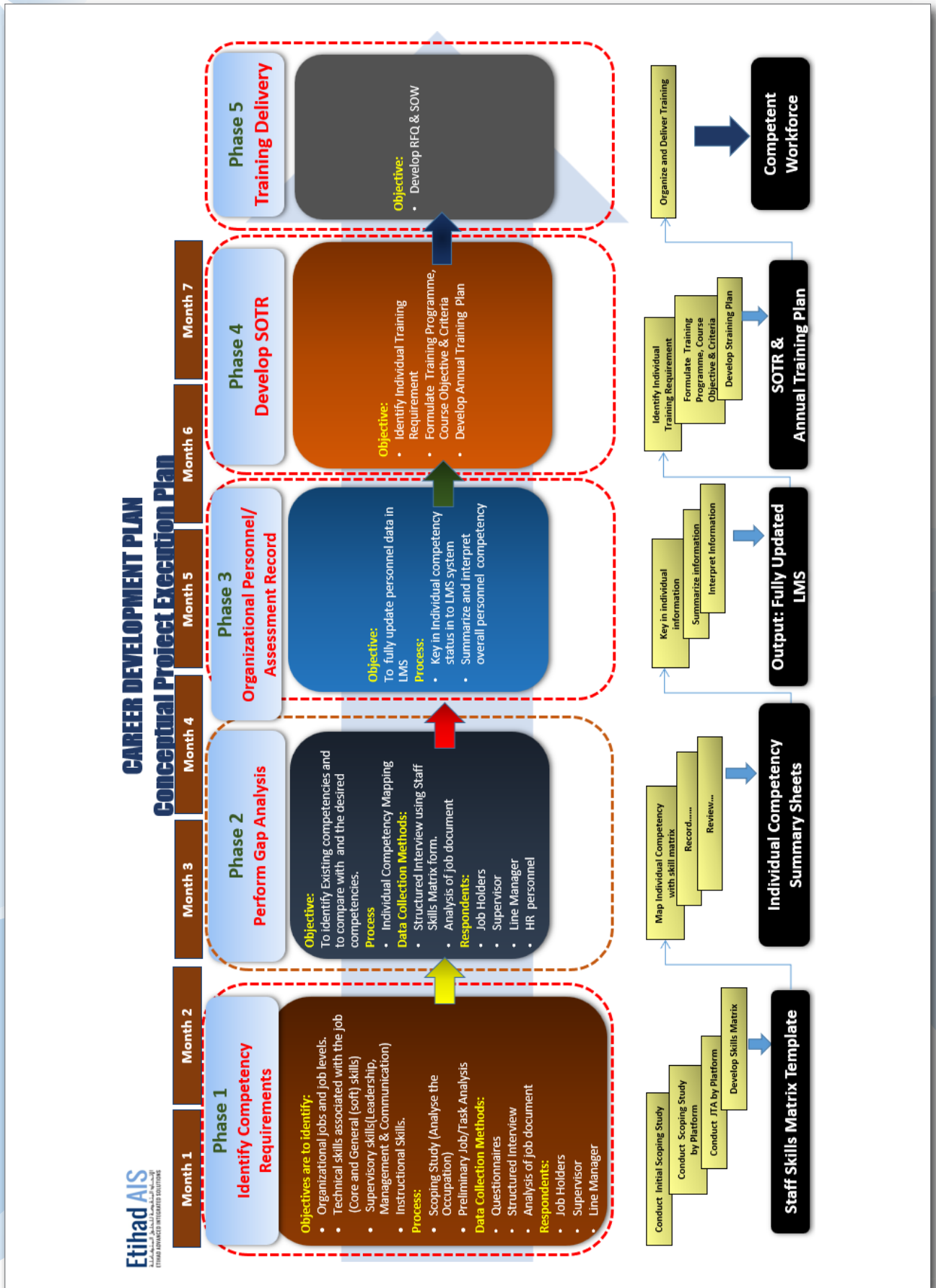
		Level 3 - Aircraft Technician															
ID No.	Name	Technical Skills										Soft Skills					
1	Ahmad	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
2	Yusuf	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
3	Khalid	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
4	Noura	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4

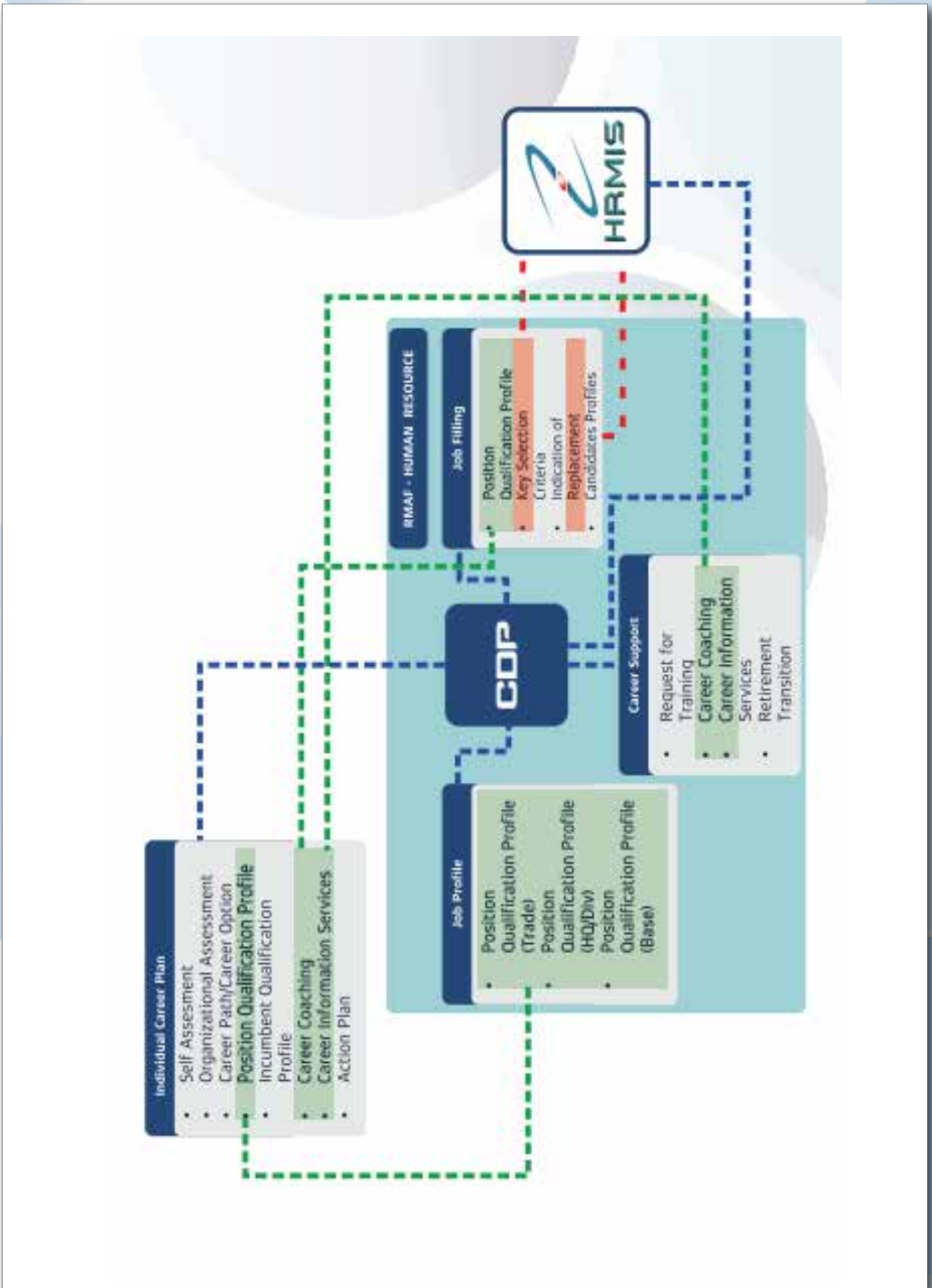
### Skill Matrix -

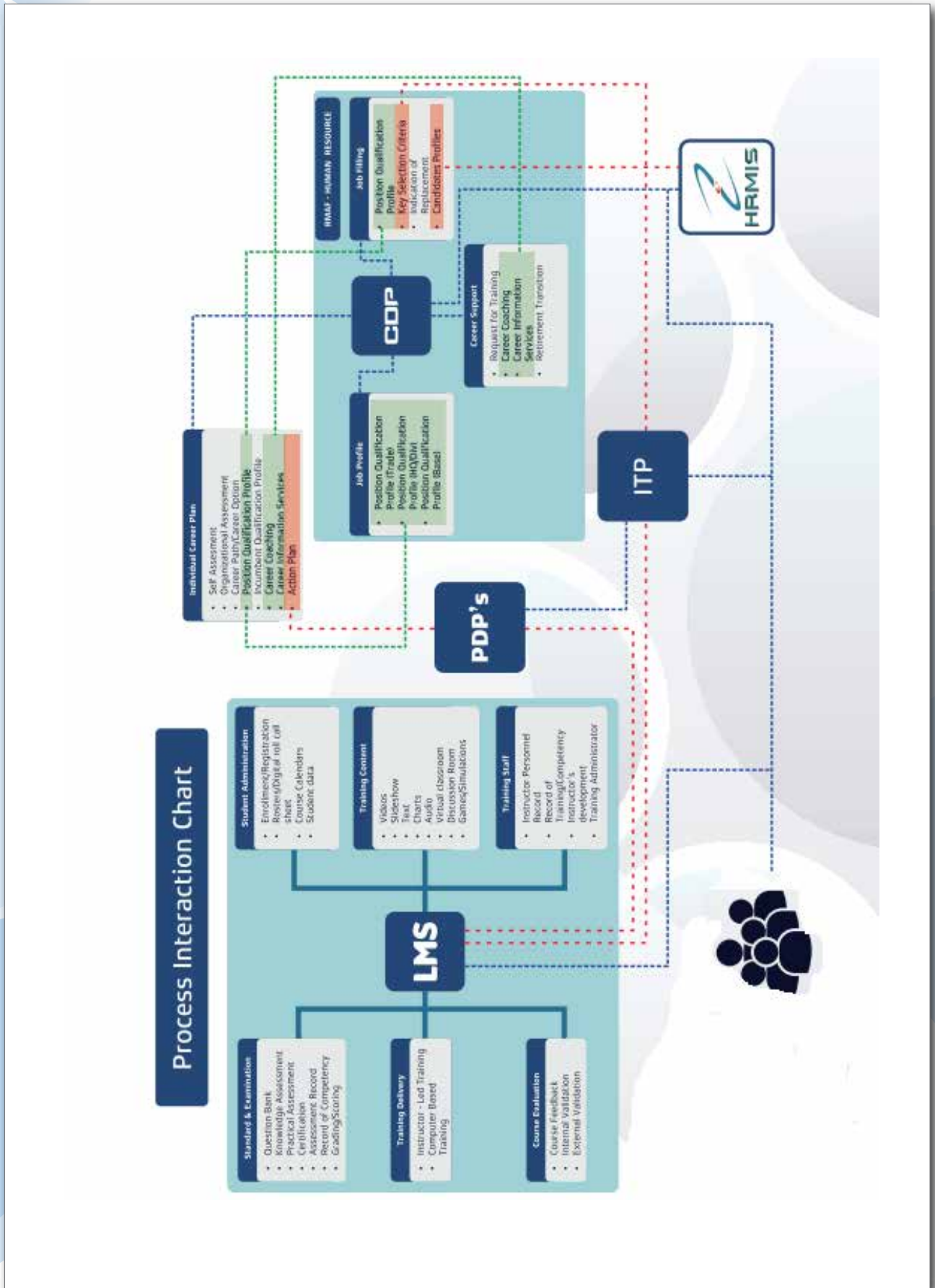
		Level 5 - Sr. Aircraft Technicians															
ID No.	Name	Technical Skills										Soft Skills					
1	Ahmad	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
2	Yusuf	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
3	Khalid	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
4	Noura	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4

### Skill Matrix -

		Level 7 - Supervisor															
ID No.	Name	Technical Skills										Soft Skills					
1	Ahmad	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
2	Yusuf	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
3	Khalid	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
4	Noura	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4

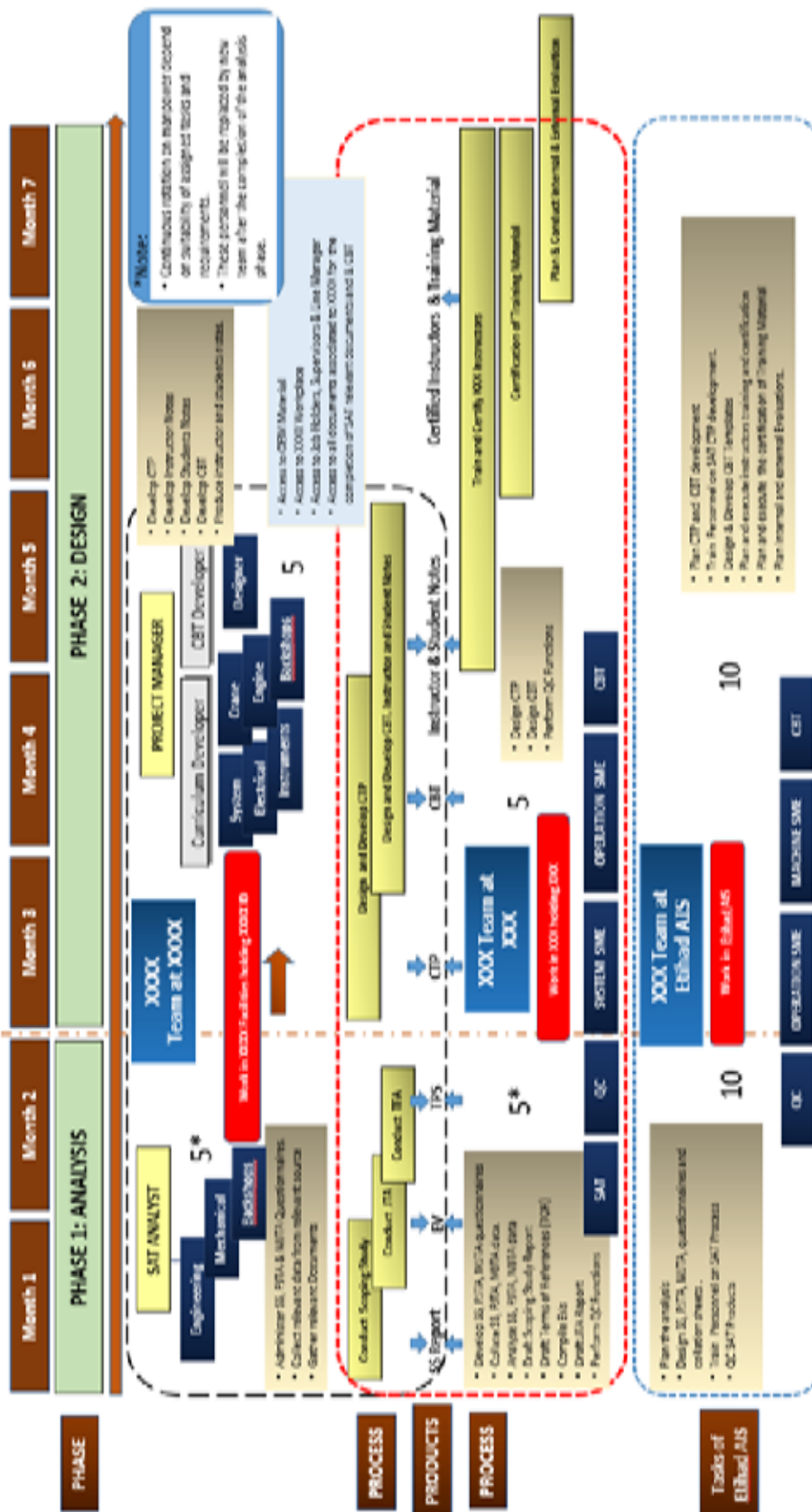








# Manpower Development Strategy





**3**  
SERIES

**WORKFORCE  
DEVELOPMENT**



**TRAINING CENTER  
ESTABLISHMENT**



**TRAINING  
MANAGEMENT**



**WORKFORCE  
DEVELOPMENT**



**BUSINESS PROCESS  
REENGINEERING**



**SAFETY & SECURITY  
ENHANCEMENT**



**BUSINESS  
DEVELOPMENT**



**ETIHAD  
AIS**

# ETIHAD AIS

## 7 Series of Solutions