



# Learning & Development Services

Sustainable solutions for operations and organization's performance

Training

**Competencies**

Performance

Development

Skills

**Innovation**



Developing competencies of our employees has always been at the heart of Veolia's global strategy and values.

Across the years, Veolia has accumulated worldwide experience in designing, developing and implementing training systems and solutions adjusted to the cultural and technical environment.

Veolia deploys its expertise in competency development as part of its service range.

In the specific context of the Gulf Countries, training solutions brought by Veolia contribute to the achievement of objectives related to the competency development and employability of nationals.

Energy, Water and Waste management services are constantly evolving. Anticipating tomorrow's competencies is a strategic challenge: We offer these solutions!

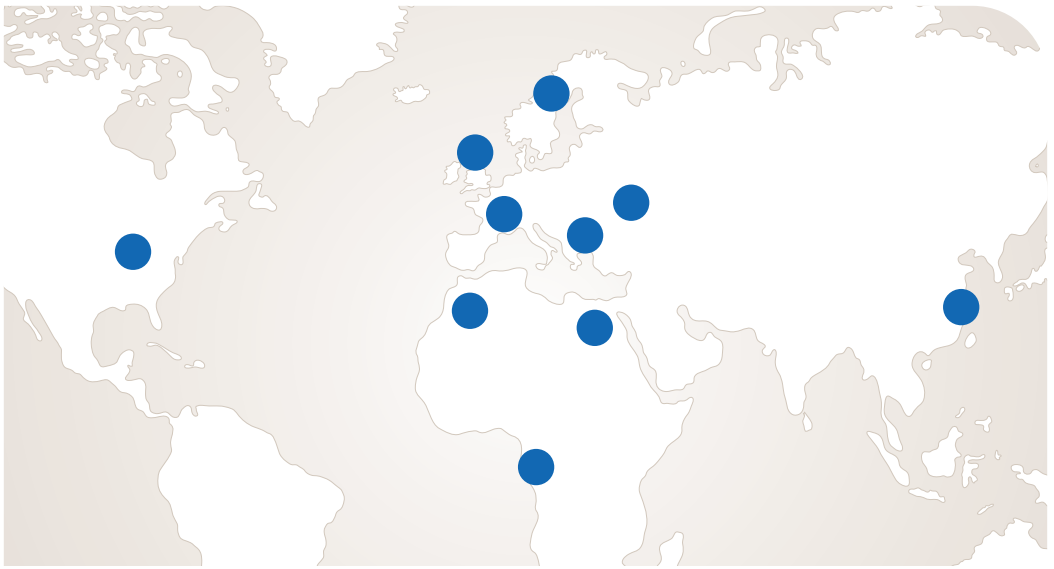
Xavier JOSEPH  
**CEO Veolia Gulf Countries**



**Anticipating tomorrow's  
competencies**

# Contents

1. International Training Network
2. Training Management
3. Training Center Deployment
4. Design and Deliver Training
5. Training Solutions
6. Apprenticeship Solutions
7. Competency Management System
8. Competency Assessment
9. Succession Plan & Training Plan
10. Performance Management



# 1. International Training Network

Training in the environmental sector presents a number of challenges for public authorities, industry and Veolia. Skills require to be upgraded constantly in ever more complex professional fields. In light of these challenges, Veolia has crafted a bold and original training policy and has developed a worldwide network of training platforms. Our commitment is best illustrated by the deployment of a network of Veolia Campuses rooted in the needs of regions and developed in partnership with local public authorities and those responsible for employment and training. Our global network currently comprises **20** Campuses and training centers in **13** countries.



**“To ensure knowledge transfer and competency development, we rely on Veolia’s international network of trainers as well as on local trainers in the regions.”**

Franck BON  
General Manager  
Doha South - Veolia Qatar



## Veolia Trainers in the Gulf Countries

During the last few years, Veolia has strengthened its training delivery capabilities by developing a regional network of certified trainers. Based in the region, our expert trainers design, develop and deliver technical training solutions across the region, adjusted to the local environment.

## Learning & Development (L&D) Solutions Team

- The L&D Solutions team identifies training and competency development solutions and customizes them to the specific needs required for operations.
- Skills and competency development solutions are tailored to meet the needs of our partners and clients.
- Training networks ensure the mobilization of the best resources for the implementation of well designed solutions.

## 2. Training Management

With today's challenges, such as nationalization of employees and high requirements from different governmental entities in terms of law and regulations in the utilities sector, it is necessary to design adequate training tools and procedures to be able to develop employees' competencies according to the business needs.

With its proven methods, Veolia can ensure knowledge transfer to training professionals who will be capable of using the latest methods and tools in:

- Company training strategy
- Conducting training needs analysis (TNA)
- Creating training plans and Individual Development Plans (IDP)
- Defining training solutions
- Sourcing training providers
- Organizing training sessions
- Monitoring and measuring implemented training
- Keeping and making use of training records



**“Training policy, together with related training tools and procedures, contributes to our capacity to retain talents and has enabled successful internal mobility/promotions.”**

Murshid AL FANNAH  
HR and Admin Manager  
Bahwan Veolia Water - Oman





## Transferring knowledge

Veolia ensures that all that international best practices of every area are transferred accordingly based on the best methods.

- Coaching/Mentoring
- Traditional training
- On-the-job training
- Discovery expeditions
- Workshops and synergies

- Business strategy
- Compatible procedures (ISO 9001, 14001, OHSAS 18001)
- Necessary tools
- Training professionals

# 3. Training Center deployment

Based on its experience and successes in implementing training centers, Veolia has developed a methodology to design, develop and operate training centers.

Veolia provides support to other companies and their partners in the framework of training center development projects.

The solutions brought by Veolia to accompany a successful training center project focus on:

- **Communication**  
Develop strategy and tools that will ensure visibility and recognition of the training center by its stakeholders.
- **Asset development**  
Develop tools and assets relevant for the effective operation of a training center.
- **Professionalization**  
Develop and deploy training to equip training center teams.
- **Facilities Design/Management**  
Accompany the design and construction of the facilities as well as the design and installation of technical training equipment.



## Campus Veolia - Training Center France - Paris

**“Veolia accompanied Haya in establishing a corporate training center and implementing tools & procedures. Upon completion, the center’s management was transferred to the Haya training team.”**

Hanan AL BALUSHI  
Training Manager - Haya Water - Oman



Tools and  
procedures

Skilled training  
team

Manage training  
center

Deliver Training

Develop services

# 4. Design and deliver training

- **Broad approach training**

Veolia's training solutions focus not only on the competencies related to the tasks to be performed but also on the work environment enabling the delegates to fully understand the professional context and to better visualize their contribution to the company.

- **Defining training needs**

Veolia ensures that objectives, contents and other details are defined together with the client.

- **Designing & adapting material**

All courses designed by Veolia are adapted to the local context, equipment, laws and regulations, while taking into consideration health and safety aspects.

- **Methods and Technology**

Mixing theoretical with practical sequences is key to ensure knowledge acquisition while fastening the process of developing know-how. Our trainers work with technical experts to develop training solutions in line with operation's practices and technologies.



**"Our experience with local operations and utilities, combined with our Veolia culture, enables us to provide customized and result-oriented technical training solutions."**

Francois LACOUR  
General Manager  
Seureca (Veolia Consulting Subsidiary) - Oman

## Training effectiveness measurement:

- Delegates' satisfaction measurement
- Pre and post course assessment to measure knowledge gained
- Post knowledge evaluation to measure the impact of training 3-6 months after attendance
- Performance indicators to measure the ROI (Return On Investment) of deployed training actions



# 5. Training solutions

With more than **500** training solutions (water, wastewater, waste management and energy), Veolia has a long international experience in creating, deploying and evaluating tailor-made programs. With more than **230,000** employees, Veolia is able to identify and mobilize trainers with professional expert background.



**“The range of learning and development solutions provided by Veolia to PAEW goes beyond classical training courses: it is a tailored knowledge transfer partnership.”**

Zuhair AL SALMI  
Training and Development Manager  
PAEW - Oman

- **90** different training solutions have been deployed in the Gulf Countries
- More than **20.000** training hours delivered in **2013**
- More than **2.500** on-the-job training hours delivered for employees from the Gulf Countries
- More than **35.000** training hours delivered to external clients in the last 3 years
- **18** certified Veolia trainers in the Gulf Countries



- **Vocational training**

Operation-related training courses (theoretical and practical) vary from few hours to 10 days training.

- **On-the-job training**

With operations in over 40 countries, Veolia has a variety of international choices for on-the-job based training solutions.

- **Workshops**

Veolia gathers experts to lead workshops on given subjects related to operation's strategic concerns.

- **Discovery expedition**

Tailor-made, all inclusive, international programs during which the delegates get intensive exposure to best practices.

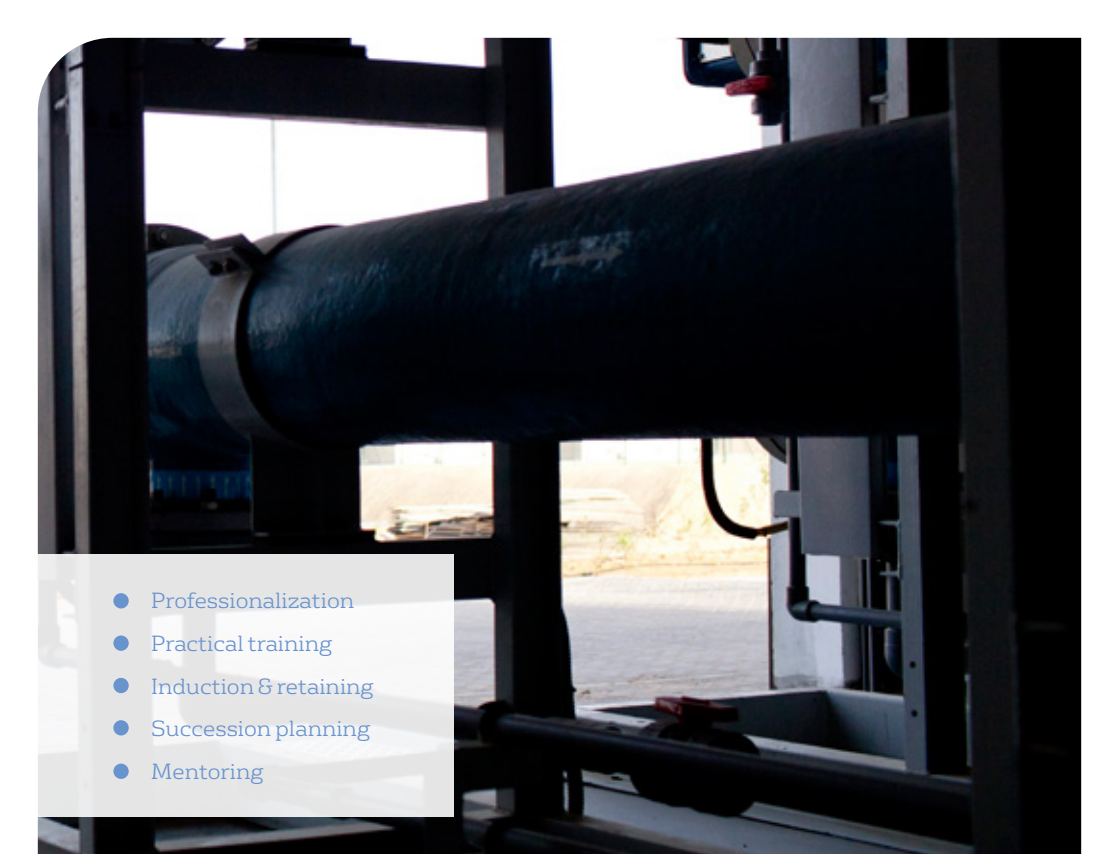


## 6. Apprenticeship solutions

Apprenticeship is Veolia's privileged training approach. To fulfill the rising expectations from the citizens and clients in the field of environmental services, Veolia has developed more than **20** courses through apprenticeship.

Based on this experience, Veolia is partnering with authorities and international organizations to develop apprenticeship training solutions to tackle local challenges and enable comprehensive development of talents to set the ground of a long term employee-employer relationship.

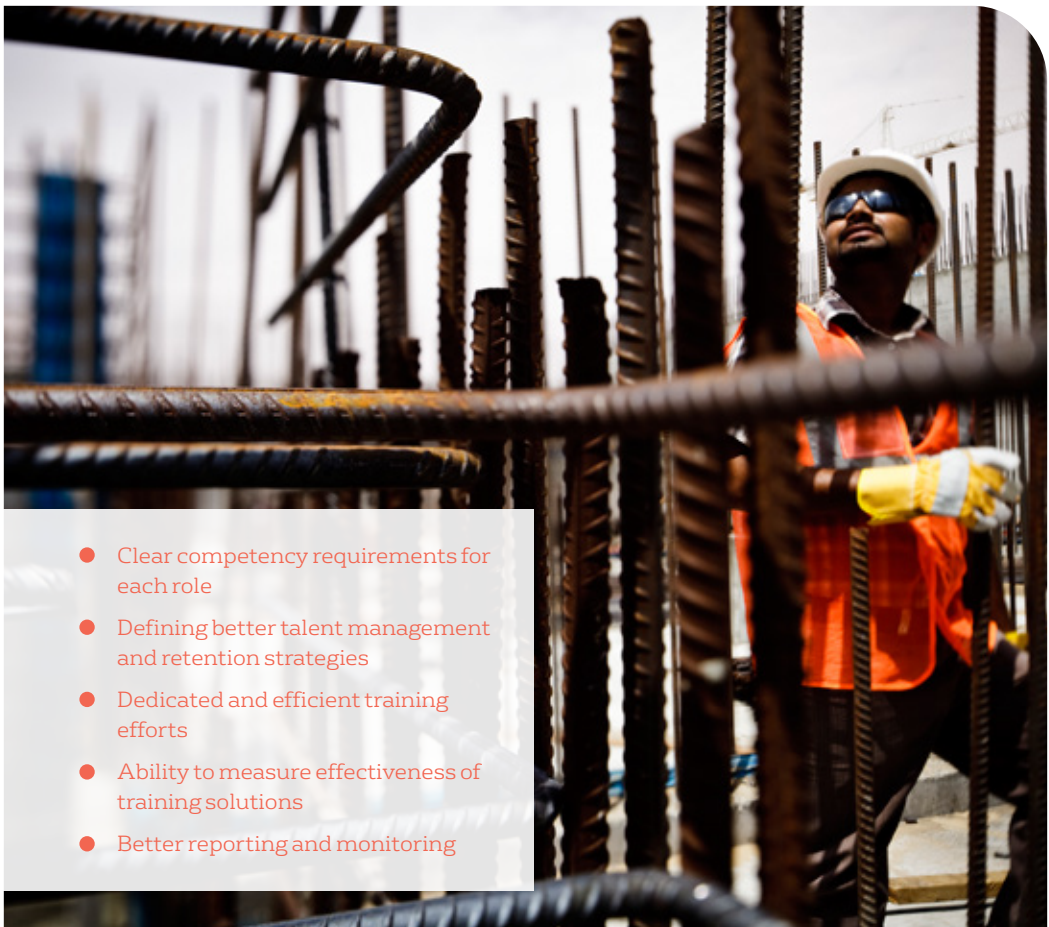


- 
- Professionalization
  - Practical training
  - Induction & retaining
  - Succession planning
  - Mentoring



**“Apprentices acquire professional knowledge in training institutes. Their mentors in the company ensure practical know-how transfer while getting familiar with our corporate culture.”**

Vincent DUCHATEAU  
O&M Director - VeBes O&M - UAE



- Clear competency requirements for each role
- Defining better talent management and retention strategies
- Dedicated and efficient training efforts
- Ability to measure effectiveness of training solutions
- Better reporting and monitoring

Job Description

Competency Profiles

Competency Assessment

Individual Development Plan

Annual Training Plan

# 7. Competency Management System

Veolia has successfully implemented competency management systems based on Veolia's custom-made solutions and based on international standards (ILO) on several sites in the Gulf Countries.

Competency Management System helps defining specific and consistent job roles across the organization.

This allows to define clear technical, managerial and language competencies required for different positions across the organization and helps developing talent management strategies.



**“Competency Management System is key to plan successions, to anticipate competencies to be developed and, of course, to get ready for the next steps in Omanisation process.”**

Sebastien CHAUVIN  
General Manager  
Bahwan Veolia Water - Oman

## Ensure success of competency assessment implementation:

- Prepare the ground through internal communication actions
- Messages addressed to all stakeholders within the organization
- Get all stakeholders on board of the project: employees, internal assessors, managers, HR representatives, executive management



# 8. Competency Assessment

Competency Assessment is one of the most critical steps in the process of implementing a competency management system. Its results drive the establishment of individual development plans and the quality of annual training plans.

Assessing competencies requires proper methodology in order to obtain accurate assessment results.

As every organization has its own specificities, we customize the assessment process and deploy the required actions to ensure success of the process:

- Train managers to allow them to conduct first-level training or the assessment of their team members.
- Training internal assessors.
- Mobilizing experts to conduct competency assessment.



**“A structured competency assessment process ensures that training needs are identified objectively and effectively. It allows prioritization and provides a good framework to forecast financial aspects.”**

Denis FERRAND  
L&D Gulf Countries Director - Veolia Oman

# 9. Succession Plan & Training Plan

- **Individual Development Plans provide** long term visibility to employees. Competency assessment helps analyzing the competency gaps and prioritizing training actions. Veolia provides coaching to managers to enable them to provide input to HR when preparing individual development plans.
- **Succession Planning** is one of the concerns of HR departments. Competency assessment helps identifying high potential employees and preparing succession planning. Veolia trains managers and accompanies HR managers in preparing succession planning .
- **Annual Training Plans** are composed of competency assessment results, present job incumbent requirements, organizational priorities/strategies, future strategies. We help preparing annual training plans and provide support in their deployment.



**“After having attended a train-the-trainers session, my daily job has changed. Today, I am not only operating CMMS, I am also training others from the company on the usage of CMMS.”**

Aisha AL ALAWI  
CMMS Operator - Veolia Sohar

- Optimize training budget
- Prioritize and plan training actions
- Long term visibility to employees
- Anticipate succession options and plan career path



# 10. Performance Management

Veolia Gulf Countries has developed a performance management system dedicated to small and medium size operational projects.

Currently being deployed across the region, this performance management system aims at ensuring alignment of individual contributions with the objectives of the business units.

It is designed to serve as common guideline for employees and managers to ensure that corporate objectives are shared and embraced by all employees.

The system also aims at identifying high potential and talented employees. Once identified, the management team can adopt measures to develop their talent and prepare them for their future professional career within Veolia.



**"In a multicultural environment, establishing individual KPIs assists in creating employee ownership towards the collective achievement of corporate objectives and ultimately client satisfaction."**

Erich KONIG  
Plant Manager - Fujairah II - UAE





Right to left: Antoine FREROT (Chairman and CEO, Veolia), Andrea LANUZZA (Contract Director, Port Sohar, Veolia Oman), Denis FERRAND (L&D, Veolia Oman), Xavier JOSEPH (CEO, Veolia Gulf Countries), Patrice FONLLADOSA (President and CEO, Middle East and Africa)

In 2013, Veolia Gulf Countries was awarded for designing and implementing an Individual Performance Management system on a pilot site in Oman.

