SAMPLE REPORT · FICTIONAL ORGANISATION

ITA

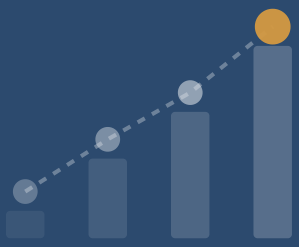
ISO 10015 · ISO 30422 · ISO 9001 7.2

Training Needs Analysis

Competence gaps and individual development plans

Nakheel Dairy and Bakery Co. (fictional example)

Dairy and bakery manufacturing



Roles	**4**
Employees	**8**
Competence coverage	**54%**
Analysis date	**2026-11-20**
Plan start	**2027-01-01**

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Confidential: contains personal assessment data. Share only with the employee concerned, their manager and HR.

1 Summary

8 employees in 4 roles were assessed against the competencies their roles require. Average competence coverage is 54%, with 26 gaps, of which 3 are critical and 4 high priority. The most widespread need is root cause analysis, shared by 3 employees. 3 mandatory certificates are missing or expired and must be addressed first. The individual plans contain 48 development actions, each linked to the responsibilities, tasks and authorities of the role and to the organisation's objectives.

EMPLOYEES	COMPETENCE COVERAGE	GAPS	CRITICAL GAPS
8	54%	26	3

ORGANISATIONAL OBJECTIVES

OBJECTIVE	PRIORITY	KPI · TARGET	GAPS AFFECTING IT
Achieve or maintain FSSC 22000 or BRCGS certification	High	FSSC 22000 audit result · Zero major nonconformities	8
Reduce customer complaints	High	Complaints per million units · 30% reduction	4
Zero lost-time injuries	Medium	Lost-time injuries · 0	3
Strengthen food safety and quality culture	Medium	Culture survey score · ≥ 75%	7

Address first

First aid (certificate) (1); Food hygiene for food handlers (certificate) (2)

2 Competence matrix

Current level against the level each role requires (1 awareness to 4 expert). Darker cells show larger gaps; * = certificate missing or expired.

FOOD SAFETY TEAM LEADER	C1	C2	C3	C4	C5	C6	C7	C8	C9	%
Required	4	3	3	3	3	3	3	3	3	
SARA AL-HARBI	3	3	2	3	1	2	2	2	2	22

C1 Leading HACCP systems **C2** FSSC 22000 scheme requirements **C3** Validation and verification of control measures **C4** Allergen management **C5** Food fraud vulnerability assessment **C6** Environmental monitoring programmes **C7** Leading food safety culture **C8** Coaching and giving feedback **C9** Root cause analysis

PRODUCTION SUPERVISOR	C1	C2	C3	C4	C5	C6	C7	C8	C9	%
Required	3	3	2	2	3	2	3	2	2	
KHALID AL-OTAIBI	3	3	1	1	3	2	2	2	2	67
MONA AL-SHEHRI	2	3	2	1	2	1	2	1	–*	22

C1 HACCP principles and CCP monitoring **C2** Food hygiene for food handlers (certificate) **C3** Process data analysis and SPC **C4** Root cause analysis **C5** Leading and motivating teams **C6** Coaching and giving feedback **C7** Communication and reporting **C8** Hazard identification and OH&S risk assessment **C9** First aid (certificate)

PRODUCTION OPERATOR	C1	C2	C3	C4	C5	%
Required	3	2	2	2	2	
OMAR AL-ZAHRANI	3	2	2	2	2	100
FAHAD AL-QAHTANI	2*	1	1	1	2	20
REEM AL-DOSARI	3*	2	2	2	2	80

C1 Food hygiene for food handlers (certificate) **C2** HACCP principles and CCP monitoring **C3** Documented information and records **C4** Hazard identification and OH&S risk assessment **C5** Teamwork

LABORATORY ANALYST	C1	C2	C3	C4	C5	%
Required	3	3	3	2	2	
YASSER AL-GHAMDI	2	2	3	1	1	20
NOURA AL-MUTAIRI	3	3	3	2	2	100

C1 Measurement, testing and calibration **C2** Environmental monitoring programmes **C3** Documented information and records **C4** Data and spreadsheets **C5** Validation and verification of control measures

3 Organisational training plan

Gaps grouped by competency, in priority order, with the suggested format.

COMPETENCY	EMPLOYEES	PRIORITY	SUGGESTED FORMAT
First aid (certificate)	1 Mona Al-Shehri	Critical	Accredited certificate from a licensed provider
Food hygiene for food handlers (certificate) localhost:8080/trainings/highfield-level-2-award/	2 Fahad Al-Qahtani, Reem Al-Dosari	Critical	Accredited certificate from a licensed provider, group booking
Validation and verification of control measures localhost:8080/trainings/validation-and-verification/	2 Sara Al-Harbi, Yasser Al-Ghamdi	High	ITA public course with coaching on the job
HACCP principles and CCP monitoring localhost:8080/trainings/highfield-level-3-award-courses/	2 Mona Al-Shehri, Fahad Al-Qahtani	High	ITA public course with coaching on the job
Food fraud vulnerability assessment localhost:8080/trainings/vulnerability-assessment-for-food-fraud/	1 Sara Al-Harbi	High	ITA public course with coaching on the job
Leading HACCP systems localhost:8080/trainings/highfield-level-4-award-courses/	1 Sara Al-Harbi	High	ITA public course with coaching on the job
Root cause analysis localhost:8080/trainings/root-cause-analysis/	3 Sara Al-Harbi, Khalid Al-Otaibi, Mona Al-Shehri	Medium	In-house group course (available from ITA), then practice on the job
Hazard identification and OH&S risk assessment	2 Mona Al-Shehri, Fahad Al-Qahtani	Medium	External course or e-learning with coaching on the job
Environmental monitoring programmes localhost:8080/trainings/environmental-monitoring/	2 Sara Al-Harbi, Yasser Al-Ghamdi	Medium	ITA public course with coaching on the job
Coaching and giving feedback	2 Sara Al-Harbi, Mona Al-Shehri	Medium	Leadership programme with mentoring and stretch assignments
Communication and reporting	2 Khalid Al-Otaibi, Mona Al-Shehri	Medium	External course or e-learning with coaching on the job
Process data analysis and SPC	1 Khalid Al-Otaibi	Medium	External course or e-learning with coaching on the job
Leading food safety culture localhost:8080/trainings/product-safety-culture/	1 Sara Al-Harbi	Medium	ITA public course with coaching on the job
Measurement, testing and calibration localhost:8080/trainings/iso-iec-17025-implementation/	1 Yasser Al-Ghamdi	Medium	ITA public course with coaching on the job
Leading and motivating teams	1 Mona Al-Shehri	Low	Leadership programme with mentoring and stretch assignments
Documented information and records	1 Fahad Al-Qahtani	Low	External course or e-learning with coaching on the job

COMPETENCY	EMPLOYEES	PRIORITY	SUGGESTED FORMAT
Data and spreadsheets	1 Yasser Al-Ghamdi	Low	External course or e-learning with coaching on the job

4 Individual development plans

For every employee: each gap, the role responsibilities and objectives it affects, and the agreed actions.

Sara Al-Harbi · EMP-014

Food Safety Team Leader · Quality · Coverage 22% · Years in role: 4
Leads the HACCP / food safety team and makes sure hazards are controlled from receipt to dispatch.
Career aspiration: Quality Manager

COMPETENCY GAP	LINKED RESPONSIBILITY AND OBJECTIVE	DEVELOPMENT ACTIONS	OWNER · DUE · EVALUATION
Food fraud vulnerability assessment 1 → 3 High	**Role:** Run allergen and food fraud assessments **Objective:** Achieve or maintain FSSC 22000 or BRCGS certification	• ITA course: Food fraud vulnerability assessment (Formal learning) • Supervised practice on the job: "Run allergen and food fraud assessments", signed off by the line manager (Learning by doing) • Shadow an expert colleague in food fraud vulnerability assessment (Learning from others)	Line manager 2027-07-01 Level 2: learning (test)
Leading HACCP systems 3 → 4 High	**Role:** Lead the HACCP team and keep the HACCP plan current; Authority: Approve changes to the HACCP plan **Objective:** Achieve or maintain FSSC 22000 or BRCGS certification	• ITA course: Leading HACCP systems (Formal learning) • Supervised practice on the job: "Lead the HACCP team and keep the HACCP plan current", signed off by the line manager (Learning by doing)	Line manager 2027-07-01 Level 2: learning (test)
Validation and verification of control measures 2 → 3 High	**Role:** Validate control measures before changes **Objective:** Achieve or maintain FSSC 22000 or BRCGS certification	• ITA course: Validation and verification of control measures (Formal learning) • Supervised practice on the job: "Validate control measures before changes", signed off by the line manager (Learning by doing)	Line manager 2027-07-01 Level 2: learning (test)
Environmental monitoring programmes 2 → 3 Medium	**Role:** Verify CCP and PRP monitoring records **Objective:** Achieve or maintain FSSC 22000 or BRCGS certification	• ITA course: Environmental monitoring programmes (Formal learning) • Supervised practice on the job: "Verify CCP and PRP monitoring records", signed off by the line manager (Learning by doing)	Line manager 2027-10-01 Level 2: learning (test)
Root cause analysis 2 → 3 Medium	**Role:** Authority: Stop production on a CCP deviation **Objective:** Reduce customer complaints	• ITA course: Root cause analysis (Formal learning) • Supervised practice on the job: "Stop production on a CCP deviation", signed off by the line manager (Learning by doing)	Line manager 2027-10-01 Level 2: learning (test)
Leading food safety culture 2 → 3 Medium	**Role:** Train food handlers and supervisors **Objective:** Strengthen food safety and quality culture	• ITA course: Leading food safety culture (Formal learning) • Supervised practice on the job: "Train food handlers and supervisors", signed off by the line manager (Learning by doing)	Line manager 2027-10-01 Level 2: learning (test)
Coaching and giving feedback 2 → 3 Medium	**Role:** Train food handlers and supervisors **Objective:** Strengthen food safety and quality culture	• Monthly mentoring by an experienced manager on coaching and giving feedback (Learning from others) • Stretch assignment: lead "Train food handlers and supervisors" with agreed goals and review (Learning by doing)	Line manager 2027-10-01 Level 3: behaviour on the job

Khalid Al-Otaibi · EMP-031

Production Supervisor · Production · Coverage 67% · Years in role: 6
Runs a production shift safely, hygienically and to plan, and leads the shift team.
Career aspiration: Production Manager

COMPETENCY GAP	LINKED RESPONSIBILITY AND OBJECTIVE	DEVELOPMENT ACTIONS	OWNER · DUE · EVALUATION
Process data analysis and SPC 1 → 2 Medium	**Role:** Report output, waste and downtime **Objective:** Reduce customer complaints	• Supervised practice on the job: "Report output, waste and downtime", signed off by the line manager (Learning by doing)	Line manager 2027-10-01 Level 3: behaviour on the job
Root cause analysis 1 → 2 Medium	**Role:** Handle deviations and breakdowns **Objective:** Reduce customer complaints	• ITA course: Root cause analysis (Formal learning) • Supervised practice on the job: "Handle deviations and breakdowns", signed off by the line manager (Learning by doing)	Line manager 2027-10-01 Level 2: learning (test)
Communication and reporting 2 → 3 Medium	**Role:** Lead shift briefings and the team **Objective:** Strengthen food safety and quality culture	• Coaching and feedback from the line manager while doing "Lead shift briefings and the team" (Learning from others)	Line manager 2027-10-01 Level 3: behaviour on the job

Mona Al-Shehri · EMP-047

Production Supervisor · Production · Coverage 22% · Years in role: 1.5
Runs a production shift safely, hygienically and to plan, and leads the shift team.

COMPETENCY GAP	LINKED RESPONSIBILITY AND OBJECTIVE	DEVELOPMENT ACTIONS	OWNER · DUE · EVALUATION
First aid (certificate) 0 → 2 Critical Certificate Missing	**Role:** Lead shift briefings and the team **Objective:** Zero lost-time injuries	• Obtain the First aid certificate before continuing the related work (Formal learning) • Training course: First aid (certificate) (Formal learning) • Supervised practice on the job: "Lead shift briefings and the team", signed off by the line manager (Learning by doing)	Line manager 2027-04-01 Level 2: learning (test)
HACCP principles and CCP monitoring 2 → 3 High	**Role:** Monitor CCPs and GMP on the line; Authority: Stop the line for safety or food safety **Objective:** Achieve or maintain FSSC 22000 or BRCGS certification	• ITA course: HACCP principles and CCP monitoring (Formal learning) • Supervised practice on the job: "Monitor CCPs and GMP on the line", signed off by the line manager (Learning by doing)	Line manager 2027-07-01 Level 2: learning (test)
Hazard identification and OH&S risk assessment 1 → 2 Medium	**Role:** Authority: Stop the line for safety or food safety **Objective:** Zero lost-time injuries	• Supervised practice on the job: "Stop the line for safety or food safety", signed off by the line manager (Learning by doing)	Line manager 2027-10-01 Level 3: behaviour on the job
Root cause analysis 1 → 2 Medium	**Role:** Handle deviations and breakdowns **Objective:** Reduce customer complaints	• ITA course: Root cause analysis (Formal learning) • Supervised practice on the job: "Handle deviations and breakdowns", signed off by the line manager (Learning by doing)	Line manager 2027-10-01 Level 2: learning (test)

COMPETENCY GAP	LINKED RESPONSIBILITY AND OBJECTIVE	DEVELOPMENT ACTIONS	OWNER · DUE · EVALUATION
Coaching and giving feedback 1 → 2 Medium	**Role:** Lead shift briefings and the team **Objective:** Strengthen food safety and quality culture	• Monthly mentoring by an experienced manager on coaching and giving feedback (Learning from others) • Stretch assignment: lead "Lead shift briefings and the team" with agreed goals and review (Learning by doing)	Line manager 2027-10-01 Level 3: behaviour on the job
Communication and reporting 2 → 3 Medium	**Role:** Lead shift briefings and the team **Objective:** Strengthen food safety and quality culture	• Coaching and feedback from the line manager while doing "Lead shift briefings and the team" (Learning from others)	Line manager 2027-10-01 Level 3: behaviour on the job
Leading and motivating teams 2 → 3 Low	**Role:** Lead shift briefings and the team	• Monthly mentoring by an experienced manager on leading and motivating teams (Learning from others) • Stretch assignment: lead "Lead shift briefings and the team" with agreed goals and review (Learning by doing)	Line manager 2028-01-01 Level 3: behaviour on the job

Omar Al-Zahrani · EMP-102

Production Operator · Production · Coverage 100% · Years in role: 3

Operates production equipment to the standard operating procedures and keeps product safe.

Fully competent for the role; keep competence current.

Fahad Al-Qahtani · EMP-118

Production Operator · Production · Coverage 20% · Years in role: 0.5

Operates production equipment to the standard operating procedures and keeps product safe.

COMPETENCY GAP	LINKED RESPONSIBILITY AND OBJECTIVE	DEVELOPMENT ACTIONS	OWNER · DUE · EVALUATION
Food hygiene for food handlers (certificate) 2 → 3 Critical Certificate Missing	**Role:** Follow hygiene and GMP rules **Objective:** Strengthen food safety and quality culture	• Obtain the Food hygiene for food handlers certificate before continuing the related work (Formal learning) • ITA course: Food hygiene for food handlers (certificate) (Formal learning) • Supervised practice on the job: "Follow hygiene and GMP rules", signed off by the line manager (Learning by doing)	Line manager 2027-04-01 Level 2: learning (test)
Hazard identification and OH&S risk assessment 1 → 2 Medium	**Role:** Authority: Stop the machine on a safety or food safety risk **Objective:** Zero lost-time injuries	• Supervised practice on the job: "Stop the machine on a safety or food safety risk", signed off by the line manager (Learning by doing)	Line manager 2027-10-01 Level 3: behaviour on the job
HACCP principles and CCP monitoring 1 → 2 Medium	**Role:** Complete monitoring records accurately; Authority: Stop the machine on a safety or food safety risk **Objective:** Achieve or maintain FSSC 22000 or BRCGS certification	• ITA course: HACCP principles and CCP monitoring (Formal learning) • Supervised practice on the job: "Complete monitoring records accurately", signed off by the line manager (Learning by doing)	Line manager 2027-10-01 Level 2: learning (test)
Documented information and records 1 → 2 Low	**Role:** Complete monitoring records accurately	• Supervised practice on the job: "Complete monitoring records accurately", signed off by the line manager (Learning by doing)	Line manager 2028-01-01 Level 3: behaviour on the job

Reem Al-Dosari · EMP-125

Production Operator · Production · Coverage 80% · Years in role: 5
Operates production equipment to the standard operating procedures and keeps product safe.
Career aspiration: Production Supervisor

COMPETENCY GAP	LINKED RESPONSIBILITY AND OBJECTIVE	DEVELOPMENT ACTIONS	OWNER · DUE · EVALUATION
Food hygiene for food handlers (certificate) 3 → 3 Critical Certificate Expired	**Role:** Follow hygiene and GMP rules **Objective:** Strengthen food safety and quality culture	• Renew the Food hygiene for food handlers certificate before continuing the related work (Formal learning)	Line manager 2027-04-01 Level 2: learning (test)

Yasser Al-Ghamdi · EMP-063

Laboratory Analyst · Quality · Coverage 20% · Years in role: 2
Produces reliable test results that support release decisions and process control.

COMPETENCY GAP	LINKED RESPONSIBILITY AND OBJECTIVE	DEVELOPMENT ACTIONS	OWNER · DUE · EVALUATION
Environmental monitoring programmes 2 → 3 Medium	**Role:** Take environmental monitoring samples **Objective:** Achieve or maintain FSSC 22000 or BRCGS certification	• ITA course: Environmental monitoring programmes (Formal learning) • Supervised practice on the job: "Take environmental monitoring samples", signed off by the line manager (Learning by doing)	Line manager 2027-10-01 Level 2: learning (test)
Validation and verification of control measures 1 → 2 Medium	**Role:** Authority: Report out-of-specification results and request a hold **Objective:** Achieve or maintain FSSC 22000 or BRCGS certification	• ITA course: Validation and verification of control measures (Formal learning) • Supervised practice on the job: "Report out-of-specification results and request a hold", signed off by the line manager (Learning by doing)	Line manager 2027-10-01 Level 2: learning (test)
Measurement, testing and calibration 2 → 3 Medium	**Role:** Test samples to approved methods; Calibrate and check equipment	• ITA course: Measurement, testing and calibration (Formal learning) • Supervised practice on the job: "Test samples to approved methods", signed off by the line manager (Learning by doing)	Line manager 2027-10-01 Level 2: learning (test)
Data and spreadsheets 1 → 2 Low	**Role:** Record and report results	• E-learning or short course: data and spreadsheets (Formal learning) • Use it in daily work: "Record and report results" (Learning by doing)	Line manager 2028-01-01 Level 2: learning (test)

Noura Al-Mutairi · EMP-071

Laboratory Analyst · Quality · Coverage 100% · Years in role: 7
Produces reliable test results that support release decisions and process control.
Career aspiration: Laboratory Head

Fully competent for the role; keep competence current.

5 Role profiles

FOOD SAFETY TEAM LEADER · QUALITY

Leads the HACCP / food safety team and makes sure hazards are controlled from receipt to dispatch.

Tasks: T1 Lead the HACCP team and keep the HACCP plan current · T2 Verify CCP and PRP monitoring records · T3 Validate control measures before changes · T4 Run allergen and food fraud assessments · T5 Train food handlers and supervisors
Authorities: A1 Stop production on a CCP deviation · A2 Approve changes to the HACCP plan · A3 Place product on hold
Requirements: Bachelor's degree in food science · 5 years in food safety · Level 4 HACCP

COMPETENCY	REQUIRED LEVEL	CRITICALITY	NEEDED FOR
Leading HACCP systems	4 ·Expert	Critical	T1, A2
FSSC 22000 scheme requirements	3 ·Competent	Critical	T2
Validation and verification of control measures	3 ·Competent	Critical	T3
Allergen management	3 ·Competent	Critical	T4
Food fraud vulnerability assessment	3 ·Competent	Important	T4
Environmental monitoring programmes	3 ·Competent	Important	T2
Leading food safety culture	3 ·Competent	Important	T5
Coaching and giving feedback	3 ·Competent	Important	T5
Root cause analysis	3 ·Competent	Important	A1

PRODUCTION SUPERVISOR · PRODUCTION

Runs a production shift safely, hygienically and to plan, and leads the shift team.

Tasks: T1 Run the shift production plan · T2 Monitor CCPs and GMP on the line · T3 Handle deviations and breakdowns · T4 Lead shift briefings and the team · T5 Report output, waste and downtime
Authorities: A1 Stop the line for safety or food safety · A2 Assign staff to stations · A3 Hold product pending QA decision
Requirements: Diploma in food technology or engineering · 4 years in production · Level 3 HACCP; first aid

COMPETENCY	REQUIRED LEVEL	CRITICALITY	NEEDED FOR
HACCP principles and CCP monitoring	3 ·Competent	Critical	T2, A1
Food hygiene for food handlers (certificate)	3 ·Competent	Critical	T2
Process data analysis and SPC	2 ·Working	Important	T5
Root cause analysis	2 ·Working	Important	T3
Leading and motivating teams	3 ·Competent	Important	T4
Coaching and giving feedback	2 ·Working	Important	T4
Communication and reporting	3 ·Competent	Important	T4
Hazard identification and OH&S risk assessment	2 ·Working	Critical	A1
First aid (certificate)	2 ·Working	Critical	T4

PRODUCTION OPERATOR · PRODUCTION

Operates production equipment to the standard operating procedures and keeps product safe.

Tasks: T1 Operate equipment to SOPs · T2 Complete monitoring records accurately · T3 Follow hygiene and GMP rules · T4 Report deviations immediately
Authorities: A1 Stop the machine on a safety or food safety risk
Requirements: Secondary school · None (trained on the job) · Food handler certificate

COMPETENCY	REQUIRED LEVEL	CRITICALITY	NEEDED FOR
Food hygiene for food handlers (certificate)	3 ·Competent	Critical	T3
HACCP principles and CCP monitoring	2 ·Working	Important	T2, A1
Documented information and records	2 ·Working	Important	T2
Hazard identification and OH&S risk assessment	2 ·Working	Critical	A1
Teamwork	2 ·Working	Useful	T4

LABORATORY ANALYST · QUALITY

Produces reliable test results that support release decisions and process control.

Tasks: T1 Test samples to approved methods · T2 Calibrate and check equipment · T3 Record and report results · T4 Take environmental monitoring samples
Authorities: A1 Report out-of-specification results and request a hold
Requirements: Bachelor's degree in chemistry or microbiology · 2 years in a laboratory · —

COMPETENCY	REQUIRED LEVEL	CRITICALITY	NEEDED FOR
Measurement, testing and calibration	3 ·Competent	Critical	T1, T2
Environmental monitoring programmes	3 ·Competent	Important	T4
Documented information and records	3 ·Competent	Important	T3
Data and spreadsheets	2 ·Working	Important	T3
Validation and verification of control measures	2 ·Working	Important	A1

6 Process check and method

SOURCE	REQUIREMENT	STATUS
ISO 9001 7.2	Competence requirements are defined for every role that affects performance.	In place
ISO 10015	Current competence is assessed with evidence, not self-rating alone.	In place
ISO 10015	Gaps are prioritised against organisational objectives and risks.	Partly
70-20-10	Actions combine learning by doing, learning from others and formal training.	In place
ISO 30422	An individual development plan is agreed with each employee and their manager.	Partly
Legal	Mandatory certificates and licences are tracked with expiry dates.	Not in place
ISO 9001 7.2c	The effectiveness of actions taken is evaluated, up to behaviour on the job and results.	Partly
ISO 9001 7.2d	Documented information is retained as evidence of competence.	In place
ISO 10015	Top management approve the budget and resources for development.	Partly
ISO 30422	New starters, promotions and role changes trigger a reassessment.	Not in place
ISO 10015	The analysis is reviewed at least annually and after changes in objectives, processes or technology.	In place
ISO 30422	Results feed succession planning for critical roles.	Partly

How priorities were set

Gap = required level minus current level. Priority score = gap × criticality of the competency for the role (1 to 3) × (1 + weight of the organisational objectives that depend on it). Critical: score 9 or more, or a missing or expired mandatory certificate (target within 3 months); high: 6 to 8 (6 months); medium: 3 to 5 (9 months); low: below 3 (12 months). Actions follow the 70-20-10 mix and are evaluated with the Kirkpatrick levels.

LEVEL	DESCRIPTION
1 Awareness	Awareness: knows the topic exists and why it matters.
2 Working	Working knowledge: applies it with guidance or supervision.
3 Competent	Competent: applies it independently and consistently.
4 Expert	Expert: leads others, improves the practice and can train it.

REFERENCES

- ISO 9001, clause 7.2 Competence: determine the competence needed, ensure people are competent, take action and evaluate its effectiveness, and keep evidence
- ISO 10015:2019 Quality management: guidelines for competence management and people development
- ISO 30422:2022 Human resource management: learning and development
- Three-level needs analysis: organisation, job (tasks) and person (McGehee and Thayer)
- 70-20-10 development model: learning by doing, learning from others and formal learning
- Kirkpatrick model: four levels of training evaluation (reaction, learning, behaviour, results)

REVIEW AND APPROVAL

ROLE	NAME	SIGNATURE	DATE
Prepared by	HR and Training Officer		
Reviewed by			
Approved by	General Manager		

REVISION HISTORY

REVISION	DATE	DESCRIPTION
0	21 November 2026	First issue

Basis of preparation. Competence ratings, role profiles and plans were entered by the organisation; ITA has not verified them. The analysis supports ISO 9001 clause 7.2, ISO 10015:2019 and ISO 30422:2022, and should be reviewed at least annually and whenever objectives, roles or processes change.