

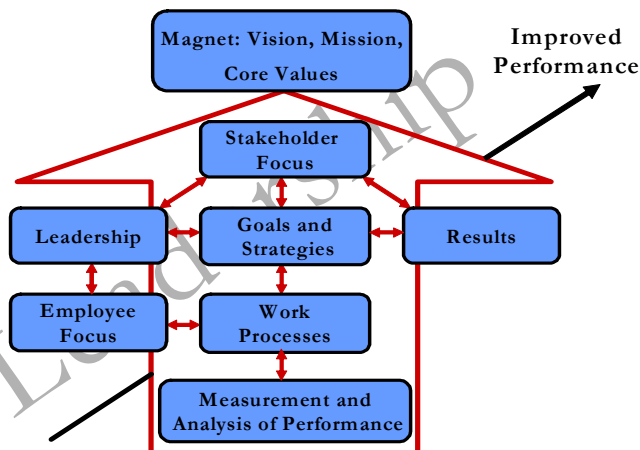


## DIRECTORATE OF TRAINING STRATEGIC PLAN 2003–2008

During the month of June 2003 the Directorate of Training engaged in a systematic and comprehensive strategic planning exercise in order to chart a proper course for the next five years. As we began this work, several points guided our work.

- The need for systems thinking. Strategic planning is one of the most important responsibilities of modern managers and leaders. Without a clear plan, effectiveness and efficiency are reduced. However, planning is only one of at least seven very important categories in which management must operate to develop a high performing organization. Figure 1 shows the interrelationships among several other areas of management. Processes must be developed in each of the categories. For example, an organization cannot develop goals without prior knowledge of stakeholder needs and current satisfaction levels. If we are to have reliable needs and satisfaction data, proper measurement tools must be developed, and the information obtained from these activities must be analyzed in such a way to provide useful information to leadership and employees. *Cont Page 3*

Figure 1. Aligned Management Systems Model



## EDITORIAL

We welcome you to this issue of the Directorate of Training newsletter. The major event that is taking place in the Directorate of Training is working on the Directorate Strategic Plan for the years 2003-2008; the main focus of the plan is to provide an aligned Human Recourse Development Services in support of the overall Ministry of Health Direction. Besides this we are continuing to work on the DT policies and procedures as well as carrying out workshops for Ministry of Health staff and staff of other hospitals on the island. The other major task is the completion of the analysis of the survey carried out to identify the training needs of the MOH support service staff; details are listed in the next page. We have received a lot of positive feedback on the first issue of our newsletter and in order to keep up the good work we would like your active participation in the newsletter. Please remember to send your news on the following address:

[dt@health.gov.bh](mailto:dt@health.gov.bh)

IF YOU REQUIRE INFORMATION ABOUT THE ARAB BOARD OF MEDICAL SPECIALIZATION PLEASE CONTACT THE FOLLOWING SITE:  
[www.cabms.org](http://www.cabms.org)

### SUMMARY ANALYSIS OF TNA SURVEY FOR OFFICE SUPPORT STAFF

**Competency Based – Training Need Assessment (CB-TNA)** was quite successful, and had yielded a clear outline for training needs for office support staff. A three parts of the survey was circulated to all MOH office support staffs and their supervisors to identify training need requirements (N583). 176 questionnaire were return by employees and 111 by supervisors. The analysis of data reveal the following:

- The majority of the employees respondents are female (66.5%).
- Respondents age was between 30 and 45 years. Arguably this is the most productive age group, which can benefit tremendously from any training package that focuses on provision of appropriate skills.
- Average years of experience was 15, where 36% has work between 6 to 10 years, 27% work for 16 to 20 years. Vast majority is fairly experienced in their jobs and this will provides opportunities for experience sharing among other things.
- The respondents grade range between G4 and G7 From the whole population 91(51.7%) were G5, 50 (28.4%) were G6, 19(10.8%) were G4, and 16(9.1%) were G7.
- All respondents have a adequate formal education. The majority has attained secondary school education except five persons. 5 (2.8%) Below High School, 105 (59.7%) High School, 63 (35.8%) Diploma / Certificate, and 3 (1.7%) Bachelor Degree.
- Overall, 72.5% of respondents who participated in the TNA have not attend any training course since 3 years or more. 27.5% of participants as who attended the courses were as follow:
  - \* 24.20 % Computing skills
  - \* 01.00 % Office procedure
  - \* 00.60 % Office automation
  - \* 10.60 % Customer services
  - \* 18.90 % Communication skills
  - \* 01.60 % Filing management skills
  - \* 01.20 % Time management
  - \* 03.80 % Others.
- There are similarities in the main job responsibilities for most of office support staff categories, we can outline the common duties as follow:
  - \* 76.50 % Answering telephone
  - \* 68.70 % Communicate with visitors
  - \* 56.30 % Data entry
  - \* 54.00 % Maintains files and deal with indexing
  - \* 44.40 % Typing all correspondence
  - \* 36.20 % Ordering and maintenance office supply
  - \* 23.00 % Collect and distribute mails
  - \* 21.00 % Reporting
  - \* 13.80 % Take minutes and shorthand.
  - \* 13.40 % Prepare duty Rota and time attendance
  - \* 12.80 % Others
  - \* 04.50 % Diseases coding.

Analysis of the data obtained from training need assessment revealed the need for the following courses as identified by both employees and their supervisors:

Course Name	Employee Perception (%)				Supervisor Perception (%)				* Total % Gap
	<1Y	1Y	2Y	Total	<1Y	1Y	2Y	Total	
Computer Skills	59	11	5	75	35	9	31	75	0
Office Procedures	35	15	8	58	32	14	9	55	3
Office Automation	43	20	3	66	25	19	12	56	10
Customer Services	17	27	13	57	16	40	15	71	14
Documentation Management	28	27	10	65	13	24	8	45	20
Communication	25	25	15	65	35	21	17	73	8
Shorthand & Taking Minutes	18	18	11	47	21	23	10	54	7
Filing Management Skills	12	11	20	43	15	26	12	53	10
Public Relation	13	24	17	54	6	40	27	73	19
Problem Solving	10	11	20	41	4	30	28	62	21
Others	2	3	3	8	3	3	2	9	0

\* There is no significant differences between employees and supervisors perception of training needs, which increase the accuracy of CB-TNA.

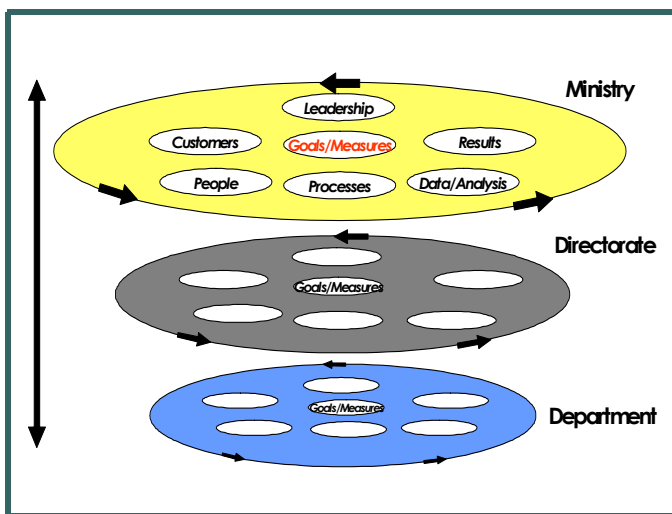
In conclusion, CB-TNA is an Integrated system we can use to identify the training needs of the MOH that related with job role definition, job description, and appraisal in order to plan a remedy to improve staff's performance.

CONT. FROM PAGE 1

**DIRECTORATE OF TRAINING STRATEGIC PLAN**

- The need for alignment with other planning documents already developed by the Ministry of Health, including the *Bahrain Health Strategy: Framework for Action, 2002* and the *Ministry of Health Direction, 2002*. Alignment of our activities was accomplished by carefully reviewing these and other important documents in order to ensure that the goals and activities set to support overall Ministry of Health direction. Figure 2 shows the required relationship among the various levels of the system.

**Figure 2. Required Alignment Within/Among Levels of the System**



- The need for involvement and collaboration. Collaboration and involvement were obtained by including representatives from key sections within the Directorate of Training and from other important areas of the Ministry of Health in each of our planning meetings. In addition the plan will be shared also with a large number of additional MOH and external staff to provide their feedback .

**The plan is under process and it will be ready by November 2003.**

**DENTAL ASSISTANCE COURSE**

The Directorate of Training in collaboration with representative of dentists and Dental hygienists from the Oral and Dental Health Department have completed working on a Dental Assistance course design. The course consists of twelve units, which will be taught over 150 hrs and aims at enhancing the dental assistance knowledge, skills and attitude in their field of work. A total of 60 dental assistances will be trained in three groups the first group will begin in September 2003.

**VISIT TO THE ARAB BOARD FOR MEDICAL SPECIALIZATION**

A team consisting of Mrs. Amina Janahi, the Director of Training. Dr. Amal Al-Dailamy the Deputy Chief of Medical Staff for Training, Mr. Hassan Al-Arabi the Training Specialists visited the Arab Board office in Damascus during the period from 5-7-2003 to 7-7-2003 to meet the Secretariat of the different Arab Board specialties, discuss issues related to Arab Board Registration process and recommend mechanism to facilitate the process of work between the Directorate of Training and the Arab Board Office.

Meetings were scheduled between the team and the secretariat of the different specialties. Some important recommendations were suggested in order to facilitate registration and follow up of candidates in the Arab Board Specialities. The team also met with Dr. Mufeed Jukhadar, the General Secretary of The Arab Board and Mr. Sadeq Kabbaz the Admin. Director of the Arab Board where all issues and recommendations were discussed with them. The visit was a very essential and a beneficial one.

**HEALTH CARE ASSISTANT PROGRAM**

A collaboration agreement is signed between Ministry of Health and Ministry of Labor and Social Affairs to train a number of UN employed citizens as health care assistants. The Directorate of Training in collaboration with the Nursing Services, Office of Licensure and The College of Health Sciences collaboratively in organize a training program for health care assistants. A batch of 44 candidates is in the program at present. The program started on May 2003 and it will finish by end of August 2003. All graduates of this program will be working in the wards, clinics at SMC and other peripheral hospitals based on the need. The Ministry of Labor funds this project and the Directorate of Training is leading it.

This issue sponsored by



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### THE KINGDOM OF BAHRAIN AS A CENTER FOR EXAMINATION

The Kingdom of Bahrain is considered a center for conducting specialty medical examination for medical professions. Every year more than 700 physicians from all over the region apply to sit for one or more specialty exams. The Directorate of Training at the Ministry of Health coordinates those exams in cooperation with the Arab Board for Medical Specialization, the Royal College of Surgeons in Ireland and the Royal College of Surgeons in Edinburgh.

The following exams took place from January to June 2003.

Exams	Number of Exams	Number of Participants
1 Arab Board for Medical Specialization	15	81
2 Royal College of Surgeons in Ireland and Edinburgh	09	350
3 Total	24	431



The following exams will take place in the period from September to December 2003.

	Exam	Date
1	Arab Board – Anesthesia – 1 <sup>st</sup> & 2 <sup>nd</sup> part	6 Sept.
2	Arab Board – Internal Medicine – Clinical	6-7 Sept.
3	Arab Board – Ophthalmology – 1 <sup>st</sup> & 2 <sup>nd</sup> part	17 Sept.
4	Arab Board – Pediatrics – Clinical	20-21 Sept
5	Basic Surgical Skills Course	23-25 Sept
6	Arab Board – Otolaryngology – 1 <sup>st</sup> & 2 <sup>nd</sup> part	27 Sept.
7	Arab Board – Dermatology – 1 <sup>st</sup> & 2 <sup>nd</sup> part	2 Oct.
8	Arab Board – Ob/Gyne – 1 <sup>st</sup> & 2 <sup>nd</sup> part	4 Oct.
9	Arab Board – Dermatology – Clinical	4 Oct.
10	Arab Board – Dermatology – Clinical	13-15 Oct.
11	Arab Board – Psychiatric – 1 <sup>st</sup> & 2 <sup>nd</sup> part	15 Oct.
12	Arab Board – General Surgery - 1 <sup>st</sup> & 2 <sup>nd</sup> part	25 Oct.
13	Arab Board – Orthopedics - 1 <sup>st</sup> & 2 <sup>nd</sup> part	25 Oct.
14	Arab Board – Accident & Emergency 1 <sup>st</sup> part	25 Oct.
15	AFRC SI – part 2 (Vivas)	1-2 Nov.
16	AFRC SI – part 3 (Clinical)	3-4 Nov.
17	Arab Board – Psychiatric – Clinical	28-30 Nov
18	RCSI - Diploma in Child Health Examination – Written	4 Dec.
19	Arab Board – Pediatrics – 1 <sup>st</sup> part	6 Dec.
20	Arab Board – Family Physician - Written	6 Dec.
21	RCSI - Diploma in Child Health Examination – Clinical	6-7 Dec.
22	Arab Board – Pediatrics – 2 <sup>nd</sup> part	7 Dec.
23	Arab Board – Internal Medicine - 2 <sup>nd</sup> part	9-10 Dec.
24	Arab Board – Internal Medicine - 1 <sup>st</sup> part	10 Dec.
25	Arab Board – Anesthesia – Clinical	13 Dec.

June - July

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We would like to thank

Mrs. Amina Janahi , Dr. Steve Benjamin,

Ms. Samira Al-Alaiwat , Mr.Huassain Al Aradi &

Mr. Hassan Al-Aradi

for their contribution for this issue of the news letter

DT Newsletter published bi-monthly by the Directorate of Training - Ministry of Health - Kingdom of Bahrain

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