OBJECTIVE目的：

- To establish a Learning Organization, skills and learning obtained in either formal or informal training session must be applied on the job to ensure change in behaviors. Transfer of Learning is critical in a learning organization.
  为了建立学习型组织、技巧及学习，在正式或者非正式的学习中培训课程必须适用于工作，以确定行为方式的变化。学习转移在学习型组织中非常重要。

APPLICATION应用：

1. All training programs organized must be based on the needs of the organization and the individual.
   所有被组织的培训项目必须是以个别或组织的需求为基础。

2. A structured training needs analysis must be conducted to identify these needs .Refer to policy T/10.8 for the guidelines on how to conduct a structured training needs analysis.
   组织学习需求分析必须是在识别这些需求上为基础。参考政策10.8 如何组织培训需求分析。

3. Hotels must not organize training programs just to meet the 4 hrs of training per employee per month requirement. Hotel should focus on quality and not quantity.
   酒店不能只组织每位员工每个月4小时的培训项目的要求。酒店应该关注培训的质量而不是数量。

4. Hotels must ensure that the PASS process is conducted for all programs.
   酒店应该所有项目应执行PASS 流程。

5. The PASS Process stands for:
   PASS 流程表示：

   - P: Prepare 准备
   - A: Accountability责任
   - S: Support支持
   - S: Celebrate Success祝贺成功

   5.1 Prepare: Supervisor/Line Manager sits with the staff to discuss pre-course expectations (completes the "pre-training assessment" of the PASS Process Form.
   准备：主管/直属经理与员工坐下讨论课程前期的期望值（完成培训课程-PASS 流程表）

   5.2 Accountability: After the staff attended the training, Supervisor/Line Manager sits with the staff again (within 3days after completion of the program) to discuss and agree on action items(completes the "Implementation Plan" of the Pass Process Form)
   责任：员工参加完培训后，主管/直属经理再一次员工坐下讨论并且对实施的项目达成一致。(完成PASS 流程表中实施计划(培训结束三天内)。

5.3 Support: Supervisor/Line Manager monitors and supports staff's process. Provide continuous coaching if necessary.

支持：主管/直属经理监督并且支持员工的工作，如果有必要给予持续行的指导。

5.4 Success: When all agreed actions items are implemented, Supervisor/Line Manager recognized and celebrates staff's success. Supervisor/Line Manager recognizes and celebrates staff's success. Supervisor/Line Manager submits a copy of the PASS Process Form to training department for recording in the staff's personal files.

成功：当所有达成一致的项目完成时，主管/直属经理识别并且表扬员工的成功。主管/直属经理提交一份PASS 流程表格给培训部门归入员工档案中。

STATEMENT OF POLICY
政策声明

1. For effective learning to take place, training programs must be organized based on the needs of the organization and the individual.

    为了学习有效的实施，培训项目必须基于组织及个别需求。

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