

2018  
**NATIONAL GRADUATE  
DEVELOPMENT PROGRAM**  
MANUAL

# TABLE OF CONTENTS

<b>DEFINITIONS OF KEY TERMS</b>	<b>4</b>		
<b>MESSAGE FROM THE CHIEF LEARNING OFFICER</b>	<b>7</b>		
<b>1. PROGRAM OVERVIEW</b>	<b>8</b>	<b>4. PROGRAM STREAMS</b>	<b>27</b>
1.1 National Graduate Development Philosophy	8	4.1 Research Stream	28
1.2 Program Description	10	4.2 Finance Stream	29
1.3 The 70:20:10 Approach	10	4.3 Human Resources Stream	30
1.4 Program Objectives	11	4.4 Information Technology Stream	30
1.5 Target Role	11	4.5 Learning & Development Stream	31
1.6 Program Stakeholders	11	4.6 Nursing Stream	31
1.6.1 Internal Stakeholders	11	4.7 Clinical Nutrition Stream	32
1.6.2 External Stakeholders	11	4.8 Business Process Improvement Stream	33
<b>2. ENTRY REQUIREMENTS</b>	<b>14</b>	4.9 Patient Access Stream	34
2.1 Minimum Eligibility Requirements	14	4.10 Corporate Governance Stream	34
2.2 Behavioral Competencies	15	4.11 Office of General Counsel Stream	35
2.3 Selection Assessment Requirements	17	4.12 Clinical Management Group Stream	36
<b>3. PROGRAM STRUCTURE</b>	<b>19</b>	4.13 Internal Audit Stream	36
3.1 Overall Program Structure	20	<b>5. ROLES AND RESPONSIBILITIES</b>	<b>37</b>
3.1.1 Probation and Performance Management	21	5.1 Graduate Associate	38
3.1.2 LEAD Yourself Program	21	5.2 Performance Coach	38
3.1.3 Coaching	21	5.3 Development Support People	39
3.1.4 Development Support Model	22	5.4 Sponsor	40
3.2 Training Courses	22	5.5 Department Head	40
3.2.1 Hayakum: Corporate Orientation	23	5.6 Graduate Associate Committee Representative	41
3.2.2 Mandatory Education and Training (METs)	23	5.7 Human Resources Support	41
3.2.3 LEAD Yourself Program	24	5.8 Learning and Development Branch	42
3.2.4 Technical Training Courses	24		
3.3 Development Tools	25		
3.3.1 My Performance My Career	25		
3.3.1.1 Goals Setting	25		

# DEFINITIONS OF KEY TERMS

## **COACHING**

Focused conversations using the skills of questioning with the aim of improving the Graduate Associates job performance towards the achievement of specific objectives and goals

## **DEVELOPMENT SUPPORT MODEL**

A framework for the national graduate development program that shows the key stakeholders involved in graduate development at Sidra

## **DEPARTMENT HEAD**

The most senior person in the team in which the Graduate Associate is completing their one (1) year development program

## **DEVELOPMENT SUPPORT PEOPLE**

Any staff member that has been assigned to manage/develop the Graduate Associate during the on-the-job training period in their department

## **GRADUATE ASSOCIATE**

A fresh graduate Qatari /Qatari mother employee who has joined Sidra from the National Scholarship Program or as an external graduate hire

## **LEAD YOURSELF**

A twelve (12) month leadership development program accredited by ILM as a Level Two (2) qualification in leadership and team skills, specifically designed for Graduate Associates.

## **MANDATORY EDUCATION & TRAINING (METS)**

Education that Sidra requires its employees to undertake and successfully complete in line with regulations, standards and key policies.

## **NATIONAL GRADUATE DEVELOPMENT (NGD) PROGRAM**

A one (1) year development program that provides on-the- job training , as well as leadership and technical skills development for Qatari/Qatari mother fresh graduates

## **PERFORMANCE COACH**

A senior/experienced employee who is responsible/accountable for a Graduate Associate's performance and development for the duration of the one (1) year development program

## **PROGRAM STREAM**

A structured on-the-job training plan that is specific to a particular department/branch

## **SPONSOR**

The sponsor is a L2/Branch Chief who oversees the Graduate Associate and supports Department Heads, Performance Coaches and Development Support People in their respective branch

## **TECHNICAL TRAINING**

Technical courses based on the Graduate Associates Targeted Role Development Plan, Job Description or identified as a requirement for their graduate development program stream



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## MESSAGE FROM THE CHIEF LEARNING OFFICER

It gives me great pleasure to introduce the 2018 National Graduate Development Program manual. This manual provides a comprehensive reference point for any stakeholder involved in the National Graduate Development Program at Sidra Medicine including: Graduate Associates, Branch Chiefs, Line Managers, Performance Coaches, Development Support People, Human Resources etc.

Our National Graduate Development Program aims to provide a world class graduate development experience for Qatari/ Qatari mothers fresh graduates. Graduate development is important to our organization, important to the long-term success of the healthcare sector in Qatar and important with regard to building a future leaders/functional specialist's pipeline for Sidra Medicine and Qatar. As such, our National Development vision is "To inspire and cultivate the development of Qataris and the development of the healthcare sector in Qatar."

Sidra Medicine's vision to be a beacon of learning, discovery and exceptional care depends on Sidra's ability to attract, retain and continuously develop the very highest quality of healthcare professionals and other people essential to the running of a leading healthcare organization. The National Graduate Development Program will contribute towards the success of Sidra Medicine, the National Healthcare Strategy 2018- 2022 and Qatar National Vision (QNV) 2030.

I would like to take this opportunity to express our gratitude for the role that you will play in making Program a success.

**Dr. Kholode Al Obaidli**  
Chief Learning Officer

# 1. PROGRAM OVERVIEW

## 1.1 National Graduate Development Philosophy

Sidra Medicine is an ultramodern, all-digital academic medical center which aims to set new standards in patient care for women and children in Qatar, the Gulf region and internationally. Sidra represents the vision of Her Highness Sheikha Moza bint Nasser who serves as its Chairperson. The high-tech facility will not only provide world-class patient care, but will also help build Qatar's scientific expertise and resources. Sidra has a responsibility to develop Qatari Nationals so that they can support the organization's growth and contribute towards strengthening the local healthcare sector.

The National Graduate Development (NGD) Program at Sidra will be as a key enabler to achieving Sidra's vision of becoming 'a beacon of learning, discovery and exceptional care, ranked among the top academic medical centers in the world. The National talent pipeline team, with the support and commitment of the business at Sidra, provides a competency-based development program, with a solid support system, that allows our Graduate Associates to build the required knowledge, skills and leadership behaviors, in alliance to Sidra's National Development Strategy 2.0, throughout their development journey.

The key principles that have influenced the design of the Program includes:

### Foundational Skill Development

- A foundational program will help address graduate's feelings of unpreparedness, while addressing basic soft and technical skill gaps currently found in existing entry-level new starters.

### Scalable and Structured

- This includes structured program streams to provide an effective learning experience while also easing the administrative requirement on the National Development team and the business.
- Defined in-takes every year, versus a more ad-hoc approach that has been followed to date.

### Alignment to Value Chain and Development of Job-ready Skills

- Program management focused around the value chain (corporate, medical, clinical and research), to promote better understanding of business needs.
- Development pathways aligned to key target roles within the business identified for Qataris, and aligned to business requirements.
- Diverse and flexible pathways within Sidra, so the right person can be placed in the right role based on their knowledge, skills and preferences.
- Specialized development tracks designed to meet the different educational and skill levels (i.e. high school graduates, tertiary graduates and experienced hires).

### Diversity of Education Partners

- Flexibility and strong partnership relationships with educational institutions to support development, both locally and internationally and ensure Sidra is able to obtain the right skills it needs for its success.

### Action-Learning Oriented

- An approach to solving real workplace problems that involves taking action and learning/reflecting upon the results, which helps improve the problem-solving process, as well as develop creative, flexible and successful strategies. This is aligned with Sidra Medicine's Leadership Behaviors.

### Market Appeal and Impact

- Marketing Sidra as an 'employer of choice' within the local market, specifically inspiring an interest in the healthcare sector amongst young, talented Qatari nationals.

### Capability Building

- Capability refers to building the knowledge, skills and competence of our Graduate Associates. The NGD program will provide structured on-the-job training, coaching and formal classroom learning to build the overall capability of the Graduate Associates to function effectively in the healthcare environment.

### Assessment Focused - Institute of Leadership

### & Management (ILM)

- The ILM is a professional membership body that connects like-minded people with the shared purpose of inspiring great leadership everywhere. Their research and programs are designed to inform, inspire and impact the practice of leadership wherever it happens. In collaboration with the Talent Enterprise (TI), Sidra is offering the LEAD Yourself: leadership development program for Graduate Associates.

Refer to section 3.2.3 for an overview of the LEAD Yourself.

### Simplicity and Ease

- The program is designed in a manner that it is clear, understandable and easy to follow for the Graduate Associates, Performance Coaches and the relevant business stakeholders.

Through a collaborative effort, which includes the National Career Development Team, Human Resources, Branch Leaders and all other stakeholders, the NGD Program will develop young Qatari talent into future leaders and functional specialists.

## 1.2 Program Description

The NGD Program is an intensive one (1) year development program that provides highly structured outcomes based development opportunities for Qatari fresh graduates. It also provides on-the-job training, as well as leadership and technical skills development that aim to provide our Graduate Associates with the knowledge and skills required to perform effectively in target roles across the business.

The Program consist of different streams, a structured on-the-job training plan that is specific to a particular department/branch, as follows:

- Research stream
- Finance stream
- Internal Audit stream
- Human Resources stream
- Information Technology stream
- Learning & Development stream
- Corporate Governance steam
- Office of General Council stream
- Nursing stream – Support Services
- Clinical Nutrition stream
- Business Process Improvement stream
- Patient Access stream
- Clinical Management Group (W&C) stream

## 1.3 The 70:20:10 Approach to Learning and Development

Ratio	Development Method	Summary	Duration
70%	On-the-Job (OTJ) Training	OTJ training will include structured rotations within a specific department/branch that will build the Graduate Associate's knowledge and skill set in a job role/area of the business.	12 months
20%	Coaching	Coaching is focused conversations with the aim of improving job performance towards the achievement of specific objectives and goals.	12 months
10%	Training Courses	HAYAKUM: Corporate Orientation	01 days
		Mandatory Education & Training (METS)	Self-paced
		LEAD Yourself : Leadership Development Program	24 days

• Refer to section 3.2.1 for an overview of the HAYAKUM: Corporate Orientation program.  
 • Refer to section 3.2.2 for an overview of the Mandatory Education & Training (METS).  
 • Refer to section 3.2.3 for an overview of the LEAD Yourself: leadership development program.

## 1.4 Program Objectives

The objectives of the NGD Program are to:

- Meet Sidra business objectives, workforce and growth plans by providing a pipeline of Qatari graduates to the various branches as permanent resources within a one (1) year period.
- Provide Qatari graduates with a high quality development program through a collaborative and structured Development Support Model (DSM) enabling them to accelerate their development and learning at every stage of their career journey.
- Provide foundational and leadership skills and knowledge to all Qatari graduates ensuring they are competent in the assigned target roles within a one (1) year period.
- Develop Qatari graduates with a long-term career strategy to retain future leaders/ managers and functional specialists in the various clinical and non-clinical branches at Sidra.

## 1.5 Target Roles

- The Graduate Associate should ideally start in the Branch that they will be appointed in an entry level target role, after completing the one (1) year NGD Program, or a minimum of six (6) months in case of high potential Graduate Associates. The latter should be recommended by the business.
- The Development Support Model outlines the framework that the key stakeholders are responsible for providing during the Graduate's one (1) year on the job training plan.
- Job descriptions for the target role will be made available to the Graduate Associate to view once they are assigned to a stream.

## 1.6 Program Stakeholders

The following stakeholders play an integral role in the Development Support Model (DSM) for the NGD Program.

### 1.6.1 Internal Stakeholders

- Graduate Associate
- Branch Sponsor
- Department Head
- Performance Coach
- Development Support People
- Learning & Development Branch
- Human Resources Branch
- Graduate Committee Representatives

### 1.6.2 External Stakeholders

- Institute for Leadership and Management (ILM)
- Hamad Medical Corporation(HMC)
- Other Supported International Universities e.g. Weill Cornell Qatar, HBKU etc.

# 2. ENTRY REQUIREMENTS



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## 2.1 Minimum Eligibility Requirements

All candidates applying for the National Graduate Development Program must meet the following criteria:

- **Qatari National/Qatari Mothers**
- **Aged between 20 and 28 years**
- **Hold a Bachelor's degree or equivalent from an institution approved by the Supreme Education Council, in an approved applicable major**
- **Minimum English language requirements:**
  - Medicine applicants**  
IELTS 6.5 (minimum 6.0 in each band)  
TOEFL PBT (paper-based test): 580  
TOEFL iBT (internet-based test): 93
  - Non-Clinical applicants**  
IELTS 6.0 (minimum 6.0 in each band)  
TOEFL PBT (paper-based test): 550  
TOEFL iBT (internet-based test): 78

Clinical applicants ( Nursing, Pharmacy, Psychology, Allied Health and Technician Programs )

IELTS 5.5 (minimum 5.0 in each band)  
TOEFL PBT (paper-based test): 497  
TOEFL iBT (internet-based test): 52

- **Recruitment of non- sponsored/external hires:**

Meet the minimum eligible requirements outlined above

Attend a Values Based Interview with National Career Development section

Complete an online English assessment or provide a recent IELTS/TOEFL required score prior to the second interview with the business

Attend a Technical Interview with the relevant Branch line management

## 2.2 Leadership Behaviors

Sidra Medicine is committed to Qatar's National Vision 2030 and the National Health Strategy by delivering on its strategy and providing exceptional patient care. Activating our vision, mission and strategy including Sidra Medicine's National Development Strategy 2.0, requires us to invest in and develop our employees, including Graduate Associate, and for them to shape and live by our values and expected behaviors. To be a leading organization, and for our employees to be empowered to act in accordance with our values and to serve our patients, it is expected that our employees will demonstrate leadership at all levels and across all roles within the organization.

Each of the Sidra Medicine's Leadership Behaviors may be demonstrated across four (4) contexts or situations, namely Leading Self, Leading Others, Leading Teams and Leading Communities. These would apply to all employees across the organization, in the way they work independently as individual contributors, work with their colleagues and lead teams, and in the way they represent Sidra Medicine in the community to effectively shape our future. To deliver and execute on our strategy, all employees need to demonstrate leadership behaviors. Six critical behaviors have been identified to 'LEAD with VISION' at Sidra.

<b>Values Collaboration</b>	<b>Values Collaboration</b>
	Communicates in a respectful manner that appreciates and values others' viewpoints. Encourages collaboration, openness and the sharing of information. Builds and leverages relationships to support the accomplishment of work goals.
<b>Inspires Purpose</b>	<b>Inspires Purpose</b>
	Inspires and engages others to take a positive view of the future and is committed to the Sidra mission. Acts for the greater good of the organization. Works with a sense of service and purpose to colleagues and patients.
<b>Supportive Growth</b>	<b>Supportive Growth</b>
	Is a life-long learner and encourages the same in others. Enables employees to achieve high performance and fulfil their potential. Shares information and empowers others to act.
<b>Impact Results</b>	<b>Impact Results</b>
	Determined to achieve Sidra's strategy, goals and objectives. Proactively makes informed decisions that considers long and short term impacts, in collaboration with others or independently.
<b>Owens Actions</b>	<b>Owens Actions</b>
	Takes and encourages accountability. Communicates and delivers on commitments. Takes informed and calculated risk.
<b>Navigate Change</b>	<b>Navigate Change</b>
	Anticipates and responds to changing directions and seeks new insights. Is open and willing to approach and accept different working methods.

### 2.3 Selection Assessment Requirements

Assessment Type	Competencies	Indicative Tool	Primary Responsibility	Other Stakeholders	
Leadership Behaviors	Personal Strengths	<ul style="list-style-type: none"> <li>▪ Employee Thriving Index</li> <li>▪ Interview</li> </ul>	National Talent Acquisition	<ul style="list-style-type: none"> <li>▪ Technical Department</li> <li>▪ National Career Development</li> </ul>	
	All Key Behavioral Competencies	<ul style="list-style-type: none"> <li>▪ Assessment Center</li> <li>▪ Interview</li> </ul>			
	Career Interests	<ul style="list-style-type: none"> <li>▪ Psychometric</li> <li>▪ Interview</li> </ul>			
Technical Competencies	English Language	<ul style="list-style-type: none"> <li>▪ Online English Assessment or IELTS/TOEFL</li> </ul>		National Talent Acquisition	
	Numerical Ability	<ul style="list-style-type: none"> <li>▪ Standardized Assessment</li> </ul>			
	Planning & Organizing	<ul style="list-style-type: none"> <li>▪ Assessment Center</li> <li>▪ Interview</li> </ul>			
Other Areas to Assess	Willingness to Join Sidra	<ul style="list-style-type: none"> <li>▪ Interview</li> </ul>	National Talent Acquisition		<ul style="list-style-type: none"> <li>▪ Technical Department</li> <li>▪ National Career Development</li> </ul>
	Passion for Healthcare and the Role				
	Grooming				
	Sidra Values				

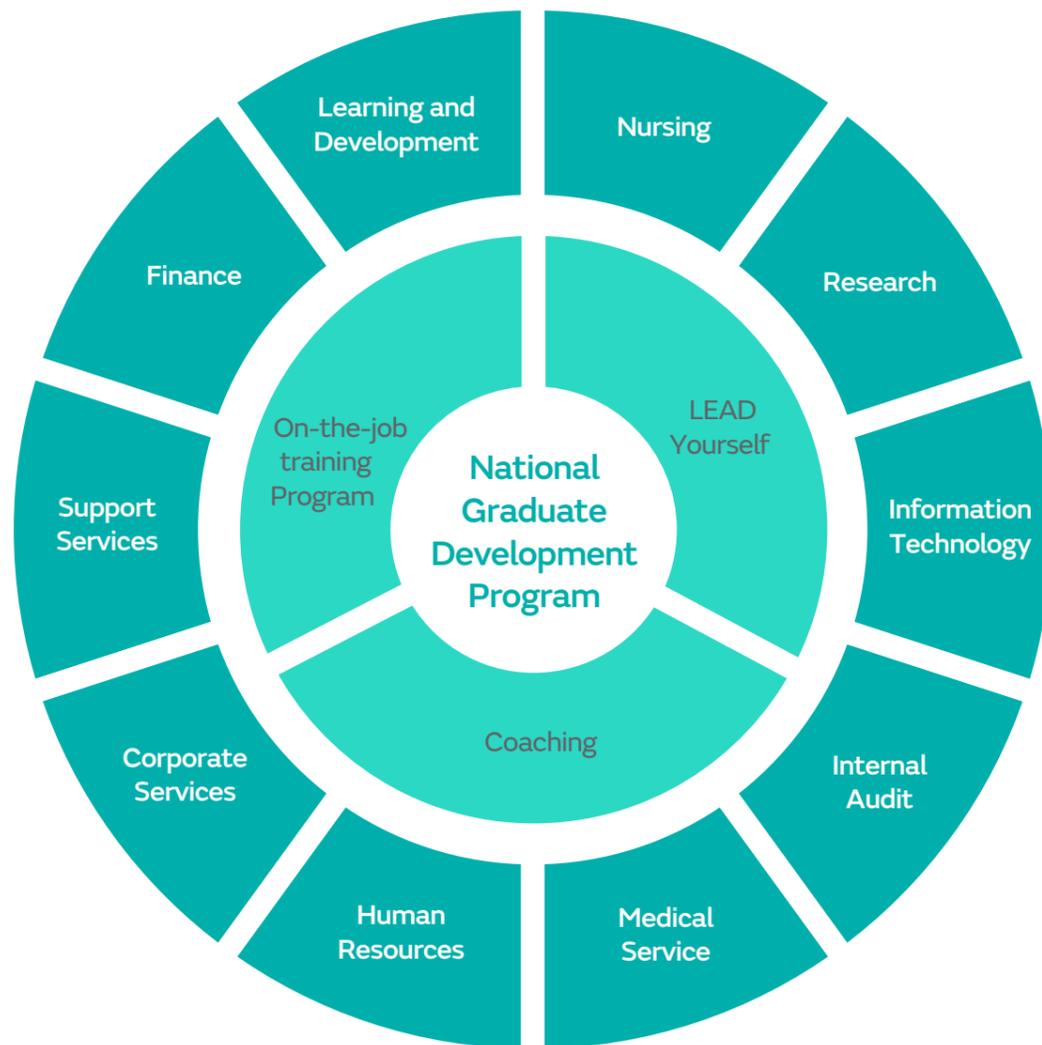
# 3. PROGRAM STRUCTURE



# 3. PROGRAM STRUCTURE

## 3.1 Overall Program Structure

The National Graduate Development (NGD) Program provides a simple structure for multiple development cores, focusing on building industry specific skills as well as role specific skills. It has three (3) main elements: Program Streams, LEAD Yourself and Coaching.



### 3.1.1 Probation and Performance Management

- All Graduate Associates will be subject to a three (3) month probation period as per Sidra’s Probation Period policy and procedure.
- As per the Development Support Model, Performance Coaches will conduct and complete monthly feedback reports via the ‘My Performance, My Career’ performance system.
- Any performance or behavioral issues should be noted in the monthly reports with specific actions and outcomes agreed and documented by the Performance Coach and Graduate Associate.
- Throughout the three (3) month probation period, Performance Coaches will seek advice and support from the National Career Development section/National Associates Development Department.
- Performance Coaches will be the first line of approval for all Sidra training, annual and sick leaves.
- Following a successful three (3) month probation period and twelve (12) month On-The-Job rotation a presentation should be scheduled and delivered by the Graduate Associate.
- The Performance Coach will be responsible to assist with goal setting and conducting the probation review, mid-year and annual performance reviews of their assigned Graduate Associate(s).

### 3.1.2 LEAD Yourself

The LEAD Yourself is a twelve (12) month leadership development program, accredited by ILM level two (2) qualification in leadership and team skills, specifically designed for Graduate Associates. It aims to provide them with the essential knowledge, skills and competencies required to succeed in the workplace.

[Refer to section 3.2.3 for more detailed information on the LEAD Yourself.](#)

### 3.1.3 Coaching

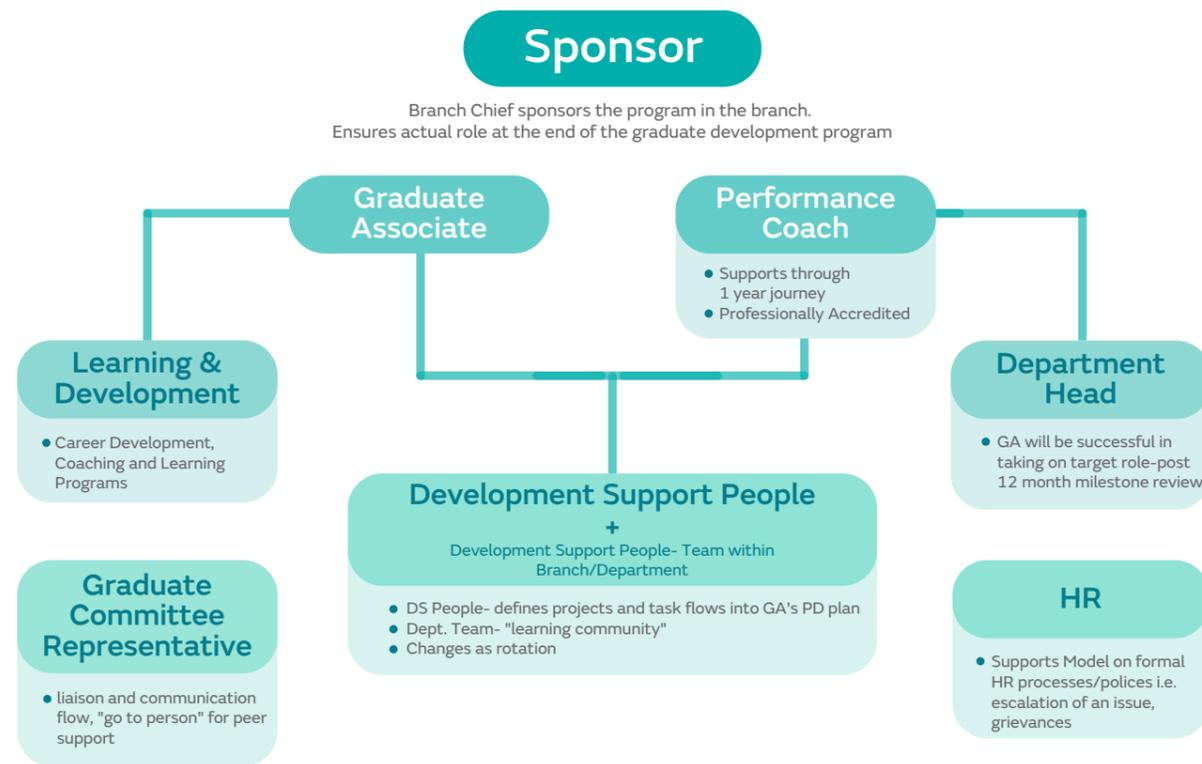
The Coaching core aims to provide our graduate associates with formal guidance and support throughout the graduate development program through structured coaching conversations, scheduled for thirty (30) minutes weekly, with their assigned Performance Coach. Graduate Associates will need to attend all of their scheduled coaching sessions as part of their National Graduate Development Program. Those sessions aim to improve the Graduate Associates performance towards the achievement of specific objectives and goals.the workplace.

[Refer to section 3.2.3 for more detailed information on the LEAD Yourself.](#)

### 3.1.4 Development Support Model

The figure below highlights the Development Support Model framework for the National Graduate Development Program and shows the various stakeholders involved in graduate development at Sidra.

## The Development Support Model: A Partnership Approach to Developing Qatari Fresh Graduates



### 3.2 Training Courses

The figure below highlights the Development Support Model framework for the National Graduate Development Program and shows the various stakeholders involved in graduate development at Sidra.

### 3.2.1 Hayakum: Corporate Orientation

The Corporate Orientation Program, HAYAKUM, is essential for Sidra's new employees (including Graduate Associates), prior to joining Sidra or within one (1) month of their Date of Joining (DOJ), to build a sense of belonging to their new organization. By creating a welcoming work environment, it is an opportunity for all to learn about the different functions at Sidra and the culture of Qatar. Dates/venue for HAYAKUM will be communicated directly to all Graduate Associates by the HR- Onboarding team.

For any queries related to the Hayakum, Corporate Orientation, please contact:

**Corporate Induction, People Capability Department**  
9th Floor, Al Nasser Tower

### 3.2.2 Mandatory Education and Training (METs)

Mandatory Education and Training (METs) is education that Sidra requires its employees to undertake and successfully complete in line with regulations, standards and key policies. Certain MET requirements need to be completed on an annual basis. All Graduate Associates are expected to complete their METs at the commencement of the NGD Program, and annually as per organization requirements. The MET modules must be completed via e-learning through the Learning Management System (LMS).

For any issues/trouble shooting related to the LMS, please contact:

**Instructional Design Department**  
sidralearning@sidra.org | 9th Floor, Al Nasser Tower

### 3.2.3 LEAD Yourself

The LEAD Yourself is a twelve (12) month leadership development program, accredited by the ILM as a level two (2) qualification in leadership and team skills, specifically designed for Graduate Associates. It provides the Graduate Associates with the essential knowledge, skills and capabilities required to succeed in the workplace. The program aims to set and clarify expectations of the Graduate Associate on their role in leading themselves, working with others, and leading projects, as well as building the foundation of their future journey as leaders in Sidra and Qatar.

All Graduate Associates need to complete all program modules as part of their National Graduate Development Program. They will be assigned to a group/cohort and will be provided with the course dates in advance in order to plan their schedules and inform their Performance Coach accordingly. As such, there will be formative and summative assessments to check they have acquired the relevant knowledge and skills to be awarded the ILM Level two (2) certificate in Leadership and Team Skills.

Graduate Associates should note that whilst attending any training event/course:

- 100% attendance is mandatory
- Attendance will be recorded by the Course Facilitator/Trainer
- Lateness or absenteeism will be dealt with according to Sidra policy
- Professional conduct must be maintained throughout the course
- Any assignments or work based projects must be completed and submitted as per set deadlines

For any queries related to the LEAD Yourself Program for Graduate Associates, please contact:

**Leadership and Management Development, People Capability Department**  
leadyourself@sidra.org | 9th Floor, Al Nasser Tower

### 3.2.4 Technical Training Courses

For any technical/role specific course that a Graduate Associate must attend based on their Development Plan, Job Description or identified as a requirement for their graduate development program stream, the Learning and Development policy and procedure shall apply. The current Learning and Develop, Professional Certification and CPD policy, procedure and applicable Learning Request form are available on the Sidra Portal.

For any queries related to external learning eligibility, policy or procedure, please contact:

**People Capability Department**  
9th Floor, Al Nasser Tower

## 3.3 Development Tools

### 3.3.1 My Performance My Career (MPMC)

My Performance, My Career is designed to help employees proactively plan and track their performance online.

#### 3.3.1.1 Goals Setting

With the MPMC system you can align your goals, record progress and achievements, and request multi-source feedback. Please refer to the Learning Management System (LMS) for online training courses below, to learn how to set goals, track progress, ask for feedback and measure achievements over the duration of a year.

- MPMC Overview
- MPMC Probation/ Annual Goal Setting
- MPMC Mid./ End of Year Review

**Talent Performance Department**  
MPMC@sidra.org



# 4. PROGRAMS STREAMS



# 4. PROGRAM STREAMS

## 4.1 Research Stream

### Description:

The purpose of this program is to equip graduate associates with the necessary knowledge, skills and abilities to perform research functions and to develop an understanding of research practices to help reach business objectives. This stream will allow the graduate associate to understand the Research Branch and the different research programs, to get hands-on training on a variety of laboratory techniques and methodologies and learn how to analyze data.

### Applicable Majors:

This stream is open to qualified graduates from the following majors:

- Biology (incl. all sub-specialties)
- Biochemistry
- Bioengineering
- Biostatistics
- Computer Science
- Mathematics
- Medicine
- Nutrition
- Pharmacology
- Biomedical Science
- Medical Biochemistry
- Medical Biology
- Medical Genetics
- Medical Lab Science
- Physiological Science

### Target Divisions and Roles:

Possible entry-level roles that the graduate can be confirmed/positioned in, if allocated:

- Research Specialist I
- Research Specialist II

### Rotation Areas:

Graduates will be able to acquire hands-on training/experience in a variety of core areas across the following Research Branch.

- Core-facilities Rotation:
  - Research Administration
  - Omics Core
  - Clinical Genomics Laboratory
  - Deep Phenotyping Core I (Cytometry)
  - Deep Phenotyping Core II (Microscopy)
  - Zebrafish Core (optional)
  - Clinical Trials and GMP Facility Core (optional)
    - Bioinformatics core
- Individual Lab Rotation

### Key Stakeholders:

- Research Branch.
- Learning & Development Branch.
- Any other Development Support Model Stakeholders.

## 4.2 Finance Stream

### Description:

The purpose of this program is to equip graduate associates with the necessary knowledge, skills and abilities to realize their potential and having career in finance. The program will provide a solid grounding in practicalities of finance.

### Applicable Majors:

This stream is open to qualified graduates from the following majors:

- Accounting
- Finance (The specific courses that should be completed in the degree program include):
  - Financial Reporting
  - Financial Accounting
  - Concepts of Auditing
  - Cost Accounting
  - Management Accounting
  - Accounting Information System
  - Business Law
  - Financial Management
  - Micro Economics

### Target Divisions and Roles:

Possible entry-level roles that the graduate can be confirmed/positioned in, if allocated:

- Accountant Budgeting and Reporting
- Accountant AP
- Accountant – Costing
- Coordinator – Finance

### Rotation Areas:

Graduates will be able to acquire hands-on training/experience in a variety of core areas across the following Finance Branch.

- Reporting and Budgeting
- Treasury and Corporate Finance
- Financial Operations
- Revenue Cycle

### Key Stakeholders:

- Finance Branch.
- Learning & Development Branch.
- Any other Development Support Model Stakeholders.

### 4.3 Human Resources Stream

#### Description:

The purpose of this program is to equip graduate associates with the necessary knowledge, skills and abilities to perform various human resource management functions and to develop an understanding of HR practices supporting business objectives.

#### Applicable Majors:

This stream is open to qualified graduates from the following majors:

- Human Resources Management
- Economics
- Business Administration
- Occupational Psychology
- Business Management
- Organizational Development
- Organizational Behavior

#### Target Divisions and Roles:

Possible entry-level roles that the graduate can be confirmed/positioned in, if allocated:

- Officer role in one of the following sections:
  - Onboarding and Relocation
  - Housing services
- Analyst role in the following sections:
  - Reporting and Analytics
  - Total Rewards and Employee Administration

#### Rotation Areas:

Graduates will be able to acquire hands-on training/experience in a variety of core areas across the following HR Branch:

- Recruitment
- Government Relations

- Employee Benefits & Administration
- Total Rewards
- Analytics and Reporting
- Employee Relations
- Learning and Development

#### Key Stakeholders:

- Human Resources Branch.
- Learning & Development Branch.
- Any other Development Support Model Stakeholders.

### 4.4 Information Technology stream

#### Description:

The purpose of this program is to equip graduate associates with the necessary knowledge, skills and abilities to perform various roles within Clinical, Business and Infrastructure departments within the IT Branch.

#### Applicable Majors:

This stream is open to qualified graduates from the following majors:

- Computer Science
- Information Systems
- Electronic Engineering
- Business Administration

#### Target Divisions and Roles:

Possible entry-level roles that the graduate can be confirmed/positioned in, if allocated:

- E-Health Applications – Analyst
- BAS - Analyst
- I&O - IT Support Engineer
- Service Management Analyst

#### Rotation Areas:

Graduates will be able to acquire hands-on training/experience in a variety of core areas across the following IT Branch:

- BAS Business application systems
- E-Health
- Infrastructure and Operations (I&O)

#### Key Stakeholders:

- Information Technology Branch.
- Learning & Development Branch.
- Any other Development Support Model Stakeholders.

### 4.5 Learning & Development Stream

#### Description:

The purpose of this program is to equip graduate associates with the necessary knowledge, skills and abilities to assume a role in the Learning and Development branch. This stream will enable the graduate associate to understand the Learning and Development function at Sidra as well as the different programs and scope of services available.

#### Applicable Majors:

This stream is open to qualified graduates from the following majors:

- Human Resources Management
- Human Resources Development
- Business Administration
- Business Management
- Education
- Instructional Design
- Learning and Technologies
- Leadership Development
- Organizational Development

#### Target Divisions and Roles:

Possible entry-level roles that graduate can be confirmed/positioned in, if allocated:

- Coordinator role, in any of the following sections:
  - Performance and Talent
  - Corporate Education
  - National Talent Acquisition

#### Rotation Areas:

Graduates will be able to acquire hands-on training/experience in a variety of areas across the following core L&D sections:

- Performance and Talent
- Corporate Education
- National Talent Acquisition

#### Key Stakeholders:

- Learning & Development Branch.
- Any other Development Support Model Stakeholders.

### 4.6 Nursing Stream – Support Services

#### Description:

The purpose of this program is to equip graduate associates with the necessary knowledge, skills and abilities to meet licensing requirements and transition to practice nurses.

#### Applicable Majors:

This stream is open to qualified graduates with Bachelor of Nursing (BSN) degree.

**Target Divisions and Roles:**

Possible entry-level roles that graduate can be confirmed/positioned in, if allocated:

- Clinical Nurse - (upon meeting licensing requirements for Qatar Council for Healthcare Practitioners (QCHP) within 26 weeks from start date)

**Rotation Areas:**

Graduates will be able to acquire hands-on training/experience in a variety of areas across the following core nursing sections.

- Inpatient Children's Clinical Management Group
- Inpatient Women's Clinical Management Group
- Foundations Clinical Management Group
- Outpatient Clinics

**Key Stakeholders:**

- Nursing/Support Service Branch.
- Learning & Development Branch.
- Any other Development Support Model Stakeholders.

## 4.7 Clinical Nutrition Stream – Allied Health – Support Services

**Description:**

The purpose of this program is to equip graduate associates with the necessary knowledge, skills and capability to apply nutrition related interventions to meet our patient's needs. The Clinical Nutrition and Dietetics Department will provide services to neonatal, pediatric and adolescent patients of all specialties, women's mental health as well as services to obstetrical and gynecological patients.

**Applicable Majors:**

This stream is open to qualified graduates from the following majors:

- Clinical Dietetics
- Human Nutrition
- Nutrition and Dietetics
- Food Science and Nutrition
- Clinical Nutrition
- Medical Nutrition Therapy
- Nutrition Therapy

**Target Divisions and Roles:**

Possible entry-level roles that the graduate can be confirmed/positioned in, if allocated:

- Dietitian I (entry level position, which requires two years of clinical experience)

**Rotation Areas:**

Graduates will be able to acquire hands-on training/experience in a variety of core areas across the following Nutrition sections.

- In-Patient-2 UNIT AREAS minimum
- Intensive Care- 2 UNIT AREAS minimum: PICU, CICU, NICU
- Out-Patient Services-2 UNIT AREAS minimum
- Weekend and Float coverage
- UNIT AREAS minimum

**Key Stakeholders:**

- Allied Health Department/Support Service Branch.
- Learning & Development Branch.
- Any other Development Support Model Stakeholders.

## 4.8 Business Process Improvement Stream - Operation Services

**Description:**

The purpose of this program is to equip graduate associates with the necessary knowledge, skills and abilities to apply critical reasoning, analytical thinking and decision-making techniques to identify key operational and strategic challenges facing the business and suggest recommendations to resolve them.

**Applicable Majors:**

This stream is open to qualified graduates from the following majors:

- Business Administration
- Computer Sciences
- Information Technology
- Economics
- Industrial Engineering
- Health Sciences
- Community Healthcare
- International Business Management
- Healthcare Management
- Health Services Administration

**Target Divisions and Roles:**

Possible entry-level roles that the graduate can be confirmed/positioned in, if allocated:

- Analyst- Business Process Improvement
- Analyst- Business Process Modelling
- Coordinator- BPM/ PI

**Rotation Areas:**

Graduates will be able to acquire hands-on training/experience within the core Business Process Improvement Department.

**Key Stakeholders:**

- Business Process Improvement Department/ Support Service Branch.
- Learning & Development Branch.
- Any other Development Support Model Stakeholders.

## 4.9 Patient Access Stream - Support Services

### Description:

The purpose of this program is to equip graduate associates with the necessary knowledge, skills and abilities to perform Patient Access functions. The graduate will be trained to perform registration, scheduling and payment functions upon each patient's arrival and to ensure data inputs are accurate, to provide courteous and efficient service for all patients and their families.

### Applicable Majors:

This stream is open to qualified graduates from the following majors:

- Hospital Administration
- Health Care Management or related
- Hospitality
- Business Administration

### Target Divisions and Roles:

Possible entry-level roles that the graduate can be confirmed/positioned in, if allocated:

- Supervisor Patient Access Associate

### Rotation Areas:

Graduates will be able to acquire hands-on training/experience in a variety of core areas across the following Patient Access Department.

- Scheduling
- Registration

### Key Stakeholders:

- Patient Access Department/Support Service Branch.
- Learning & Development Branch.
- Any other Development Support Model Stakeholders.

## 4.10 Corporate Governance Stream - Corporate Services

### Description:

The purpose of this program is to equip graduate associates with the necessary knowledge, skills and abilities to perform Governance functions. This stream will allow the graduate associate to understand how to facilitate the effective flow of information to support decision-making between the Board of Governors, standing committees and the executive management team ensuring decision-making is aligned to Sidra's strategic objectives. It will also oversee Sidra's internal controls incorporating enterprise risk management and the policy management cycle.

### Applicable Majors:

This stream is open to qualified graduates from the following majors:

- Law
- Business Administration/ Management
- Public Administration/Public Policy or Local
- Government Studies
- Healthcare Administration
- Risk Management

### Target Divisions and Roles:

Possible entry-level roles that the graduate can be confirmed/positioned in, if allocated:

- Corporate Governance Analyst

### Rotation Areas:

Graduates will be able to acquire hands-on training/experience in a variety of core areas across the following Governance Department.

- Corporate Governance
- Policy Management
- Enterprise Risk Management

### Key Stakeholders:

- Corporate Governance Department/ Corporate Service Branch.
- Learning & Development Branch.
- Any other Development Support Model Stakeholders.

## 4.11 Legal (Office of General Counsel) Stream - Corporate Services

### Description:

The purpose of this program is to equip graduate associates with the necessary knowledge, skills and abilities to perform Legal functions and to develop an understanding of legal practices including legal risks and responsibilities, ethics and compliance. The Stream will provide training in core legal competencies.

### Applicable Majors:

This stream is open to qualified graduates from the following majors:

- Law

### Target Divisions and Roles:

Possible entry-level roles that graduate can be confirmed/positioned in, if allocated:

- Legal Associate

### Rotation Areas:

Graduates will be able to acquire hands-on training/experience in a variety of core areas across the following Legal Section.

- Legal Services
- Ethics and Compliance

### Key Stakeholders:

- Office of General Counsel Department/ Corporate Service Branch.
- Learning & Development Branch.
- Any other Development Support Model Stakeholders.

#### 4.12 Clinical Management Group Stream - Medical Services

##### Description:

The purpose of this program is to equip graduate associates with the necessary knowledge, skills and abilities to assume a role in the women or children Clinical Management Groups. This stream will enable the graduate associate to understand and apply fundamental scientific principles to the analysis of large complex data sets obtained manually or through information systems in a hospital setting. Graduate Associates will be able to acquire training/experience in clinical management groups departments (medicine and surgery) within various divisions (e.g. general paediatrics, rheumatology, and obstetrics).

##### Applicable Majors:

This stream is open to qualified graduates from the following majors:

- Public health/health promotion
- Health education
- Community health
- Nursing/allied health graduates

##### Target Divisions and Roles:

Possible entry-level roles that the graduate can be confirmed/positioned in, if allocated:

- Health Promoter

##### Rotation Areas:

Graduates will be able to acquire hands-on training/experience in a variety of core areas across the following Health Promotion Department.

- Patient education in paediatric clinics
- Maternal and infant health education program
- Safety and injury prevention program
- Paediatric diabetes program
- Healthy lifestyle

##### Key Stakeholders:

- Health Promotion Department/Support Service Branch.
- Learning & Development Branch.
- Any other Development Support Model Stakeholders.

#### 4.13 Internal Audit Stream

##### Description:

The purpose of this program is to equip graduate associates with the necessary knowledge, skills and abilities to perform various internal audit functions and to develop an understanding of Internal Audit (IA) practices to help reach business objectives.

The IA function provides independent, objective assurance and consulting services at Sidra. Internal Audit support Sidra's vision by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal controls, and governance processes.

##### Applicable Majors:

This stream is open to qualified graduates from the following majors:

- Finance
- Accounting
- Auditing
- Business Management
- Commerce
- IT

##### Target Divisions and Roles:

Possible entry-level roles that the graduate can be confirmed/positioned in, if allocated:

- Associate internal auditor

##### Rotation Areas:

Graduates will be able to acquire hands-on training/experience in a variety of core areas across the Internal Audit Department based on the audit cycle plan.

##### Key Stakeholders:

- Internal Audit Department
- Learning & Development Branch.
- Any other Development Support Model Stakeholders.

# 5. ROLES & RESPONSIBILITIES

# 5. ROLES & RESPONSIBILITIES

## 5.1 Graduate Associate

A fresh graduate Qatari /Qatari mother employee who has joined Sidra from the National Scholarship Program or as external hire.

The responsibilities of a Graduate Associate, during both the theoretical and on-the-job training, include:

- Completion of all Mandatory Education and Training (METs) as per the requirements stipulated by Sidra/Learning and Development Branch.
- Working proactively with all stakeholders involved in the Development Support Model to complete required On-The-Job training plan, and developing skills and knowledge towards their target role.
- Taking ownership for meeting regularly with their Performance Coach and identifying any additional career objectives based on interest and/or work skills.
- Circulating a monthly “Feedback Form” to the Performance Coaches and the Development Support People, and use the same as performance evidence for annual and mid year reviews.
- Working with the Performance Coach to provide business justification for any amendments to the development program or training schedule.

- Acting and behaving in a professional manner and adhering to Sidra’s values and policies both internally and externally when representing Sidra or attending a company event.
- Demonstrating a willingness to learn and grow throughout the program, including completing any tasks assigned by their Performance Coach or the Learning and Development Branch.
- Attending Development Support Model stakeholder Career Conversation on twelve (12) months to evaluate fit for target/actual role.

## 5.2 Performance Coach

A senior/experienced employee who is responsible/accountable for a Graduate Associate’s performance development for the duration of the one (1) year development program.

The Performance Coach responsibilities include:

- Leading the development support model process as part of the Graduate Associates performance management
- Co-setting and agreeing on an annual performance objectives with the Graduate Associate at the beginning of the rotation and complete mid and year/annual year reviews
- Identifying performance and behavioral strengths, gaps and improvement areas through ongoing feedback from various stakeholders within the Development Support Model

- Evaluating the Graduate Associate’s performance through the monthly feedback form and coaching sessions for a minimum of two (2) hours per month (30 min./week)
- Providing ongoing support and advice on career objectives and development progress
- Acting as the line manager for the Graduate Associate and actions all line management tasks, including but not limited to, leave requests, duty travel, approval of training courses and other similar requests
- Collecting information and feedback regularly from all rotations regarding the Graduate Associate’s on the job performance from the Development Support People, and reporting the same up to the Department Head and Branch sponsor, if needed.
- Participating in the Development Support Model Career Conversation at twelve (12) months to evaluate the Graduate Associate’s fit for a target/actual role

## 5.3 Development Support People

Any staff member that has been assigned to manage/develop the Graduate Associate during a rotation in their department.

Their responsibilities include:

- Working in partnership with the Performance Coach and Graduate Associate to obtain necessary information for rotation objectives concerning the Graduate Associate
- Discussing strengths/developmental areas of the Graduate Associate with the Performance Coach
- Implementing a structured plan in line with the target role and/or performance objectives set by the Performance Coach
- Managing the Graduate Associate in line with Sidra policies and procedures
- Providing regular feedback to the Performance Coach on the Graduate Associates attendance, performance and behavior

## 5.4 Sponsor

The sponsor is a L2/Branch Chief who plays a mentorship role to the Graduate Associate and supports Department Heads, Performance Coaches and Development Support People in their respective branch

Their responsibilities include:

- Supporting Qatarization by including it in the branch KPI.
- Communicating internally with Department Heads to ensure regular onboarding of new Graduate Associates in the Branch
- Endorsing the development program and plans with the Department Head
- Signs off nomination of Performance Coaches made by the Department Head
- Following up with the Department Head to ensure the development program for all Graduate Associates in the respective branch are on track
- Committing to actual roles for Graduate Associates in the Branch Organizational Structure after completion of the National Graduate Development Program
- Include Coaching as a Management Style certification as a KPI for Performance Coaches in his/her respective Branch
- Participating in the Development Support Model Career Conversation at twelve (12) months to evaluate the Graduate Associate's fit for actual/ target role

## 5.5 Department Head

The Department Head is the most senior person (e.g. Director, Executive Director) in the area in which the Graduate Associate is completing their one (1) year development program

The Department Heads responsibilities include:

- Identifying high potential Performance Coaches to be trained/certified in Coaching as a Management Style
- Identifying Development Support People for each rotation within the department
- Communicates the program objectives to the department/team
- Committing to releasing nominated Performance Coaches for coach accreditation training
- Providing any required support to certified Performance Coaches in his/her department
- Engage and guides Graduate Associates on their career objectives through a mentoring relationship
- Approving any movement/changes from the agreed development program prior to any changes being made
- Participating in the Development Support Model Career Conversation at twelve (12) months to evaluate the Graduate Associate's fit for actual/target role

## 5.6 Graduate Associate Committee Representative

A Graduate Associate who provides peer level support to other Graduate Associates. He/she will typically be an existing Graduate Associate, in the same stream and further advanced in the program

Their responsibilities include:

- Providing onboarding support during the few months to new Graduate Associates
- Meeting with Graduate Associates to share previous experiences such as Sidra business etiquette, knowledge of organizational processes and ways of working in a multi-cultural work environment
- Representing graduates in a particular Branch at the monthly Graduate Associate meeting with Learning and Development management

## 5.7 Human Resources

The Human Resources Branch that provides HR support to all employees including Graduate Associates, Performance Coaches, Branch Management and the National Career Development team

Their responsibilities include:

- Providing guidance to Development Support Model stakeholders on Performance Management related issues, as per Sidra's guidelines
- Supporting Performance Coach to take action on disciplinary matters, including attendance, leave etc.
- Attending National Career Development meetings, if required, to understand HR issues related to Graduate Associates

## 5.8 Learning and Development Branch

The branch that is responsible for implementing, managing, monitoring, amending and updating the National Graduate Development Program at Sidra

The National Career Development Department responsibilities include:

- Providing the National Graduate Development Program manuals and policies
- Endorsing any amendments to manuals and policies and communicates this to the business
- Tracking approved learning and development plans for the program streams
- Providing guidance/information on the Development Support Model
- Providing guidance on Performance Management and improvement plans for Graduate Associates
- Providing guidance with HR representative and Performance Coach on disciplinary and performance development actions, if required
- Participating in the Development Support Model Career Conversation at twelve (12) months to evaluate the Graduate Associate's fit for actual/target role

The Performance and Career Development responsibilities include:

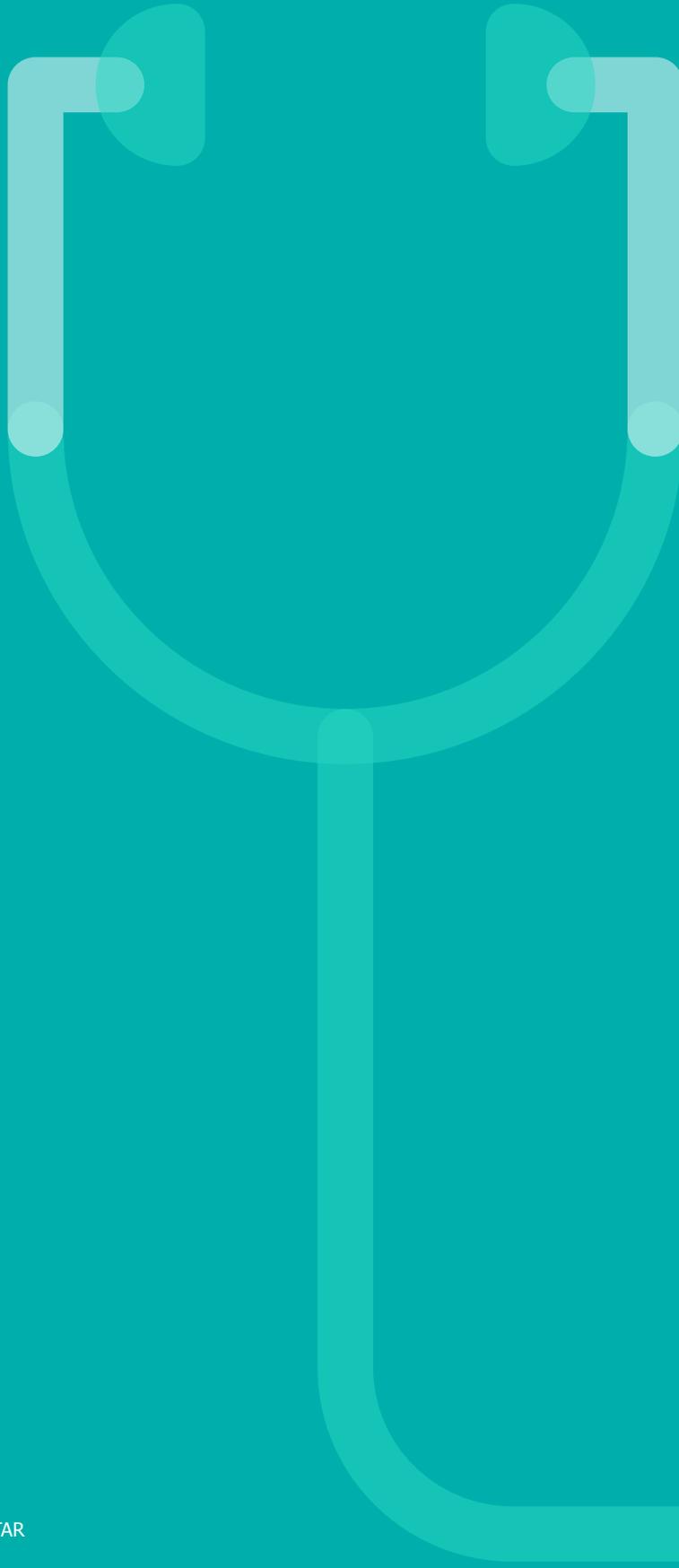
- Providing guidance on the Coaching Model
- Providing Coaching skills training to Performance Coaches and other Development Support stakeholders, as required
- Participating in the selection process for Performance Coaches

The People Capability Department responsibilities include:

- Providing training courses as required for the National Graduate Development Program e.g. LEAD Yourself
- Delivering the HAYAKUM, Corporate Orientation for new Graduate Associates
- Facilitating enrollment for external training courses and manage training records

The Instructional Design (E-Learning) Department responsibilities include:

- Designing and developing online and blended education materials for Corporate and Clinical stakeholders
- Providing training to all department's on how to author content to create measurable effective educational materials
- Perform needs analysis with Sidra departments for training needs in e-learning curriculum and blended learning
- Revising Mandatory Compliance Training in readiness for licensing and accreditation
- Supporting Orientation and Continuing Professional Development education projects across departments



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