

Training as a Factor Contributing to the Improvement of Human Resource Performance

Case Study: Action Plan for the Benefit of Patients

التكوين كأحد العوامل المساهمة في تحسين أداء الموارد البشرية

دراسة حالة: مخطط النشاطات لفائدة المريض

BELLIL Boualem ♦

The Lab of Environment
and Sustainable
Development (Algiers
University 1
Faculty of law)
ms.bellil2022@gmail.com

**AHMIDATOU
Mohamed**

The Lab of Environment
and Sustainable
Development (Algiers
University 1
Faculty of law)
ahmidatou2006@yahoo.fr

RAMDANI Afif

Associate Professor,
University of Blida 2 (Algeria)

ramdani_afif@yahoo.fr

Date of submission: 02/02/2025

Date of acceptance: 17/02/2025

Date of publication: 22/04/2025

Abstract:

This is a study aimed at highlighting the importance of training in health establishments as well as the adoption of contributory and necessary mechanisms for strengthening the human resources management strategy through descriptive, analytical and collaborative methods and tools.

The highlighting thus demonstrated of the importance of training argues in favor of the valorization of human resources, essential for improving the level of skills and raising the capacities of the actors of the hospital organization. Which consequently generates a high level of performance in the medium and long term. Anchoring training as a cross-cutting axis for developing the capacities of human resources in health would not only make it possible to achieve the objectives assigned in the Action Plan (PAM) for illustrative purposes but would also help to better evaluate the planned actions according to the performance indices set out in the plan.

Keywords: Training, Human Resources Management, Action Plan for the Benefit of the Patient

الملخص:

تهدف هذه الدراسة إلى تسليط الضوء على أهمية التكوين في المؤسسات الصحية، فضلاً عن اعتماد آليات مساهمة ضرورية لتعزيز استراتيجية إدارة الموارد البشرية من خلال الأساليب والأدوات الوصفية والتحليلية المساعدة .

إن تسليط الضوء على أهمية التكوين بهذه الطريقة يبرهن على أهمية تثمين الموارد البشرية، وهو أمر ضروري لتحسين مستوى المهارات ورفع قدرات الفاعلين في المؤسسة الاستشفائية. مما يؤدي إلى إنشاء مستوى عالٍ من الأداء على المدى المتوسط والبعيد. إن ترسيخ التكوين كمحور شامل لتطوير قدرات الموارد البشرية في مجال الصحة لن يجعل من الممكن تحقيق الأهداف المحددة في مخطط النشاطات لفائدة المريض لأغراض توضيحية فحسب، بل سيساعد أيضاً في تقييم الإجراءات المخطط لها بشكل أفضل وفقاً لمؤشرات الأداء المحددة في الخطة.

الكلمات المفتاحية: التكوين، تسيير الموارد البشرية، مخطط النشاطات لفائدة المريض.

Introduction:

The researcher MEIGANAT begins his book Managing Training with the statement: "The organization does not have problems with training, but it has problems that training can help solve."

Modern trends accompanying technological development, particularly in areas related to human resource development that align with modern environmental characteristics, have been unable to fully address human resource management needs, especially given the lack of precision in the information they provide. As a result, organizations of various types and natures find it imperative to adopt one of the modern methods and mechanisms to achieve their goals, particularly improving the methods of human resource management they aim to adopt and sustain to ensure job stability and the continuity of activities. Enhancing and developing performance, as well as promoting employees' career paths, is considered one of the most important aspects of effective management.

The process of gathering information during the analysis of training needs helps avoid additional training costs and ensures harmony between the organization's status and its training activities, given that training is not an end in itself but a means to achieve objectives and prevent potential problems in the work environment. Analyzing training needs allows us to determine whether workplace issues are caused by a lack of skills.

Training as a Factor Contributing to the Improvement of Human Resource Performance

Case Study: Action Plan for the Benefit of Patients

In this context, organizations are currently striving to adopt modern management mechanisms and methods for training and human capital development due to their critical role and the rapid pace of environmental changes. However, the focus on improving the performance and efficiency of human resources has become a priority to achieve high performance and long-term objectives. Training mechanisms, including their essential activities and programs, can be considered one of these means, as they are concepts that most organizations value for their role in the continuous improvement of administrative and financial performance through the adoption of an effective strategy.

Using modern management mechanisms achieves the highest levels of efficiency while reducing costs. In this context, achieving improved performance and human resource actions requires introducing several positive aspects, such as digital applications, to support the management of human resources in the organization. These tools significantly impact the quality levels of the objectives that the organization aims to achieve, such as highly qualifying human capacities, which is a goal sought through the action plan for the benefit of patients.

1. Problem Statement

How can training in improving Human Resource Management processes contribute to achieving objectives in the healthcare sector?

2. Sub-questions

- What does training mean, and what are its importance and objectives?
- What role does training and strengthening human resource strategy play in achieving the healthcare sector's goals?

3. Hypotheses

- Prioritizing training programs within the organization contributes to improving and developing human resource performance.
- Implementing human resource management strategies has positive impacts on the healthcare sector's objectives.
- Importance of the Study

- Unveiling an important variable upon which most organizations currently rely.
- Identifying how training influences human resource strategies, its improvement, and the characteristics it adds.

4. Objectives of the Study

- Enable managers within the organization to use new management mechanisms, including strategic plans, to improve human resource performance.
- Analyze and discuss the role of training and its programs in achieving long-term objectives.
- Identify the positive aspects of applying modern management tools and prioritizing training.

5. Methodology

The descriptive-analytical method was adopted to understand the generalities and conceptual framework of training's role in improving human resources through a suitable strategy. This method aims to derive results that can be generalized.

6. The research paper will address:

- **First Axis:** Training as a mechanism for human resource management.
- **Second Axis:** Training strategy to enhance performance levels.
- **Third Axis:** Training and human resource management within the framework of an action plan for the benefit of patients.

II - Training as a Mechanism for Human Resource Management

Knowledge management is considered one of the relatively modern fields. Most organizations have adopted this philosophy to promote their human resources, enhance performance levels, and achieve excellence in the era of the knowledge economy. Knowledge management encompasses all processes or practices carried out by an organization to create, acquire, capture, share, and use knowledge wherever necessary to enhance learning and performance within organizations.

Among the benefits of knowledge management is that it helps organizations adapt and evolve to keep pace with economic changes, improving organizational performance, employee satisfaction, dedication, and

Training as a Factor Contributing to the Improvement of Human Resource Performance

Case Study: Action Plan for the Benefit of Patients

competitive positioning by focusing on intangible assets that are challenging to measure and yield long-term results¹.

II-1 Definition of Training

Training means: "The set of processes capable of enabling individuals and teams to skillfully accomplish their current and future tasks for the proper functioning of the organization² " However, Professor KHADRAOUI Okba defined human resources as: "An organized process supervised by the human resources management department aimed at granting employees their right to improve their level and acquire knowledge and skills related to their function, enabling them to adapt to modern developments."

Meanwhile, Dr. Amar BOUDIAF³ defined training as: "A process through which employees can enhance their scientific and practical capabilities and acquire the necessary information to improve the fulfillment of their function "⁴.

Additionally, in the Algerian General Statute of the Civil Service, the legislator considers training a right of the employee⁵ which must be upheld. Employees are entitled to renew their theoretical and practical knowledge, allowing them to advance in rank and take on higher positions. Moreover, employees are obligated to attend training sessions, courses, and conferences organized by the organization to promote human resources and develop their skills, ultimately serving the organization's interests.

For example, Article 38 of the General Statute of the Civil Service states that employees have the right to training, development, and career advancement throughout their professional lives.

An employee cannot benefit from the right to advancement in grade through direct progression from one grade to a higher grade within the same body or

¹ Michael Armstrong, *Strategie human resource management, a guide to action*, printed and bound in the united states by Thomson-shore, Inc, 3rd edition, 2006, p 07

² Raymond Vatie, *Développement de l'entreprise et promotion des hommes*, Entreprise moderne édition, 1984.

³ عمار بوضياف، الوظيفة العامة في ضوء التشريع الجزائري دراسة في ظل الأمر 03/06 والقوانين الأساسية الخاصة مدعماً باجتهادات مجلس الدولة، دار جسر للنشر والتوزيع، الجزائر، 2015م، ص 112.

⁴ خضراوي عقبة، مداخلة علمية، فعالية المورد البشري في تسيير المؤسسات الرياضية في الجزائر (دراسة قانونية)، يوم دراسي حول: واقع الإدارة في تسيير المؤسسات وتطوير الممارسة الرياضية، 09 مارس 2017م، معهد علوم وتقنيات النشاطات البدنية والرياضية، جامعة محمد خيضر، بسكرة، الجزائر، ص 12.

⁵ القانون الأساسي للوظيفة العمومية رقم 03/06 المؤرخ في 15 يوليو 2006.

to the immediately superior body unless the conditions stipulated by the aforementioned statute are met, namely:

- By qualification, for employees who have obtained the required diplomas and certifications during their professional career;
- After the employee has completed specialized training;
- Through a professional examination or professional test;
- By selection, after registration on the qualification list following the opinion of the parity commission, among employees who meet the required seniority;
- The employee cannot benefit from promotion through registration on the qualification list for two consecutive times.
- The specific statutes establish the implementation modalities of the provisions of this article¹

The advantage granted to an employee who benefits from the right to promotion to a higher grade consists of an exemption from the probationary period required for candidates recruited for the first time or recently hired. This is in recognition of the efforts made over several years in the service of the public sector, as provided for in Article 108 of the aforementioned statute.

Article 109 of the same statute requires, as a condition for promotion from one group to the next higher group, as stipulated in Article 8 of this statute, that the employee complete prior training specified in the particular statutes or obtain the required diploma.

Article 8 of the same statute provides: The bodies of public employees are classified based on the required qualification levels into the following four (4) groups:

- **Group A** includes all employees who meet the qualification level required for activities involving design, research, studies, or any comparable level of qualification.
- **Group B** includes all employees who meet the qualification level required for activities involving implementation or any comparable level of qualification.

¹ القانون الأساسي للوظيفة العمومية رقم 03-06 المؤرخ في 15 يوليو 2006، المادة 107.

Training as a Factor Contributing to the Improvement of Human Resource Performance

Case Study: Action Plan for the Benefit of Patients

- **Group C** includes all employees who meet the qualification level required for activities involving supervision or any comparable level of qualification.
- **Group D** includes all employees who meet the qualification level required for activities involving execution or any comparable level of qualification.

II-2 Groups may be subdivided into subgroups.

Given the importance of training in public institutions, an executive decree was issued in 2020 reaffirming the necessity for state institutions to uphold the employee's right to training, skills development, and preparation for professional promotion and new responsibilities. The goal is to enhance service efficiency and improve the quality of services provided by public institutions.

Training and skills development sessions must be incorporated into the training policy as defined by the Higher Council for Public Service. These sessions will be organized according to the sector's needs, the budgetary resources allocated for training and development, and the budgetary posts and educational spaces available for skills development.

II-3 Importance of Training

The importance of training human resources increases in the face of current global changes, ensuring that their skills, knowledge, and behavior align with the institution's objectives. This involves anticipating future needs in technology, work techniques, and goals. Based on this, the significance of training can be summarized as follows:

- **Enhancing Worker Skills:** Training helps educate employees, increase their capabilities, and enhance their skills, enabling them to master and refine their work effectively.
- **Psychological Impact:** Training has a positive psychological effect, fostering workers' sense of belonging to the institution and motivating them. The type of training (e.g., adaptation, promotion, prevention, or skill acquisition) determines its impact.
- **Adaptation to Change:** Training is a hallmark of modern organizations striving to stay aligned with change. Without a developed

workforce capable of adapting, an institution cannot achieve its goals, including survival and sustainability.

- **Building Confidence:** Training builds confidence among individuals, leading to higher satisfaction, loyalty, and organizational belonging.
- **Investment in Human Resources:** Training is seen as an investment in the institution's most critical production element its workforce.
- **Strategic Tool:** Training is a strategic tool that the administration uses to facilitate organizational change and integrate advanced technologies.

The training of public employees is a vital investment with potential benefits for all parties directly or indirectly related to the institution. While investing in human resources is more challenging than other investments, it is also more rewarding when successful.

Training is essential for professional development, gaining cultural and behavioral experiences, and improving employee performance. This contributes to the quality of services provided by the institution. The necessity of training arises for the following reasons¹

1. **Professional Stability:** Trained employees perform their tasks more effectively, satisfying the administration, which rewards and encourages them appropriately. This satisfaction fosters loyalty, reduces turnover, and strengthens their defense of the institution's reputation in society.
2. **Performance Improvement:** Training improves individual performance, reflected in higher-quality services with less effort and time.
3. **Technology Adaptation:** Training enables employees to keep up with technological advancements.
4. **Reduced Supervision:** Trained employees can perform their duties with minimal supervision.
5. **Enhanced Productivity:** Training leads to better-quality work, increased productivity, and cost reduction.
6. **Utilization of Modern Tools:** Training prepares employees to use modern equipment effectively.

¹ إسحاق حجازي، سعاد معاليم، تسيير الموارد البشرية من خلال المهارات، دار أسامة للنشر، الأردن، الطبعة الأولى، 2013، ص 42.

Training as a Factor Contributing to the Improvement of Human Resource Performance

Case Study: Action Plan for the Benefit of Patients

7. Role Completion: While education provides the foundation, training complements it, preparing individuals for the professional domain.

8. Societal Development: Training enhances communication, cooperation, and solidarity within and beyond the institution.

The primary importance of training lies in providing opportunities for individuals to engage directly in production and change. Secondary importance is reflected in the tangible results achieved when training is supported by clear policies and administrative commitment. Training often plays a crucial role in achieving efficiency, productivity, and strategic goals.

II-4 Objectives of Training:¹

- Encouraging workers to continue learning and teaching others.
- Protecting employees and the institution from mistakes.
- Providing trainees with the ideas, knowledge, and experiences they need for their work.
- Enabling trainees to acquire the skills required for their roles.
- Assisting workers in fulfilling their responsibilities with competence and efficiency.
- Strengthening relationships within the institution and with external stakeholders.

Institutions that invest in training ensure that their workforce stays updated with industry developments. Training is a critical tool for management, fostering administrative growth, resolving institutional challenges, and ensuring the quality of work.

II-5 Importance of Training Evaluation Strategy

Although evaluating training programs is complex, it is an essential task for training centers and administrators. The primary goal is to determine the effectiveness of training programs and their impact on institutional development and change. Evaluation ensures that the effort and resources invested yield returns that justify or exceed the financial costs.

Evaluation serves two main purposes:

¹ مدحت أبو نصر، إدارة العملية التدريبية النظرية والتطبيق، دار الفجر للنشر، مصر، الطبعة الأولى، 2008، ص 65.

1. Improving and developing human resource development processes.
2. Deciding whether to continue training programs.

Additional purposes include:

- Verifying that training objectives are met.
- Assessing the value of workshops, seminars, and training sessions.
- Identifying areas needing improvement.
- Determining the appropriateness of programs for specific groups.
- Revising and reinforcing effective aspects of training programs.
- Building trust in the utility of training programs.
- Enhancing the management of training programs.

III -The Strategy for Training and Developing Human Resources within the Organization

The training strategy represents the foundation of an organization's functional strategies. Every strategy developed by the organization relies on this training strategy. This is because, when functional strategies face pressures from internal or external environmental changes, the requirements for implementing the organization's overall strategy evolve. Training serves as a means of adapting to these variables while achieving the organization's objectives. Researcher Richard Norman observed in his studies that when training fails, it is often because it is targeted at a specific event rather than integrated into a broader program¹

The training strategy is also regarded as a set of procedures, activities, and actions that contribute to achieving training outcomes in terms of knowledge, information, values, orientations, behaviors, and professional skills. These outcomes aim to foster the professional development of employees within the organization. The selection of appropriate strategies depends on several criteria that form the basis for effective decision-making. These criteria include objectives, scientific content, material and financial resources, human resources, and the principles and foundations of learning².

¹ ريتشارد نورمان، ترجمة عمرو الملاح، النظرية الأولى في لحظة صدق، إدارة الخدمات الاستراتيجية والقيادة في أعمال الخدمات، الطبعة العربية الأولى، المملكة السعودية، مكتبة العبيكان، 2005، ص 188.

² عقيل محمود الرفاعي، إدارة التنمية المهنية، دار الجامعة الجديدة، 2009، ص 126-127.

Training as a Factor Contributing to the Improvement of Human Resource Performance

Case Study: Action Plan for the Benefit of Patients

Among the strategic functions provided by the training process within the organization:

- Measuring and planning training needs, designing and selecting training materials.
- Linking training to career advancement, promotions, and proposing an annual budget for training funding.
- Measuring training activities and results, conducting surveys of trainees on programs, trainers, materials, venues, and schedules
- Replanning training projects¹.

The performance evaluation strategy is seen as the starting point for advancing human resources, as the organization's training plans and programs are developed based on human resources evaluation results. The performance evaluation strategy involves setting general objectives for performance evaluation, engaging employees in establishing its criteria, and conducting it continuously based on supervisors' observations of their subordinates.

"The performance evaluation strategy in an organization does not operate in isolation; it is part of an integrated performance system focused on identifying the successful added value derived from utilizing human resources."²

The performance evaluation process is a critical element of performance management systems. Its results are closely linked to training processes, as it highlights deficiencies in human resources performance that may be addressed through various training actions. Additionally, employees' trust in the performance evaluation system increases when its results objectively reflect their actual performance levels. Employees value the opportunity to provide input on these evaluations, particularly when they perceive their supervisors as sufficiently knowledgeable about their work and when supervisors engage in discussions to set practical objectives and steps for addressing performance gaps³.

¹ فريد راغب النجار، التنمية الإدارية، مصر، الدار الجامعية، 2007، ص 83-84.

² علي السلمي، إدارة الموارد البشرية، منظور استراتيجي، مصر، دار غريب للطباعة والنشر والتوزيع، 2008، ص 144-145.

³ عادل محمد زايد، العدالة التنظيمية، المهمة القادمة لإدارة الموارد البشرية، منشورات المنظمة العربية للتنمية الإدارية، 2006، ص 174

The performance evaluation process aims to achieve several benefits, including aligning employees' activities with the organization's objectives. Objectivity in the evaluation process reveals weaknesses while boosting employee morale. Organizations also use performance evaluation data in various administrative decisions, including payroll, promotions, transfers, dismissals, terminations, and rewards.

III-1 Career Development Strategy and Human Resource Development within the Organization

All employees aspire to enhance their knowledge and expand their experience to achieve a qualitative leap in their work, enabling them to occupy higher-level positions. This is achieved through a collaborative process between the employee and the organization, which adopts a career development strategy. This strategy involves activities aimed at preparing individuals for the stages of upward career progression, identifying the required skills, and encouraging employees to exert efforts to achieve their aspirations.

The career development process is continuous and facilitates the individual's progression through various stages, each with its own characteristics, challenges, and responsibilities. It consists of a series of programs designed by the organization to help human resources align their aspirations, skills, and personal goals with the current or future promotion opportunities offered by the organization.

The career development strategy aims to achieve harmony and compatibility between individuals, on the one hand, and the positions they occupy, on the other. There are two critical aspects to the career development process. The first is the individual effort of the employee, who personally plans their career path in a satisfactory and productive manner. The second involves the actions taken by the organization, which selects, assigns, and develops employees effectively to establish a pool of qualified individuals capable of meeting the Organization's needs¹.

¹ Simon L.Dolon,et autres, La gestion des ressources humaines, tendances, enjeux et pratique actuelle, édition renouveau pédagogique INC, Québec,2008, p 292.

**Training as a Factor Contributing to the Improvement of Human
Resource Performance**
Case Study: Action Plan for the Benefit of Patients

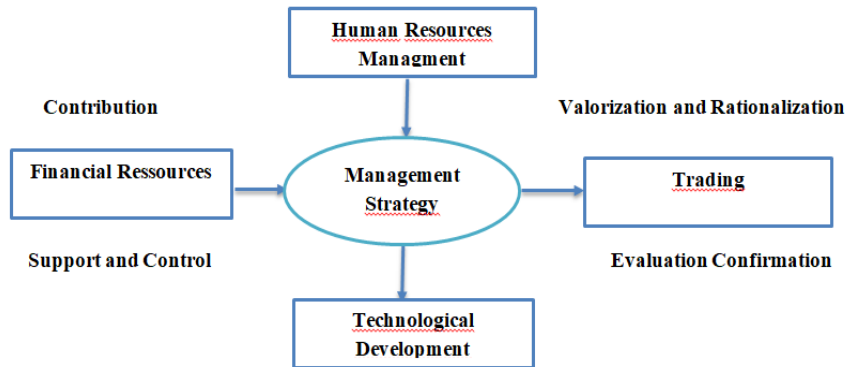


Diagram No. (01): Position of the Human Resource Management Strategy

It emerges from the diagram above that the implementation of the training strategy is carried out through actions that contribute to its achievement and play a key role in ensuring the fulfillment of the institution's administrative missions. These actions include support, confirmation, contribution to implementation, and the enhancement and optimization of various practices. Based on these factors, which target essential and supporting actions of the institution, the relationship between the actions contributing to the strategy can be explained as one of complementarity. This complementarity stems from their contribution to the execution of actions and functions aimed at achieving the institution's objectives.

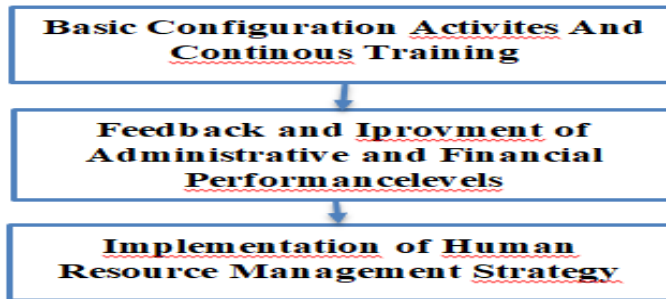
In other words, when the actions effectively support training, technological development, and the availability of financial resources while maintaining high performance levels, they become an effective tool for ensuring high-quality service delivery over the long term.

This can be illustrated in the diagram below, which highlights the positions of the two variables.

From the above, it is evident that the institution's objectives are influenced by the execution of actions, particularly support actions within the framework of development missions and the promotion of human resource activities. These are the determining factors for achieving the highest levels of performance and ensuring the overall functioning of the institution.

Support and contribution aid in the design and realization of objectives, as depicted in the diagram below.

Diagram No. 2: Contribution of the analysis of the institution's actions to the execution of the human resource management strategy.



It can be observed from the diagram that, for the realization and implementation of the human resource management strategy, specific actions and tasks are required for the initial and continuous training of human resources. These include feedback, performance evaluation and correction, and contributions to enhancing administrative and financial performance. Consequently, the relationship between training and the factors ensuring efficiency, relevance, competence, and cost and time management of administrative services is a complementary functional relationship that serves the overall administration of the institution. Thus, the primary goal of training analysis procedures is to achieve the intended objectives.

III-2 The Degree of Reliance on Training in the Effectiveness of the Human Resource Management Strategy

This section demonstrates the extent to which training actions and programs contribute to achieving efficiency in management, as illustrated in the model in the diagram below. This model is primarily based on multi-source alternatives utilized in the field of human resource management within the institution.

The Extent of Reliance on Training Actions and Programs in the Human Resource Management Strategy

- Establishing a plan to master management methods and functions;
- Continuous evaluation and training, improving actions;
- Ensuring a suitable environment for performance;

Training as a Factor Contributing to the Improvement of Human Resource Performance

Case Study: Action Plan for the Benefit of Patients

- Implementing measures to achieve the strategy.

From the above diagram, it can be inferred that the human resource management strategy relies on various support methods, such as establishing management mastery plans through modern functional management programs and actions. It also involves continuous evaluation of training and development programs, ensuring a conducive environment to facilitate service delivery and continuity of administrative actions at acceptable satisfaction levels. This is complemented by coordinating service delivery with competence and efficiency across various implemented actions, alongside the institution's necessity to continuously support and enhance its human capital.

Among the primary tasks assigned to human resource management within the institution is the process of developing learning, training, and promotion strategies through independent secondary strategies. These strategies aim to promote learning and training skills to achieve objectives, particularly by attaining competence and efficiency through:

- A strategy for continuous learning and training for human resources;
- A management strategy that ensures high-level skill promotion and development;
- A strategy for evaluating the financial and administrative performance of human resources.

III-3 Training and Human Resource Management within the Patient-Centered Action Plan

The human resource management strategy is regarded as a tool through which the institution achieves its objectives by adjusting actions, ensuring sustainability, and continuity through the development of plans, programs, indicators, and performance criteria. It is an instrument that contributes to the success of administrative actions and future planning by creating and reinforcing administration through objectives. This is achieved by designing various programs aimed at promoting human resources, managing performance, and establishing a culture of continuous training of human capital.

The training of human resources can lead to achieving professional stability within the institution and acquiring qualities such as sustainability and good reputation within society. A trained employee performs their tasks

efficiently, leading to administrative satisfaction and, in turn, rewards and encouragement through appropriate and feasible methods. They continue to carry out their duties with competence and effectiveness. Consequently, employees will be motivated, their satisfaction with the institution and their sense of belonging will be strengthened, and the likelihood of leaving for another organization will decrease. This ensures the achievement of long-term objectives, retaining human resources, utilizing them, and enhancing their capabilities.

IV- Training and Human Resource Management within the Patient-Centered Action Plan

IV-1 Definition

The patient action plan is a roadmap identifying all activities that must be undertaken to achieve patient-related objectives. It serves as a critical indicator for measuring performance and determining priorities and the general direction of the Ministry of Health. It outlines the primary health activities and goals, as well as the individual directly responsible for their implementation within a specified timeframe.

IV-2 Direct Causes:

These include, notably:

- The quality of reception and orientation due to untrained or insufficiently trained personnel dedicated to this mission;
- Humanization in the management of waiting rooms and treatment areas;
- General hygiene of the facilities;
- The organization of patient pathways and orientation, especially in pavilion-style hospitals, due to a lack of information and guidance;
- The quality of stays, accommodation, and catering services;
- The availability of human resources in certain specialties.

In recent years, healthcare institutions have implemented some corrective actions to address these causes. However, these actions have been sporadic and, therefore, minimally perceived and visible to citizens.

IV-3 Indirect Causes

These relate to various issues, such as:

Training as a Factor Contributing to the Improvement of Human Resource Performance

Case Study: Action Plan for the Benefit of Patients

- The professional situation of human resources, their competencies, and motivation;
- Maintenance of medical equipment ;
- Debts of public healthcare institutions.

For a coordinated response, this plan is divided into seven (7) axes:

1. Accessibility to healthcare services ;
2. Prevention and medical services ;
3. Professional situations and dialogue with social partners;
4. **Strengthening competencies ;**
5. Debts of public healthcare institutions;
6. Emergency management ;
7. Support for activity hubs.

The implementation of this plan is the responsibility of the directors of healthcare institutions, health training institutions, or institutions under supervision, as applicable, in coordination with general directors and central administration directors.

The monitoring and evaluation of the plan are under the responsibility of these individuals, involving the health and population directorates at the regional level.

The approach to developing this Action Plan is directed toward and benefits the patient, ensuring better care. It is based on a participatory approach and transparency, as recommended by the Government's action plan, through consultation with various stakeholders.

This is the essence of the current Action Program for the benefit of the patient, which, of course, requires the support of all our healthcare professionals. Its implementation will ultimately guarantee access to quality care in dignified and efficient conditions, aligned with global standards in this field.

Addressing the professional situation of healthcare personnel and improving it across all categories should restore greater motivation and commitment.

IV-3 Developed by the Ministry of Health in accordance with the program of the President of the Republic and the Government, this plan is one of the sector's priority activities.

The following table outlines the distribution of basic activities in the field of training, the planned objectives, and the indicators included in the activity plan for the benefit of the patient, particularly concerning the strengthening of human resource skills and capacities.

Objectives	Actions to be Undertaken	Responsible	Deadline	Expected Outcomes	Indicators
Strengthen the competencies of 70% of healthcare professionals	Finalize the implementation of the national skills development plan**	Department of training	2024-2025	70% of healthcare professionals will have received training by the end of 2025.	Percentage (%) of staff who received at least one training session during the years 2024-2025.
	Integrate preparatory training as a prerequisite for occupying senior positions in public health institutions.	Department of training/ HRM	2024-2025	The preparatory training program approved and implemented for the intended participants.	Document outlining the preparatory training program for occupying management positions developed and implemented. Number of managerial candidates for senior positions who have completed preparatory training.
	Establish an intensive training program for sector professionals in the field of IT (to support the digitization of the sector)	Training Directorate / HR Department / Directorate of Information Systems and Infrastructure (DSII)	2024-2025	The training program on introductory computer skills and information technologies has been approved and implemented.	A document outlining the training program on introductory computer skills and information technologies has been developed and disseminated. Percentage of healthcare personnel trained

Training as a Factor Contributing to the Improvement of Human Resource Performance

Case Study: Action Plan for the Benefit of Patients

	Establish a continuous training and skills development program targeting certain understaffed specialties, particularly in the areas of high-risk pregnancy monitoring and mental health.	Training Directorate / DGPPS / DGSS / DPOP (DGPPS: General Directorate of Population and Public Health, DGSS: General Directorate of Health Services, DPOP: Directorate of Prevention and Health Promotio.)	2024-2025	The continuous training and skills enhancement program for high-risk pregnancy monitoring approved and implemented. The continuous training and skills enhancement program for mental health monitoring approved and implemented.	Document outlining a continuous training and skills enhancement program for monitoring high-risk pregnancies developed and disseminated. Document outlining a continuous training and skills enhancement program for mental health care monitoring developed and disseminated. Number of professionals working in maternal and child health (PMI) facilities trained in pregnancy monitoring.
--	--	---	------------------	--	--

BELLIL Boualem, AHMIDATOU Mohamed, RAMDANI Afif

	Develop and implement a continuous training plan for professionals in health institutions in the southern provinces Establish a national committee tasked with: 1· Determining the level of skills to be developed, new training approaches, and the conditions required for occupying managerial positions (Director, Deputy Director, and Head of Department), as well as inspector roles. 2· Designing a training, skills improvement, and development program.	Training Directorate	2024-2025	Training plan for the southern provinces developed and approved	Number of healthcare personnel from institutions in southern regions trained.
--	--	-----------------------------	------------------	--	--

Training as a Factor Contributing to the Improvement of Human Resource Performance

Case Study: Action Plan for the Benefit of Patients

Enhance the skills of 100% of managerial staff and inspectors.		Training Directorate / Inspector General / Human Resources Directorate	2024-2025	Ministerial decree on the creation, operation, and organization of the National Committee for the Improvement of Managerial Staff and Inspectors' Competencies published. Decision establishing the list of committee members. Training program incorporating new approaches developed and approved.	Number of managers trained Number of inspectors trained
Digitize educational progression and improve the quality of initial training to achieve 80% coverage for medical and 100% for paramedical education.	Set up a digital teaching and learning platform for the advanced training of paramedics and midwives.	Department of Training DSII Ministry of Higher Education and Scientific Research	2024-2025	Platform established and accessible.	A high-level digital platform for paramedical and midwifery training, available and accessible. Number of paramedical professionals who have joined the platform. Number of midwives who have joined the platform.
	Evaluate training offers related to the health sector, including medical, paramedical, and midwifery programs.				Number of offers published on the platform.
	Adopt quality training standards by bridging theoretical knowledge with practical applications	Training Directorate	2024	Guide of practical training standards references developed and approved.	A guide containing practical training standards developed and disseminated.

Enhance continuous training at the local level across all (100%) healthcare facilities.	Continue the implementation of local continuous training plans within healthcare facilities through pre-existing continuous training units at the local level.	Training Directorate	2024-2025	Local continuous training plans for all institutions approved and implemented.	Percentage of healthcare facilities with an updated and approved continuous training plan. Percentage of healthcare professionals who have benefited from at least one continuous training session, categorized by role, institution, and province.
--	--	----------------------	-----------	--	--

Source: Action Plan for the Benefit of Patients, Supplementary Document, Ministry of Health, 2024, pp. 19-22.

The training activity plan defines all targeted programs for 2024, aimed at strengthening the capacities and performance of healthcare professionals across all categories. Several indicators have been established to measure the achievement of objectives identified in the activities and actions undertaken across five key axes, which are supervised, monitored, and controlled by the Ministry's Directorate of Training and public institutions. For healthcare and training facilities, all these objectives are measurable and adaptable.

Conclusion

Training plays a crucial role in valuing human resources and enhancing capabilities, contributing to the qualitative and quantitative balance within institutions. It is an essential component that healthcare facilities must embrace to gain numerous advantages in promoting and developing performance. This is achieved through fostering creativity among employees, ultimately delivering modern public services aligned with contemporary technological demands. Institutions should design annual programs, plans, and actions to outline training sessions and their resulting objectives, ensuring adaptation to change while enhancing human resource management capabilities and strengthening competencies.

When institutions adopt strategic human resource planning, it facilitates harmony between training activities and the organization’s outlined orientations and priorities. This practical planning approach enables the prediction and correction of imbalances, such as shortages or intervention quality issues, by focusing on competency enhancement. Furthermore, Law 18-11 requires healthcare facilities to take necessary measures to ensure

Training as a Factor Contributing to the Improvement of Human Resource Performance

Case Study: Action Plan for the Benefit of Patients

both foundational and ongoing training for professionals, thereby improving their capacities, skills, and knowledge to perform their tasks at the required level and standards.

This study aims to identify the mechanisms and importance of training within institutions and how it can support and enhance human resource management strategies through a descriptive analysis and discussion approach. The findings conclude that training is a vital tool for valuing and improving the level of human skills and abilities. It ensures high-performance levels in the medium and long term by enabling the evaluation, planning, and achievement of objectives based on performance indicators set within the action plan for the benefit of patients.

The most important results obtained

- Training is a key tool that enhances and develops human skills and capabilities, ensuring high levels of long-term performance through its role in evaluating, planning, and achieving strategic objectives.
- It contributes to improving performance, the quality of administrative services, and strengthening the sense of belonging among employees.

The human resources management strategy aims to harness and direct skills and expertise to serve the institution's objectives.

- Investment in training increases performance levels and ensures the continuity and development of actions. Human resources training facilitates adaptation to changes in the organizational, administrative, and legal environment.
- No human resources management strategy can be established without training programs tailored to the missions of human resources. One of the main obstacles to developing training programs in institutions remains financial and economic constraints, as well as the performance of human resources.
- The promotion of human resource expertise relies on adopting an appropriate strategy and effective training programs. The Ministry of Health, through its roadmap, aims to improve service levels and strengthen skills and competencies.

References list :

Legal texts:

■ القانون الأساسي للوظيفة العمومية رقم 03/06 المؤرخ في 15 يوليو 2006.

Book:

■ Michael Armstrong, **Strategie human resource management, a guide to action, printed and bound in the united states by Thomson-shore, Inc, 3rd edition, 2006.**

■ Simon L.Dolon,et autres, **La gestion des ressources humaines, tendances, enjeux et pratique actuelle**, édition renouveau pédagogique INC, Québec,2008.

■ Raymond Vatie, **Développement de l'entreprise et promotion des hommes**, Entreprise moderne édition, 1984.

■ **Action Plan for the Benefit of Patients**, Supplementary Document, Ministry of Health, 2024.

■ عمار بوضياف، الوظيفة العامة في ضوء التشريع الجزائري دراسة في ظل الأمر 03/06 والقوانين الأساسية الخاصة مدعماً باجتهادات مجلس الدولة، دار جسور للنشر والتوزيع، الجزائر، 2015.

■ إسمايل حمادي، سعاد معاليم، تسيير الموارد البشرية من خلال المهارات، دار أسامة للنشر، الأردن، الطبعة الأولى، 2013.

■ مدحت أبو نصر، إدارة العملية التدريبية النظرية والتطبيق، دار الفجر للنشر، مصر، الطبعة الأولى، 2008، ص 65،

■ عادل محمد زايد "إدارة الموارد البشرية رؤية استراتيجية"، دار الفاروق للنشر، مصر، 2003.

■ ريتشارد نورمان، ترجمة عمرو الملاح، النظرية الأولى في لحظة صدق، إدارة الخدمات الإستراتيجية والقيادة في أعمال الخدمات، الطبعة العربية الأولى، المملكة السعودية، مكتبة العبيكان، 2005.

■ عقيل محمود الرفاعي، إدارة التنمية المهنية، دار الجامعة الجديدة، 2009.

■ فريد راغب النجار، التنمية الإدارية، مصر، الدار الجامعية، 2007.

■ علي السلمي، إدارة الموارد البشرية، منظور استراتيجي، مصر، دار غريب للطباعة والنشر والتوزيع، 2008.

■ عادل محمد زايد، العدالة التنظيمية، المهمة القادمة لإدارة الموارد البشرية، منشورات المنظمة العربية للتنمية الإدارية،

2006.

Seminar article:

■ خضراوي عقبة، مداخلة علمية، فعالية المورد البشري في تسيير المؤسسات الرياضية في الجزائر (دراسة قانونية)، يوم دراسي حول: واقع الإدارة في تسيير المؤسسات وتطوير الممارسة الرياضية، 09 مارس 2017م، معهد علوم وتقنيات النشاطات البدنية والرياضية، جامعة محمد خيضر، بسكرة، الجزائر.