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Introduction:

INFITECH is a training institute working in the field of professional training and competence improvement in the oil field and located in Sultanate of Oman.

INFITECH also provide Vocational training in form of training for employment programs (TFEP) that links the job seekers and the employers while satisfying the government needs to fight unemployment.

ABRAJ ENERGY SERVICES S.A.O.C is the mother company of INFITECH; therefore, its HR policy applies on INFITECH.

While the institute HR policy supposed to include permanent staff, temporary staff, and Trainees under TFEP contracts, the mother company policy does not give all the policies required due to differences in the business models.

Company HR Policy review

In this section, we will review the policies that have the most critical flaws and analyze them to come up with better versions of the policies.

Policies missing in Abraj HR Manual and required for INFITECH:

As the Institute business will require high number of trainees to visit the facility and interact with the staff and equipment of the institute on daily basis, policies considering this traffic will be essential for the institute, unlike Abraj Head office that will accommodate only the staff and few guests daily.

- **Equal opportunity and diversity policy:** This Policy covers all operation and business aspects of INFITECH institute, considering clients, staff, learners, and training delivering techniques. Therefore implementing this policy is important to ensure all staff, learners, clients, and external customers have equal opportunity relating to employment, selection process, training, assessment process and promotion. INFITECH institute is committed to be an equal opportunities provider. Thus, INFITECH training manager, staff and students are responsible for implementation of this policy.
- **HSSE policy:** INFITECH daily activity is serving many trainees who are employees of other companies and coming from various locations in Sultanate of Oman and abroad. A Health, Safety, Security and Environment policy must be implemented to provide awareness for personnel from different culture about the risks they may encounter during daily activities and procedures they have to follow.
Examples of risks: Infections (covid-19), Injuries (broken arm), physical arguments (fights), environment contamination (oil spill)
In addition, it designate the roles and responsibilities in case of any incident or conflict.
- **Communication standard procedures:** As Training Institute, communications is very important for INFITECH. Internal and External communications must be done according to standard procedures to achieve clear, on time and targeted message and allow easy access and non-restricted response. Communication can be Internal between staff, between Trainers and trainees, or External with the clients and the media.

- **Quality policy:** Create Quality Management System (QMS) that implements and establishes procedures for providing training that meet or exceed learner expectations, and satisfies the clients' competence improvement requirements for their employees.
- **Malpractice policy:** the policy put procedures for fast and effective investigation of Malpractice/mal-administration incidents, because such situations may cause reputational damage to the institute and require costly and time-consuming process for recovery.
- **Marketing and promotion policy:** this policy should aim to provide guidelines to deliver marketing and public relations activities of INFITECH. To ensure consistency in all the marketing and communication efforts and create a brand image that distinctly differentiate INFITECH from its competitors.
- **Student protection policy:** INFITECH institute is committed to provide the protection, safety and wellbeing for all their students and learners. physical and psychological wellbeing is essential to have safe healthy educational environment and every student has the right to get protected from any harm and risk within the organization.
- **Customer service policy:** setup procedures to document, analyze and respond to customer feedbacks. Allows the customers easy access to INFITECH services and information, maintain fast and accurate response for customers' questions and feedbacks. Implement necessary changes according to customers' feedback ideas that add value to INFITECH services.

Unclear Procedures in Abraj Policies:

- **Jobs Grading:** In Abraj policy, it is mentioned many procedures are applied according to the job grade while the job grading structure is not explain anywhere in the document.
- **Staff gathering and employee engagement surveys:** In Abraj policy it is mentioned to perform those activities on periodic basis while there is no procedures to ensure the implementation.

Recommended Improvements for INFITECH HR policies

Staff Retention policy: Robert Half (July 10, 2022)

Purpose: the policy is to attract and retain the valuable talents to work with INFITECH with the aim of providing the best services to the customers and participate in the growth of the institute. This can happen only with satisfied, happy, and engaged staff.

Onboarding: Retention strategy starts from the first day of employment, the care and support the company shows at the first day stamp the image of the company in the employee's mind. Proper introduction to the company and showing the career path and opportunities within the company give sense of security to the employee on the first day.

Mentorship: Assigning a mentor for the new hire employees during the probation period to provide guidance for them and to accelerate their blending into the team, in addition we can use their fresh eyes and ideas to improve the work environment.

The mentorship is not exclusive for the newcomers, existing employees also can benefit from mentors in knowledge and experience transfer and improving employees performance.

Mentors can show care and support for employees having personal problems affecting the work performance or the culture of the company.

Compensation: financial security is very important for the employee's satisfaction; salary needs to be according to the market value of the job, other means of compensation like based on performance annual bonus, health care and insurance are also very important.

For Expatriate employees who brought their families with them, Educational assistance is very important and play a big role in the retention of those employees.

Benefits: small things that improve the moral of the staff matters, starting from free meals and gift with the company logo to a company mobile phone or even a car, those unexpected benefits increase the satisfaction of the employees even more than an expected salary raise.

Fitness: benefits that improve the employees' physical and mental fitness can keep them focused and more satisfied, those benefits can come in form of allowances paid for health club membership or external coaching or mentoring classes.

Communication: Keep two ways communication between the management and the employees, they need to feel that they are heard and seen and their opinion and voice has an impact on the decision-making and the future of the company.

Training and development: implement a competence assurance system with a competence map well communicated with the employee. Implement a training matrix in-line with the competence map. It is a duty for each employee to be aware of his/her competence map and attend the training assigned to his job. The duty of INFITECH is to provide the internal or external training/coaching required the employees to achieve the competence level required for their jobs.

Recognition system: Infitech applies a recognition system to reward employees who create a significant cost saving, time saving, or risk management process.

Work-Life balance: INFITECH will implement a flexible working hours and working from home systems based on productivity rather than conventional working hours. All Employees will receive training for time management to maximize productivity while working with flexible hours and work location.

Teamwork: INFITECH encourage teamwork culture by allowing the staff to participate in decisions related to changes and future goals of the institute.

To strengthen the bonds between the team members INFITECH will make a motivation rewarding system for the team for the small achievements toward the main goals of the institute.

Customer service Policy

Purpose: We are seeking the ultimate satisfaction of our customers by delivery enjoyable and rewarding training experience. The main reward is the improvement of the trainees' competence and performance at work and meet the needs of their employer.

In all stages of the training INFITECH Customer expect and deserve:

- To hear him and understand his needs
- Easy access to information about the training and services we provide.
- Fast and effective response to his requests and complaints.

INFITECH staff are trained and committed to answer properly for the customer needs through the following training stages:

Service Awareness: information about the training services provided and the trainers of INFITECH is available through much type of media. The customer have easy access to information on INFITECH website, Customer Relationship Management (CRM) program, social media, or by phone. In the institute, the customer can have brochure of all training courses and information on each course or even he can request a meeting with the training supervisor for more details and special requests. A team of the Training supervisor and instructors can go to the customer to discuss and analyze the training gaps within the employees they want to train.

Booking:

Online booking through the CRM program available for the customer to directly book the needed courses, and receive an automated confirmation SMS and e-mail.

Booking through E-mail is also available and the administrator will confirm the booking within 24 hrs. In case of any, more information needed or changes happened the Administrator would call the Customer representative and send an e-mail.

In case of the customer walk into the institute for booking, an administrator will receive him in his office and explain thoroughly the training services we deliver and payment method, the booking then can be confirmed immediately.

Delivery: Train the trainer program is essential for all instructors working in INFITECH , therefore the instructor deliver the training professionally with clear aim and objectives and well Explained to the trainees, continuous assessment is performed in the training sessions to verify that all trainees despite their different capabilities can achieve the course objectives.

The instructors are trained to respond to all questions and requests from the trainees taking into consideration the different learning styles (Visual, Auditory, Read/Write, and Kinesthetic) and provide the answer with respect and accuracy.

Assessment: final assessment is performed by the end of each training course considering the equal opportunity policy with assessment method and pass grade are well explained.

It is the duty of the instructor to remove any language barrier during the training delivery and assessment by the means of translating or re-explaining the questions in simpler words.

Certification: INFITECH will award and send both softcopy and hardcopy certificate to the customer within 7 days of training completion and fees are paid or as per the contract.

Training completion will be considered when the trainee score the pass grade or more in the final assessment.

Feedback: feedback is highly valuable to measure Customer Satisfaction and to improve INFITECH service.

We request that all trainees fill an electronic training evaluation form after the training session listing their complaints and suggestions, INFITECH Training supervisor analyze the feedback and carefully check the complaints and suggestions. As complaints and suggestions are electronically categorized, INFITECH staff discuss the complaints to resolve the issues within 14 days. Suggestions are discussed in the quarter meeting; the applicable ones should be applied within 14 days of the meeting.

Training supervisor team review the complaints and suggestions boxes at the reception weekly, complaints should be resolved within 14 days and suggestions within 3 months.

Complaints addressed directly to the training supervisor personally or through email should be resolved within 7 working days offering the customer different options of resolution and suitable compensation if required.

Follow-up: the training supervisor follow up with the key customers and monitor their re-investment rate quarterly (increase of number of trainees), contact them to listen and analyze their training needs to put the next quarter training schedule accordingly.

[Internal communication policy](#)

Purpose: fast and accurate communication is very important to deliver clear and precise messages, therefore INFITECH use multiple of programs for communication within the institute to insure smooth workflow. All interoffice communication must be recorded and traceable.

Staff management: INFITECH uses SAP Portal to manage Staff related processes as leave requests, salaries and compensations, Staff training, HR Forms and appraisals. All transactions are sent between employees' accounts and training manager account for approval using electronic signatures.

Training management: INFITECH uses CRM for training related processes as training schedule, issuing certificates, issuing training reports for management or for the customers, training confirmation, issuing invoices, and trainer's productivity reports. The system has different accounts with different levels of access to information, Owner's account can access all data and make modification and approvals, Admin account can confirm booking and access reports and issue certificates and invoices, Instructor account can schedule the courses, update attendance and grades, and access students' reports. The process stages into the CRM are automatically communicated from the course scheduling until invoice approval.

Facility management: INFITECH uses Help Desk program for Facility management activities as facility survey, reporting issues related to hardware and computers or network, requesting new IT service, reporting issues related to the utilities (electricity/water/restrooms/cafeteria).

INFITECH staff can raise requests and reports on the Help Desk program. The facility manager will assign one of his team to resolve the request/issue within 3 days from the ticket. The help Desk send automatic replies confirming receiving the request and when it is resolved completed.

Chat and online meetings: INFITECH uses business accounts for chat and online meetings to Exchange fast messages within the office and to include into the discussions staff members who are not present in the office. For information retention, INFITECH will save the chat log and online meetings summaries and records for one year.

Performance management policy

Purpose: The performance appraisal allows the employee and the manager to review together the past performance, plan for the next year goals and set the Key Performance Indicators (KPI) to achieve those goals. Training and development of the employee must be always part of his KPIs.

INFITECH has four categories of KPI and each has two components:

- **Financial**
 - Productivity
 - Cost reduction
- **Quality**
 - Training material, delivery, and certification.
 - Time management.
- **Customer satisfaction**
 - Customer feedback rating
 - Customer Re-investment Rate
- **Internal Improvement**
 - Staff training
 - Creativity and Continuous Improvement Ideas (CI)

Appraisal process

- **Meeting for setting the KPIs:** the employee and the training manager perform a one-to-one meeting to set the eight elements of the KPI according to his job description, last year performance, and upcoming year projected workload.
- **KPIs acceptance:** the employee receives an email to accept his performance appraisal KPIs on the SAP portal, he must confirm acceptance within 7 days or it will be considered as accepted.
- **Mid-Year review and self-appraisal:** the employee evaluate his performance against the accepted KPIs after 6 months from acceptance, and he may ask for another meeting with the manager to discuss variation in the KPIs.
- **Final appraisal:** By the end of the year, the manager will evaluate the employee's performance against the agreed KPIs and grade it on the SAP portal.

- **Appraisal close meeting:** in that meeting the manager will call the employee for a meeting to discuss the results and agree on an improvement plan.
- **Appraisal result acceptance:** the employee receives an email to accept his performance appraisal results on the SAP portal, he must confirm acceptance within 7 days or it will be considered as accepted.
- **Compliance:** performance appraisal grading affects directly the amount of yearly bonus paid to the employees giving a clear message that better performance will be better rewarded, however not complying with the improvement plans agreed upon and continuing with bad performance can cause disciplinary actions other than Bonus reduction.

New Jobs Listing

Sample Career Ladders within a Global Job Leveling System

Business Leadership	Executive	Management	7	Vice President	Professional	6	Principal		
	Grade 11		6	Sr. Director					
	Grade 10		5	Director					
Management and Professional	Grade 9		4	Sr. Manager				5	Expert
	Grade 8		3	Manager				4	Advanced
	Grade 7		2	Sr. Supervisor				3	Career
	Grade 6		1	Supervisor	2	Developing			
Entry Level and Support	Grade 5			1	Entry	Support	5	Specialist	
	Grade 4						4	Highly Skilled	
	Grade 3						3	Senior	
	Grade 2						2	Intermediate	
							1	Entry	

Picture retrieved from: (<https://humancapital.aon.com/insights/articles/2015/radford-global-job-leveling>)

Secretary

- **Job Description:** the secretary supports the operation to run more effective and efficient by facilitating communication, meetings organization, and public interaction.
- **Objectives :**
 - Review the institute supplies, equipment, and report to facility manager
 - Ensure smooth workflows by arranging meetings schedules and communications
 - Responding to calls, emails, and requests
 - Priorities issues require attention, and report to training supervisor
- **Responsibilities**
 - Open the Institute daily at 7:30 am, Stay in the institute reception to take visitors requests and guide them, answer phone calls and redirect if necessary, respond to INFITECH website email, receive regular mail and shipments.
 - Prepare reports for the management, write meetings minutes.
 - Help in coordination of schedules, appointments, daily operational tasks, and Staff engagement events.
 - Maintain and update records for Customers files, contacts, and employees Information
 - Review the institute equipment and supplies, and order replacement.
 - Assist the training supervisor with onboarding new hire instructors and new TFEP trainees.
- **Required skills: (Female secretary is required)**
 - Previous training or experience in secretarial role or similar
 - Very good written and verbal communication skills in both Arabic and English languages
 - multitasking and time management
 - Bachelor's degree or equivalent
 - Good in Microsoft word and excel
- **Grade an Salary range:**
 - grade 2
 - Salary Range : 450 to 500 OMR (1170-1300 \$)

Marketer

- **Job Description:** customer oriented marketer who regularly provide creative ideas and research market trends to help INFITECH to achieve the targeted market share.
- **Objectives :**
 - Help in delivering effective marketing campaigns that achieve Institute and client objectives
 - Create new ideas that drive brand awareness and enhance INFITECH image
 - Support the development of marketing materials for conventions
 - Understand the training services provided and support in training material designs that have better impact on the institute image.
 - Participate in client meetings and present the training services client loyalty rewards.
- **Responsibilities**
 - Lead brainstorming sessions with the instructors to come up with ideas that support the marketing campaigns.
 - Meet with clients to implement marketing campaigns for brand creation and development
 - Gather and analyze data about competitors and their marketing strategies.
 - Organize customer-attraction activities, such as media promotion, and events
 - Organize social media profiles and online events such as webinars
 - Measure and report performance of marketing campaigns, and suggest corrective actions needed to achieve the marketing strategy goals.
- **Required skills:**
 - Two or more years of experience in marketing, sales, or advertising
 - Experience in developing campaigns and promotions
 - working successfully both individually and as a team member
 - Excellent communication and presentation skills
 - Time management and cost management skills
- **Preferred skills and qualifications**
 - Bachelor's degree (or equivalent) in marketing, business, or related field

- **Grade an Salary range**
 - grade 3 -4 depending on experience
 - Salary Range : 600 to 800 OMR (1560-2080 \$)

Training Operations manager

- **Job Description:** Experienced manager who supervise the activities of multiple training departments to achieve maximum productivity while maintaining environment of trust and engagement within the team.
- **Objectives :**
 - Maintain communication with Instructors, staff, vendors and clients to ensure proper operations.
 - Create, implement, and maintain quality Procedures for training material and training delivery
 - Improve existing processes and procedures to allow INFITECH to satisfy the customers and attract more clients.
 - Budget and time management of training activities.
 - Discover talent gaps within the staff and hire new employees if necessary to capture more market share.
 - Supervise financial status of the institute
- **Responsibilities**
 - Lead, motivate, and support a INFITECH team to achieve the institute goals and maintain staff development
 - Manage based on information to achieve revenue targets, cost reduction and excellent customer service
 - Supervise training activities to remain compliant with legal and safety regulations.
 - Create yearly budget plans after collecting data required from all department
 - Report financial plans and projects to upper management

- **Required skills:**
 - Two or more years of experience in operations management role
 - Strong financial skills
 - Excellent ability to assign tasks to other team members to maintain control over the operation and optimize customer service
 - Excellent negotiation and conflict resolution skills
 - Good Knowledge of business software applications and other IT skills
 - Bachelor's degree (or equivalent) in operations management, business administration, or related field
- **Preferred skills and qualifications**
 - MBA degree (or equivalent)
- **Grade an Salary range**
 - grade 9
 - Salary Range : 4000 to 5000 OMR (10400 to 13000 \$)

HSSE Guide

Purpose: provide clear instructions, guidance and information to identify the hazards and risks within the institute and provide the proper control for the situation to prevent any accident, incident, conflict or infection.

Health

INFITECH aims to build healthy culture within the institute workplace and encourage all employees and trainees on healthy life choices. Using the following procedures will achieve a healthy workplace environment.

- All classroom are cleaned and disinfected daily after working hours
- All restrooms are cleaned and disinfected 3 times per day.
- Disinfection spray and gel stations are available in all places around the institute.
- INFITECH staff is encourage to take sick leave in case of feeling sick, and not to report to the office if the sickness is infectious.

- INFITECH instructors' duty to explain the health and safety procedures of the institute and to encourage the trainees to declare their sickness to avoid infecting others.
- INFITECH cafeteria provides free healthy food choices for the staff and trainees.
- INFITECH provides a walking track around the institute building for the staff and trainees to move in the fresh air during breaks.
- All classrooms provided with a box of masks to be replaced when it finishes.

Safety

INFITECH provide a safe workplace for all staff, trainees, and visitors by applying the following safety instructions and procedures:

- Safety instructions and procedures are clearly explained during the start of each course as a standard procedure for the training delivery.
- Safety signs are posted on the designated places; fire extinguishers are placed in all labs and workshops and reviewed monthly by the facility manager.
- Instructors clearly explain Escape plan during fire to the trainees before starting the training course and training supervisor explain the plan to the visitors.
- INFITECH assign a team of four persons from the staff as firefighting team after taking necessary training
- INFITECH assign a team of four persons from the staff as First aid team after taking necessary training
- INFITECH team perform a monthly hazard hunt to identify hazards and risks cannot be noticed during daily operation.
- INFITECH team perform a monthly Fire drill to test the readiness of the staff and trainees and to test the alarm system function.
- All practical training areas, workshops and Labs have necessary storage for personal protective equipment. It is the duty of the instructors to monitor the inventory of the PPE and request to order replacement quantity before it finishes.

Security

INFITECH has procedures to resolve any conflict within the institute workplace, moreover to prevent theft or damage of institute properties and equipment.

- Cameras are installed in all classrooms, walkways and waiting halls with capability of recording one month and night vision.
- INFITECH assign security team to intervene in case of any physical conflict or assault.
- The security team will take the persons involved in the conflict to the training manager to solve the issue or they can escort them outside the institute if necessary.
- In case if criminal activity is proven, the security team has the power to detain the person involved and call the police.

Environment

INFITECH take good care about the environment and has environment protection procedures in place

- INFITECH is trying to lower the usage of paper during training activities to a minimum level, and provide paper-recycling boxes beside each printer.
- INFITECH provide oil spill control kit in the mechanical workshop to avoid contamination
- In refrigeration workshop INFITECH provide cooling gas recovery machine to prevent leakage of cooling gas into the atmosphere
- INFITECH cafeteria is using recycle cups and plates.

Conclusion :

INFITECH institute needs to revise the HR policies to acquire more talents and achieve better employees' engagement and retention. In addition the policies of customer service needs to be improved to achieve more customer-acquisition and market share. Let's not forget the importance of having a healthy and safe workplace for a training institute. All this policies can be applied only within effective communication system where personal skills and high technology are both used effectively.

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