



EUROPEAN  
INTERNATIONAL  
UNIVERSITY



## COVER PAGE AND DECLARATION

	<b>Master of Business Administration (M.B.A.)</b>
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<b>Affiliated Center:</b>	<i>CEO Business School</i>
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I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.

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**Requirement no. 1:**

Based on my evaluation of XYZ Human Resources Policy, many thanks for finding the below assessment:

Company Name     XYZ  
 Industry            Agriculture  
 Overall Score %     67%

Score	Out of	For Theme
3.2	5	A.1 POLICY COMMITMENTS
2.5	5	A.2 BOARD LEVEL ACCOUNTABILITY
5	10	B. EMBEDDING RESPECT FOR HUMAN Resources IN COMPANY CULTURE
5	10	D. ENABLING FACTORS AND BUSINESS PROCESSES
16	20	E. PERFORMANCE: RESPONSES TO SERIOUS ASSERTION
4.2	5	F. TRANSPARENCY

Measurement theme	A.1 POLICY COMMITMENTS
Indicator Code	A.1
Indicator name	Commitment to respect the human rights of workers
Score	3.2
Explanation	XYZ, a UN Global Compact participant, upholds its Code of Ethics by ensuring a safe and healthy environment for its employees, partners, visitors, and surrounding communities.
Measurement theme	A.2 BOARD LEVEL ACCOUNTABILITY
Indicator Code	A.2
Indicator name	Commitment from the top
Score	2.5
Explanation	The Company emphasizes that the Social Responsibility and Public Policy Board sub-committee manages its Human Resources (HR) function. Furthermore, Bon Borant, CEO and Chairman of the Board, personally endorses HR policy commitments. Additionally, Alostair Horst, Senior Vice President of Global Supply Chain, actively champions human rights by delivering a keynote address at the annual SEDEX conference 2017.
Measurement theme	B. IMPLANTING THE RESPECT OF HUMAN RIGHTS IN MANAGEMENT SYSTEMS AND COMPANY CULTURE
Indicator Code	B.
Indicator name	Incentives and performance management
Score	5
Explanation	XYZ has not identified any public documents that give all the data required to achieve this indicator.
Measurement theme	D. ENABLING FACTORS AND BUSINESS PROCESSES

Indicator Code	D.1
Indicator name	Fatalities, lost working hours, injury rates, and Near misses (in the supply chain)
Score	2.5
Explanation	XYZ has not identified any public documents that give all the data required to achieve this indicator.
Measurement theme	D. ENABLING FACTORS AND BUSINESS PROCESSES
Indicator Code	D.2
Indicator name	Women's rights (in the supply chain)
Score	2.5
Explanation	<p>The Company is dedicated to fostering gender equality throughout its supply chain. Suppliers must ensure that employment opportunities are awarded solely based on merit, precluding the influence of personal traits. To ensure equal opportunities, the Company strives to provide women and men with comparable work opportunities, wages, benefits, contract terms, and facilities.</p> <p>The Company acknowledges women's significant role in agriculture but recognizes the challenges they face in some regions due to injustice and inequality. To address these issues, XYZ is identifying areas within its supply chain with a high prevalence of female workers and assessing the risks and opportunities they encounter based on their communities and regions.</p>
Measurement theme	E. PERFORMANCE: FEEDBACK TO SERIOUS CLAIMS
Indicator Code	E.
Indicator name	The Company has appropriate policies in place
Score	17
Explanation	No assertions meeting the severity threshold were found
Measurement theme	F. TRANSPARENCY
Indicator Code	F.1.
Indicator name	Incentives and performance management
Score	0
Explanation	Company XYZ has not disclosed relevant information in their GRI Index or elsewhere to meet this indicator's requirements.
Measurement theme	F. TRANSPARENCY
Indicator Code	F.2.
Indicator name	Monitoring and corrective actions
Score	0
Explanation	XYZ lacks disclosures in its GRI Index or elsewhere to satisfy this indicator's requirements.

## **Requirement no. 2:**

### **A- Employee Retention Policy**

#### **A.1- POLICY STATEMENT**

This policy aims to establish a plan and guide that uses techniques designed to decrease employee turnover and retain an empowered, engaged, and productive human resource.

#### **A.2 ROLES AND RESPONSIBILITIES**

##### **A.2. I. Turnover and Retention Analysis**

- A. Human Resources reviews turnover data quarterly to identify and address patterns or areas of concern.
- B. Department Directors or designated representatives engage in regular stay interviews. These interviews are conducted at least annually for existing employees and twice during the onboarding phase for new hires. The gathered feedback is compiled and submitted to the Human Resources department for thorough analysis.

##### **A.2. II. Recruiting/Selection:**

- A. Department Director, or designee, in collaboration with Human Resources, identifies the skills, abilities, and competencies required to successfully perform a position.
- B. Human Resources targets recruitment efforts to venues and other resources where applicants are most likely found.
- C. The Human Resources department equips Department Heads, or their representatives, with effective interviewing skills and constructs interview questions tailored to assess job-related behaviors that align with XYZ's core values and overarching mission.
- D. To ensure accurate expectations and informed decision-making, the Department Director or their representative presents a comprehensive overview of the position's duties, responsibilities, expectations, and daily workload during the hiring process.
- E. As an incentive to recruit and retain management-level employees, XYZ may grant personal leave hours, up to 42 hours per fiscal year, to employees in positions assigned to Range 620 or higher on the Classification and Compensation Schedule.
  - i. Personal leave hours supersede the personal day referenced in the Personnel Policy Manual.

- ii. Personal leave hours must be used on or before July 31 of each year and cannot be carried over to a subsequent year.
- iii. There is no payout value for unused personal leave hours.
- iv. The combination of personal leave hours and service award leave personal hours never exceed 42 hours per the Adjective year.

#### A.2. III. Management and Communication

- A. Department Director, or designee, communicates XYZ's mission, vision, and values to employees.
- B. Department Director, or designee, communicates how each employee's job responsibilities and individual contributions relate to XYZ's mission and goals.
- C. Department Director, or designee, builds a culture of listening; gives employees their full attention and interest during conversations, and asks more questions to achieve norms where respect for individuals and teams increases.
- D. Department Director, or designee, is objective; someone employees can respect, trust, and rely on to demonstrate empathy, fairness, and strong links and boundaries.

#### A.2. IV. Employee Development

- A. Department Director, or designee, follows the onboarding program to educate new employees about XYZ and department services; and provides employees with a manner of belonging and link to XYZ.
- B. Department Director, or designee, provides initial on-the-job training with enough time frames for knowing the basics of the required job; and communicates how performance is evaluated and measured.
- C. Department Director, or designee, conducts annual performance evaluations and career development sessions with employees.

#### A.2. V. Compensation and Benefits Program

- A. Compensation: XYZ pays employees fairly, concerning market conditions, and internal equity; and offers a competitive benefits package.
- B. Merit pays: Merit pay may be utilized to reward successful performance, subject to the overall financial status of XYZ, as determined by XYZ Council and XYZ Manager; and as referenced in the Merit Pay policy.

- C. **Benefits:** XYZ offers a comprehensive benefits package as part of the total compensation package. The following benefits are offered to eligible employee groups:
1. Compressed Workweek/Alternate Work Options
  2. Holiday Closure / Special Leave
  3. Holidays
  4. Paid Leave v. Recognition and Reward Program
  5. Medical, Dental, and Vision Insurance
  6. Flexible Spending Program
  7. Health Savings Program
  8. Supplemental Insurance Programs
- D. **Work-Life Balance:** Work-life balance is a very important feature of a healthy work environment. The following work-life options are available to reduce employee stress and prevent burnout in the workplace.
- i. **Compressed Work Week:** The traditional 42-hour week may be condensed into fewer than five days, for eligible employees, as determined by Department Director.
  - ii. Department Directors may consider alternate work options on a case-by-case basis by evaluating service level impact, employee performance, responsibilities, and work style.
  - iii. **Holiday Closure:** XYZ offices are closed between the Christmas and New Year's holidays. This closure is for the continued mandatory services such as Police, Fire, etc. Employees who work during the holiday closure receive a bank of paid special leave hours.
  - iv. Employees are encouraged to use their paid leave, as referenced in the Personnel Policy Manual or applicable MOU. Time off should be handled as a regular and expected part of work.

## **B- Effective customer service practices**

### **B.1. Understand your product**

As a customer relations and support agent, you spend all day troubleshooting for purchasers, which means you wish to be a product expert.

Expansive knowledge of your product is a necessary customer service skill. Ideally, you must believe your product, be ready to discuss features and insightfully use cases, and show your customers how the merchandise can benefit them — to not mention troubleshooting anything that's not working right!

### **B.2. Maintain a positive attitude**

“The right attitude changes negative customer experiences into positive customer experiences,” says Flavio Martins, VP of Operations and Customer Service at DigiCert, Inc. Since face-to-face interactions are rare, your language and tone of voice become crucial. Email and live chat can easily misrepresent your intended tone. To bridge this gap, use emojis for warmth and humor, and do not hesitate to switch to phone calls if a conversation turns tense.

### **B.3. Creatively problem-solve**

Exceptional customer service is crucial for business success. Over 80% of customers have switched to competitors due to poor service experiences. Embrace problem-solving as a core aspect of your support role to foster customer loyalty. Go beyond simply fixing issues; creatively exceed customer expectations to build unwavering customer relationships.

### **B.4. Respond quickly**

Time is precious, and 66% of customers agree that valuing their time is crucial for a positive online experience. Promptly resolving inquiries should be a cornerstone of excellent customer service. Speed is essential, particularly for minor issues that can be resolved quickly.

Respond promptly, but do not rush customers off the phone or close tickets without thorough resolution.

### **B.5. Personalize your service**

Customers demand better customer service. They want to be treated like individuals, not just another ticket number. They get frustrated when they receive generic responses or are transferred from one person to another.



Customers crave human interaction, not corporate communication. That is why businesses often send birthday gifts to their customers.

Do you know your customers beyond their names? Do you know their birthdays, interests, or hobbies? Can you make them laugh? It is unrealistic to do this for every customer but going off script and adding a personal touch can make a big difference. It shows your customers that you care about them.

## **C- The use of technology to enhance interoffice communication:**

### **C.1. Internal newsletters**

Internal newsletters remain a cornerstone of workplace communication, enabling centralized information dissemination at regular intervals. Their cost-effectiveness, often delivered through existing email channels, makes them a compelling choice. A well-crafted newsletter fosters internal knowledge sharing and cultivates a positive team spirit.

### **C.2. Instant messaging**

Instant messaging platforms enable seamless employee communication, facilitating the exchange of text, videos, links, and photos regardless of location. While individuals embrace similar tools like text messages, Facebook Messenger, and WhatsApp in their personal lives, the informality and immediacy of instant messaging can be less familiar for some.

### **C.3. Intranet**

Intranets serve as a central hub for employees, providing a streamlined gateway to essential internal information, news, documents, and updates.

### **C.4. Team collaboration tools**

Collaboration software has emerged as an indispensable tool for fostering seamless communication and knowledge sharing within organizations. Its ability to centralize team interactions and break down departmental silos has proven particularly valuable in facilitating project collaboration and fostering a culture of shared expertise. Moreover, the rise of remote work has further amplified the significance of collaboration software, enabling dispersed teams to maintain cohesion and productivity even amidst geographical separation. As the prevalence of remote work continues to

expand, collaboration software is poised to play an increasingly pivotal role in connecting and empowering teams across diverse locations.

### **C.5. Blogs**

Internal blogs, residing within an organization's intranet, have emerged as potent tools for fostering open communication and knowledge exchange. While top-down approaches, where blogs serve as CEO or executive mouthpieces, exist, a more inclusive strategy empowers subject matter experts to share insights, opinions, and problem-solving strategies, fostering a culture of collaborative learning and innovation.

## **D- Create/Revise Employee Performance Appraisals Policy**

### **D.1. COMPONENTS OF THE EPMS**

The EPMS seamlessly integrates the design stage, ongoing performance management, and evaluation stage into a comprehensive document. Each employee undergoes a performance appraisal at the beginning of each evaluation period. During this appraisal, performance expectations are established, communicated to the employee, and formally documented.

A. This comprehensive document outlines the policies and procedures governing the performance appraisal of classified employees and unclassified administrative staff at Francis Marion University, by State Human Resources Office regulations. The University has streamlined the performance evaluation process by integrating the Position Description and Employee Performance Evaluation into a single document for classified employees.

B. The performance appraisal policy aims to enhance organizational efficiency by establishing clear job expectations and fostering continuous employee growth. It serves as a valuable tool for informing work-related decisions, including salary adjustments, promotions, reassignments, and terminations. By aligning employee responsibilities with their skills and abilities, the policy facilitates effective work allocation and delegation. Moreover, it promotes employee development by identifying training needs and encouraging ongoing learning.

### **D.2. COMPONENTS OF THE PERFORMANCE APPRAISAL FORM**

#### **D.2.A. The Performance Appraisal Form**

All employees must utilize an agency-sanctioned EPMS form aligned with the State Printing Guidelines mandated by the State Budget and Board.

#### **D.2.B. Performance drafting board**

At the commencement of each evaluation cycle, a performance strategy planning phase must be concluded within six weeks of the review period's start or job entry.

Upon consulting with the next-level supervisor, the rater and employee will meet to determine the job duties, success criteria, and objectives that will serve as the basis for performance evaluation at the review period's conclusion. Following this planning stage, the finalized duty functions will be documented on the performance appraisal form and endorsed by the rater, reviewer, and employee.

The preliminary appraisal form shall be provided to the Human Resources department, which shall subsequently transmit the aggregated Position Description and Performance Evaluation Form to the designated evaluator three months before the established Performance Date.

#### **D.2.C. Performance Objectives**

Performance Objectives are at the discretion of the rater. Should a rater choose to include a special non-recurring project objective within the rating period, it can be attached to the Position Description and Performance Evaluation Form. However, the target weight for this objective will be slightly reduced, with the remaining weight distributed among the duty function ratings. Each objective will be evaluated within a four-level performance framework.

#### **D.2.D. Success Criteria**

Performance expectations for achieving a 'meet requirements' rating are outlined in success criteria, mandated for all roles.

### **D.3. LEVELS OF PERFORMANCE**

There are only four levels of performance for rating objectives for the general performance:

- Work characterized by exceptional accomplishments and achievements throughout the evaluation period; a performance that consistently and notably surpasses the established success criteria for the position.

- Exceeds Performance Requirements (E) Work above the duty's success criteria throughout the rating period.
- Meets Performance Requirements (M) Work that achieves the success criteria of the work.
- Under Performance Requirements (U) Work that fails to satisfy the success criteria of the work.

This rating must be preceded by a "Written Notice of Substandard Performance" which may be obtained from the Human Resources office.

### **Requirement no. 3:**

Job listing including starting salary information for the following position:

#### **A. Secretary:**

##### **A.1. The Job Description:**

Providing comprehensive administrative support to professional and management staff, this role encompasses office coordination, meeting scheduling, and the preparation and maintenance of records, reports, and correspondence related to their respective areas of responsibility.

##### **A.2. Job Specifications:**

- Knowledge of office practices, procedures, and computer software programs.
- Knowledge of correct English usage and grammar.
- Knowledge of the organization and composition of letters, minutes, reports, charts, and spreadsheets.
- Ability to follow, apply, interpret, and explain instructions and/or guidelines.
- Ability to make decisions and take appropriate actions.
- Ability to fulfill schedules and deadlines of the work area.

##### **A.3. Job Salary:**

A person working as a secretary typically earns around 3,930 EGP per month. Salaries range from 2,040 EGP (lowest) to 6,000 EGP (highest).

#### **B. Marketer:**

##### **B.1. The Job Description:**

Within this role, employees are responsible for orchestrating digital marketing campaigns, optimizing pay-per-click advertising, and driving growth in website traffic, conversion rates, revenue, and transactions. As the strategic minds behind brand awareness, marketers meticulously monitor market trends, craft compelling advertising campaigns, devise data-driven pricing and targeting strategies, and collaborate closely with corporate partners to amplify brand visibility and maximize impact.

##### **B.2. Job Specifications:**

- Related educational background with attention to data analysis, digital marketing, eCommerce, or communication.
- Must have previous work experience in a very related field
- Must have experience with Social Media Marketing

- Experience with Shopify and WooCommerce is an additional advantage
- Knowledge about conversion rates, KPIs, data analysis, and analytics
- Excellent written English, analytical mindset, and communication skills

**B.3. Job Salary:**

A person working in Marketing typically earns around 10,300 EGP per month. Salaries range from 4,790 EGP (lowest average) to 17,100 EGP (highest average, the maximum salary is higher).

**C. Operations Manager:**

**C.1. The Job Description:**

job responsibilities encompass the oversight of operational activities across all corporate levels. This entails the recruitment, training, and quality assurance program management of employees.

Continuous process improvement initiatives are undertaken to ensure timely task completion.

**C.2. Job Specifications:**

- Proven work experience as an Operations Manager or similar role
- Knowledge of organizational effectiveness and operations management
- Experience budgeting and forecasting
- Familiarity with business and financial principles
- Excellent communication and Leadership ability with Outstanding organizational skills

**C.3. Job Salary:**

A person working as an Operations Manager typically earns around 14,900 EGP per month. Salaries range from 7,160 EGP (lowest) to 23,400 EGP (highest).

#### **Requirement no. 4:**

Creating a health, safety, and well-being guide for the company:

#### **4.1 Introduction:**

This comprehensive guide serves as a valuable resource for employers and employees seeking information on enhancing health and well-being in the workplace. Leveraging the workplace as a platform to promote and support employee well-being is a sound business strategy that yields numerous benefits for both employers and employees. Establishing an effective workplace health program tailored to the needs of each organization necessitates access to reliable tools and information that facilitate employee needs assessment and program development and implementation.

#### **4.2 (WHO) framework for developing a workplace health strategy:**

The World Health Organization (WHO) defines a healthy workforce as one where workers and management collaborate to implement a continuous improvement process that safeguards and promotes the health, safety, and well-being of all employees, ensuring the sustainability of the workplace. This collaborative effort encompasses addressing health and safety concerns within the physical and psychosocial work environments, including the organization of work and workplace culture. It also extends to promoting personal health and resources within the workplace and fostering participation in community initiatives that enhance the health of workers, their families, and the broader community.

#### **4.3 Why will we need healthy workplaces?**

Implementing effective workplace health programs can significantly enhance the health and well-being of employees, businesses, and the broader communities in which they operate. Research has demonstrated that fostering health in the workplace not only improves the work environment but also benefits the organization and its employees in several ways:

- Reduced absenteeism due to illness and decreased presenteeism, meaning employees are less likely to work while sick.
- Enhanced employee motivation and a more positive work atmosphere, leading to greater flexibility, improved communication, and more efficient resource utilization.

- Measurable increases in product and service quality, enhanced innovation, and creativity, and boosted productivity.
- Elevated prestige, improving the organization's public image and enhancing its appeal as an employer of choice.

#### **4.4 How to create a healthy workplace program supported by the WHO model?**

The WHO has developed an easy-to-follow eight-step tool for organizations developing a healthy workplace strategy. Organizations can adapt this to suit their workplaces.

##### **Step 1: Mobilize**

Before embarking on the development of a workplace health strategy, it is crucial to garner support from key stakeholders, including senior management, employees, union representatives, and human resources. Securing the endorsement of all parties involved is essential. Before mobilizing resources, it is imperative to gather data that will serve to convince stakeholders of the merits of this initiative. Once this information has been assembled, the organization can proceed with the creation of a comprehensive workplace health policy, endorsed by senior management and communicated effectively to all staff members.

##### **Step 2: Assemble**

Upon securing the involvement of key stakeholders, the next crucial step is to gather the necessary resources. The team responsible for implementing the workplace strategy should be established, and its members should be drawn from the existing health workforce team. In larger organizations, this team should encompass individuals from diverse disciplines, including health and safety professionals, human resources personnel, engineers, medical professionals, and labor union representatives, aiming for gender balance. For smaller organizations, incorporating external experts from entities such as community representatives or occupational health clinics is highly recommended. This stage also presents an opportune moment to identify any additional resources that may be required, such as meeting spaces and a dedicated budget.

##### **Step 3: Assess**

Upon formation, the newly assembled team's initial endeavor will be a comprehensive assessment of two key aspects: the organization's current state and the envisioned future for both the entity and its



workforce. The evaluation of the organization's prevailing situation will be tailored to its size. For larger organizations, gathering baseline data on employee demographics, workplace hazards and illnesses, disability rates, staff turnover, and any issues identified through workplace inspections and risk assessments is crucial. If a risk assessment has not been conducted, it is an opportune time to initiate this process. Furthermore, evaluating the current situation should encompass an assessment of the overall health of the workforce. This can be effectively achieved through a confidential staff survey, such as a web-based assessment tool.

#### **Step 4: Priorities**

Upon completion of data gathering, the team must prioritize the issues to be addressed, as the volume may necessitate immediate attention. Prioritization necessitates the establishment of decision-making criteria. Consulting key stakeholders to determine priority actions is prudent.

#### **Step 5: Plan**

The scale of an organization significantly influences the length of its strategic planning horizon. Broad activities and timescales should form the foundation of the plan, with a focus on long-term goals and objectives rather than immediate, specific actions. The next step involves establishing an annual plan with prioritized objectives, typically spanning three to five years. Finally, detailed action plans are developed to achieve each goal, incorporating budget, facilities, and resource requirements.

#### **Step 6: Do**

It means implementing the confirmed agreed action plan. Responsibilities and resources should be assigned clearly within the plan.

#### **Step 7: Evaluate**

Assessing progress is crucial for identifying strengths, weaknesses, and potential areas for improvement. Evaluations should encompass both short-term and long-term objectives.

#### **Step 8: Improve**

While implementing modifications informed by the evaluation's findings to enhance program efficacy is crucial, it is equally essential to recognize the programs' accomplishments.

**References:**

<https://www.alert-software.com/blog/internal-communication-tools>

<http://www.salaryexplorer.com/salary-survey.php?loc=64&loctype=1&job=30&jobtype=3>