

Human capital management

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Oct - 2022

## Table of content

1.0	Introduction
2.0	Report brief
2.1	The chosen company profile
2.1.1	The development plan steps
3.0	Reviewing and critiquing old HR policies
3.1.1	Evaluate the old policies
3.1.2	Old policies development recommendations
4.0	Purposing the new HR policies
4.1	Employee's retention policy
4.1.1	Policy purpose goals
4.1.2	Reasons for employee's turnover
4.1.3	Employee retention strategies
4.1.4	Policy purpose and monitoring
4.2	More effective customer services policy
4.2.1	Policy Important
4.2.2	Policy methods and steps
4.2.3	Policy purposing and monitoring
4.3	Using technology to improve the communication policy
4.3.1	Policy goals
4.3.2	Policy steps and methods
4.3.3	Policy purpose and monitoring
4.4	Employee's appraisal policy
4.4.1	Policy goals
4.4.2	Policy steps
4.4.3	Policy purposing and monitoring
5.0	Creating New positions
5.1	secretary position job offers and analysis
5.2	Marketer position job offer
5.3	Operations manager job offer
6.0	Creating health, safety and wellbeing guide
6.1	Food safety
6.1.1	Food safety meaning and steps
6.2	Employee's health and safety guide
6.3	Employees benefits
6.4	Guide purpose and monitoring
7.0	Conclusion
8.0	References

## 1.0 Introduction

HRM is the most important part of all corporate don't want to say it's the most important part of all world management because it's dealing with the most complicate character (humans) and to have a good relationship with this complicated part you must have roles, law and policies

In our case, especially for the corporation's HRM, we will focus on policies that manage and organize the relation, culture, and communications inside the company or corporate.

## 2.0 Report brief

As a part of the development plan for AJ company, they decide to hire our consultancy agency to help them in renovating and developing all of the company and as a consultant, I will show in this report the development plan for the human capital department.

### 2.1 the chosen Company profile

AJ company for bakery and sweets is one of the oldest traditional companies in that industry established in 1971 in Riyadh city KSA as a basic bakery then start to develop and expand till 2018 when the owners decided to begin a new development plan, opening new branches, build a central factory and transform from traditional to modern style and introduce new products the manpower of the company is about 151 to 200 employee between labors, managerial employees in different departments and the high management

#### 2.1.1 the development plan steps

- 1- started my plan by reviewing all the HR old policies.
- 2- critique the old policies.
- 3- purpose of the new policies.
- 4- introduce the new suggested policies.
- 5- rebuild the company structure and list which new position the company needs.
- 6- creating a health and safety policy for the company.

### 3.0 Reviewing and critique old HR policies

Because HR policies are one of the most important part in the HCM so we start the first part of human capital management development plan by the old policies reviewing by reading all of it then discuss it with the employees starting from the managerial level tell the labors in all department to evaluate how's that policies are clear and understood by all the levels of employees and which level of coverage and comprehension of the policies in order to complete the evaluation and be sure that we get all the right information about the needs of man power.

#### 3.1.1 Evaluate the old policies

After reading all the policies we found that a big part of it is too short and didn't cover all the goals of policy also some of are missing and we will purpose it next in this report.

the next table is the brief of the evaluation criteria and the level of each from 1 to 5 which 1 means not cover and 5 means very good cover of that criteria.

Criteria	Evaluation rate					Reasons
	1	2	3	4	5	
Clarity				4		Easy to read and short Simple words
Specification			3			Some of policies aren't specific Some policies are just in general
Comprehensive		2				Some policies and sub policies are missing or not fully written Training policy is missing No orientation policy
Easley understood			3			most policies are short and clear some policies need to translate to English some policies are too short to cover all goals
Effect on all employees				4		Because of only Arabic written language some can't understood all of it but at the end all policies abide to the Saudi labor's law
Justice & Equity				4		All levels of employee have the same rights and benefits with different levels depend on seniority and position
Updates	1					Most policies didn't update long time ago
Overall rating			3			Which mean it's good but need more work and new policies to be written

This was the simple criteria's which using to evaluate the HR policies

### 3.1.2 Old policies development recommendations

As human resource must consider policy vision. Human resource policies cannot be implemented in a vacuum (Jiang et al. p. 75) and must be aligned with all the organization goals and objectives so we recommend the next to fix all HR policies issues.

- 1- Update all the policies to be aligned with Saudi new labor law.
- 2- Specific and generate new sup policies for training and employee's development.
- 3- Translate all policies in English for non-Arab employee.
- 4- Be sure all policies are delivered in soft or hard copies for all employees.
- 5- Continuous HR policies evaluation at least every 6 months by the HR manager.
- 6- Discuss all policies with the managers levels to be sure it's all clear, understood and meet their department's goals.

#### 4.0 purposing new HR policies

Referencing to the pervious points and as I find some missing policies so we will purpose and suggest a new policy to cover the missing goals like high employee's retention, increase the communications speed and work smoothly between department using technology, more effective customer service and finally appraise and evaluate employee's performance

#### 4.1 Employees retention policy

This policy is written to keep the high skilled employee for the longest time as we can

##### 4.1.1 policy purpose goals

Enhancing and improve retention of the employees inside AJ company

##### 4.1.2 Reasons of employee's turnover

- 1- financial reasons (better salaries or benefits) this the most common reason of turnover
- 2- work environment (poor challenges, demotivated atmosphere)
- 3- management style (poor communication and slow procedures)
- 4- more outside companies' opportunities
- 5- company's culture is not satisfying to the employees
- 6- employees desire for changing
- 7- less of justice and equity inside the company

##### 4.1.3 New retention strategies

- 1- more effective orientation and training system
  - every new employee should be set up for the new start and learn what is our culture before start then start the orientation program with his line manager
  - improving the current training system inside the company by asking the managers to cure the weak points in their department and make every manager to purpose a plan for training then evaluate this in the periodic appraisal of the manager.
  - Using the X-training system inside the operational departments
  - Add external learning and training programs

- 2- Compare employees benefits with market and enhance the internals
  - Increase the employee's benefits depending on positions and evaluation
  - Offering different levels of medical insurance depends on the position
- 3- Offering promoting system
  - Using skills scale for promoting and stop the seniority scale
  - Add incentive system for the best seller and best employee in the different department depending on the final evaluation
  - Increasing the competitive atmosphere between employees by offering promote for the best performance depending on the yearly final evaluation of the employee
- 4- Increase benefits for the employees
  - Add family medical insurance for the senior level and above
  - Add family tickets with the annual leave system for the senior level and above
  - Add a reward system at all levels for the best of the month or the production hero etc.
- 5- increase the communication
  - Setting a new daily report system between the employee and his line manager
  - New meeting system (weekly or monthly) by the nature of department
  - Increase loyalty level at all employees by motivation and rewards
- 6- Increase health and safety
- 7- No harmful words or bad behaviors toward any employee
- 8- Never consider any of (sex, religion, color or any other personal traits) as one of evaluation elements
- 9- Any sarcasm must be faced with maximum punishment
- 10- Any kind of racism is not allowed by any way
- 11- making exit interview
  - every employee shall have exit interview when he or the company decide to end the relation for reviewing what is the exit reasons and these reasons must be record to know exactly what is the most reason of our turnover to cover it in the future

#### 4.1.4 purposing and monitoring

- 1- this policy shall purpose and start effecting as soon as possible
- 2- monitor this policy monthly by the HRM
- 3- update this policy yearly at the year-end HR policies reviewing

#### 4.2 More effective customer services policy

We can consider that customers are one of the most valuable elements at any corporation and their reviews are always high reason of success or failure specially now adays with the high development in social media and all like this so we need to improve our customer services and add more effective practices

##### 4.2.1 policy important

Why is customer service policy being so important?

- 1- Clarity of company's goals
- 2- Helping the team to deliver best quality of customer services

##### 4.2.2 policy methods and steps

- 1- sellers training
  - all sales employees shall get high quality training in how to communicate with customers in nice way
  - sales employee shall know exactly what is the customer needs by asking him directly
  - seller must ask the customer if he is satisfying with the products quality and the speed of the process
- 2- using CRM (customer relationship management) system
  - recording all customers phone numbers and full name
  - add loyalty point system for each customer in every time he revisits the store
  - sending offers and special discount for the most loyal customers by phone SMS



- 3- fast response to all customer communications
  - 24 hours to response to any customer email
  - Always solve the customer problem with any cost
  - Using a hot line or what's app number with fast response
- 4- Get the feed back
  - It's one of the most important steps in this policy to get the customers feed back about all the products and services by using internet review, fast questions directly with customer
  - Using a little survey on the internet
- 5- Special offers and discount
  - Always using discount and make offers on items every day
  - Seasonally discount
  - Special discount and offers for the most loyal customers
  - Offering free samples for all customers

#### 4.2.3 policy purposing and monitoring

- 1- This policy shall purpose in 2 language (Arabic and English) all sales department shall have a soft copy of this policy and the managers must train all their employee for it also the new sales employee shall have this policy in their orientation
- 2- The keys steps in this policy shall be monitoring and update by the sales manager

#### 4.3 using technology to improve communications policy

I noticed that some times there is miss communicate between managerial departments (finance, sales, HRM, etc.) so we can improve the interoffice communications by using technology

##### 4.3.1 policy goals

- 1- more communications effect
- 2- more work smooth
- 3- easy to contact and more saving time

#### 4.3.2 policy steps

##### 1- using company emails

- all managerial employee in all department should have personal email on the company domain
- when sending email be sure your direct manager is in cc or the department manager if you send to the direct manager
- all emails should be subjected

##### 2- using conversation's apps

- each department create a group of all it's member for fast communicate with the managerial and non-managerial employees
- creating managers group for all departments managers
- this groups are only for fast communicate but all instructions must be re send by email

##### 3- using task manager apps

- using any task manager platform which make it easy to managers to give and follow-up all their employee's tasks (like asana)
- train all the manager and employees to use this platform
- the manager should give the task to the right person with all the details and the time dead line for finishing it

##### 4- online meeting

- this option can use as more fast and effective way specially in case of remotely work or between the different branches managers specially in case of short meetings

#### 4.3.3 Policy purpose and monitoring

- 1- this policy must purpose in 2 language and discuss it with the all managers to improve and enhance it
- 2- the IT department is responsible about build and create all of the above solution
- 3- the high management must monitor all this steps and be involved in all important communication

#### 4.4 employee's appraisal policy

All employees must be evaluating monthly, quarterly and yearly to improve their skills, motivate and promote

##### 4.4.1 policy goals

- 1- this policy aims to improve all employee's performance
- 2- putting every person in his right place
- 3- motivate all employees in all departments

##### 4.4.2 policy steps

- 1- self-evaluation form
  - all managerial employees and supervisors must have a self-evaluation form which he can give him self a target points and at the end of period he can evaluate him self by the help of his line manager
  - evaluation form

Employee's name	
Date	
Starting date	
Ending date	
Position	
Please fill the upcoming and return it to the line manager	
Kindly fill the rating by number from 1 to 5	
Category	Self-rating
Technical skills	
Communications skills	
Time management	
Task accomplished	
Personal skills	
Training your employees	
Creativity and problem solving	
Overall rating	
Line manager notes	

## 2- line manager's evaluation

- all line manager's must evaluate their employees
- first list all the employee's KPI in a form
- give a rate for each KPI
- be specific in all words and rating
- compare rating periodically and between the employees with the same roles

## 3- high manager's evaluation

- the high management shall evaluate and appraise all the line managers
- using KPI list and performance rate
- using the result of business of each department
- the most important role to evaluate is the employee's motivation and training

## 4- final performance evaluation

- complete all evaluations by the HRM
- issue yearly performance report for all the employees and managers

### 4.4.3 policy purposing and monitoring

- This policy must purpose in two languages
- All managers must share the positions technical KPI about all their employees
- The final result for all evaluations must shared with HRM, high management and the employee himself
- HRM is responsible for all the forms and following up the self or the managers evaluation
- All policies word must be easy and specific.

By finishing these policies, we can say that our HR policies are semi to be complete but we need to follow and update every quarter

## 5.0 creating new positions

After reviewing company's performance, we can say that the company needs a new position for the expenditure and development plan these positions are

- 1- Secretary
- 2- Marketer
- 3- Operations manager

I will create list for each position as up coming

### 5.1 secretary position job offer and analysis

#### 1- Job purpose

- The secretary maintains the smooth running of work by Handling office schedules organize files, answering the communication phones and other large amount of work

#### 2- Duties and responsibilities

- Answering calls, receiving and replay emails
- Maintain diary and appointments
- Managing files
- Arrange managerial meeting and record the minuets of meeting
- Archiving the documents by the company's roles
- Prepare reports and presentations
- Coordinate guest's appointments

#### 3- Job requires

- BSc in business administration
- Time management skills
- Using office suite professionally
- Flexibility and self-management
- Arabic mother language is must
- Good verbal using English in both write and speaking
- Active
- Creative mind

- Good communication's skills
- 4- Job location: Riyadh
- 5- Salary and benefits
- Starting salary range (5500 – 6500) SAR depends on Experiences as a full package
  - Medical insurance
  - End of year bounces
  - Transportation's allowance

## 5.2 marketer job offer and analysis

- 1- Job purpose
- The candidate will be responsible for creating marketing contents, plans, and campaign Choosing the best technique and time for all
  - Improving our brand awareness
  - Following our company's culture and vision
- 2- Duties
- Build a strong relationship with our business partners
  - Plan and execute campaign
  - Advertise on all social media platforms
  - Design and create online and offline ads
  - Choose the right strategy for our marketing plans
- 3- Job requires
- Experience in FMCG preferred in F&B field
  - BSc in marketing or business administration
  - Good knowledge of design concepts and web publishing
  - Good knowledge in all social media platforms advertising
  - High creativity
  - Saudi market experiences
- 4- Job location: Riyadh
- 5- Job salary and benefits
- Starting salary (8500 – 10000) SAR depends on experiences as full package

- Family medical insurance in case of official Saudi iqama
- End of year bonuses

### 5.3 operations manager position

#### 1- Job purpose

- The candidate will be responsible for day-to-day operations handling
- Following the company's culture and general values

#### 2- Job duties

- Create day-to-day operations plan
- Increase communications between show rooms and kitchen and follow all
- Analyze all operations transaction
- Create and develop items menu
- Prepare menu engineering report monthly
- Follow sales mix
- Evaluate sales employees
- Increase and improve client's relationship
- Review current report and develop the necessary
- Work closely with production manager to reduce wastage and creating new items
- Develop the current workflow
- Prepare expenditure plan
- Supervise marketing plans and campaigns
- Any other necessary duties

#### 3- Job requires

- BSc in business administration (MBA holders or another managerial certificate are preferred)
- At least 8 years of experiences in F&B field and 12 years as over all
- At least 5 years of experiences inside Saudi Arabia
- Fluency in both English and Arabic
- Leadership skills
- High personal skills

- Motivation skills
- 4- Job location: Saudi Arabia
  - 5- Job salary and benefits
    - Starting salary (15000-18000) depends on experiences as full package
    - Family medical insurance
    - Family tickets
    - Yearly bonuses
    - Sales increasing incentives

## 6.0 health, safety and wellbeing guide

After finishing the HR requires for the new plan, we have to move to one of the most important policies which is health and safety work environment and roles which contains two parts

- 1- Food safety
- 2- Employee's health and safety guide

### 6.1 food safety

The most important part in the production process is the food safety because it's not only can make the company lose clients but also make a bad reputation and reviews with all clients also may cause legal problems so we have to make a new food safety system inside the production area

#### 6.1.1 food safety meaning and steps

Food safety simply is the procedure that keep the production clean and safe for using including quality control system with these steps

- 1- Clean
  - Always wash your hands before dealing with any kind of food
  - Follow all hygiene instructions
  - Always wear hairnet, gloves and arm's sleeve inside the production area
  - Always clean all the tables and equipment
  - Using stainless- steel tools



## 2- Separate

- Don't use the same tools with different kinds of foods (dough, meat, poultry and vegetables)
- Use separate containers for each kind

## 3- Cook with the right instruction

- Follow the quality controller's instructions in cooking
- Always follow the right temperature of cooking with the right time

## 4- Storing

- Follow all the storing and keeping instructions
- Use separate places to keep different kinds
- Always check for the fridges and freezers temperature with a check list

## 5- Pest control

- Contracting with a powerful pest control company
- Always note and check all the possible places of insects and pest
- This is a responsibility of production department

## 6.2 employee's health and safety guide

### 1- hygiene protocols

- Using all hygiene tools like sanitizers and chemical hand wash
- Always clean the equipment using safe chemicals for foods
- Using hygiene room at the start of the production area
- All employees must wear cleaned special shoes
- The production manager and supervisors are responsible for following up and review all labors

### 2- Works in ovens area

- Must use the oven gloves in all time
- Cover your face always with the face shield
- Always close the area doors for not affecting the other production area

### 3- Fire alarm system

- Install new fire alarm system

- Open 3 emergency doors (front, middle and end of the production area)
  - Open 1 emergency door in the offices area
  - Use fire system specially made for ovens
- 4- Medical insurance system
- All employees and their families must have good medical insurance covering all work and non-work risks
- 5- Site insurance
- All branches must be insured by a high-quality kind of insurance to cover any accidents
- 6- Sick leaves
- Must consider the health case of any employee
  - Sick leaves are allowed at any case by a certificate and must not consider or calculate as annual leave
  - The company is responsible about caring of all employee case
  - In case of infection by a possible infected disease work from home can be accepted
- 7- Covid-19 procedures
- In case of spreading again of covid-19 or any similar the work must be from home for all managerial employee
  - Minimum require production's labors and supervisor are allowed to work
  - Using the most hygiene protocols (face masks in all department, gloves, sanitizers, maximum space between the employees)
  - Cancel finger print devise usage
  - Online meeting only is allowed for managers
  - Minimum clients in all showrooms
  - Maximize home delivery with all the hygiene
  - Auto packing for all products
- 8- Work injuries
- The company is full responsible for any work injury inside all departments

- The injured employee must have a paid leave for all the cure period (not included in his normal or annual leaves)
- Always keep a first aid kits inside all company's department

#### 9- Employee's periodic medical check

- All employees in the production and showrooms area or any other who deals with raw material and final products must have a quarterly medical check for the normal diseases (blood and other analysis ordered by the governmental entities)

### 6.3 employee's benefits

for more wellbeing of all employees, we shall add some financials benefits

- 1- as the Saudi law of labors all employees must have at least 21 days as annual leave
- 2- feasts must be considered as paid days off or as an overtime work
- 3- Saudi national day must be considered as paid day-off or overtime work
- 4- Give all production's labors a break after every 4 work hours

Also, we have to add some non-financial benefits

- 1- Involve all labors and employees in decision making process
- 2- Making all feels loyal by motivate and be clear with all

### 6.4 guide purpose

this guide must be purposed in two languages

all department are responsible to monitor and control this guide for all the company's employees

### 7.0 conclusion

at the end of this report, I have to say that human capital management is consider as the engine of all companies and must be organized carefully and smoothly because at the end of all we are contact and communicate with humans, feelings and behaviors so we must be sensitive and strong at the same time and this is the hardest equation for any of us

hope that I have covered most of the missing points in the company clearly and easily

also, I hope this recommendation execute as fast as possible

wish you all luck with the development plan.

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