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COVER PAGE AND DECLARATION

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1. INTRODUCTION

High Towers Oilfield Services (HTOS) is considered a growing up company in the market of oil and gas drilling and workover in Oman, the requirement of extra manpower is always in the demand, and to keep pace, a stronger human capital system is an essential requirement.

There is a slight difference between human resources (HR) and human capital (HC), while the human resources are concentrating on talent acquisition from the market, human capital is concentrating on talent acquisition, merging, and enhancing to build a healthy organizational environment. (Linkedin.com, 2021)

The normal HR system takes into consideration the frequent updates to meet the national labour laws and other different laws which the country sets to control the whole society, the HR policies should be updated frequently, while HC system will use labour laws to give the most benefits to both the organization and the employees. (Well Kenton, 2023)

2. PURPOSE

The purpose of this report is to critique the current HR policies of HTOS, find the gaps, enhance it or change it to a better version of HC policies to meet the vision of the management and the changes in the size of the company and the changes in the market.

3. SCOPE

Eventually, HTOS should be having a full report with guidelines which will enable the company to have:

- Improved employee retention.
- More effective customer sales system and practices.
- Recommended new technologies to control and improve interoffice communications.
- Creation/improving of employees' performance appraisals.
- Create job listing with job descriptions of three positions (secretary, marketer and operations manager).
- Create a better health, safety and wellbeing guidelines to the company.

4. Definitions

HTOS: High Towers Oilfield Services

HR: Human Resources

HC: Human Capital

MOL: Ministry of Labours

Board: Board of directors of the company

CEO: Chief Executive Office

GM: General Manager

HSQE: Health, Safety, Quality and Environment

PASI: Public Authority of Social Insurance

OR: Omani Rials

KPI: Key Performance Indicators

HRMS: Human Resources Management System

ERP: Enterprise resource Planning.

PPE: Personal Protective Equipment

5. HTOS HR Policies Review

Manual Quality

HTOS HR policies manual has been created in 2012 when the company was established, HR manual was created to match the size of the company by that time, as the company size increased, HR policies should have been improved simultaneously to meet the new size, only in the area where labour laws are changed, the manual improved, rather than that, there was no significant enhancements, this created fragile policies which are not covering all the expected issues which can be associated to a big sized organization.

Vision and Mission

It is very important to have a statement of vision and mission in company's manual which declares the strategy of the organization and its targets, the vision statement shows the ultimate goals and targets of this organization while the mission statement declares the outlines of the actions which will enable the organization to reach this vision, in the current version of the HR

policies manual of HTOS, there is no clear statement of vision and mission. (hrmhandbook.com, n.d.)

Responsibilities

The manual didn't specify the responsibilities on whom has the power to make necessary modifications in the manual.

Organizational Structure

The manual specified the old organizational structure without updating the structure as per the actual setup which was created after the expansion of the company.

Interpretation of the Manual

There was no methodology on how the interpretation of the terms and policies will be provided to the employees, moreover, there was no methodology to solve understanding conflicts of the interpretation of any term or policy which may occur between HR manager (or whomever has the authority to float the interpretation of this manual) and any other department manager.

Workforce Management

There is no proper workforce planning which decide the needs of each position and the forecasting of the needs in future, the planning committee is not set and the criteria on why, how and when newcomers are needed, or current employees are not needed.

Employees Retention

Salary structure was not set properly as it was stating the position and the relative salary without taking into consideration the grading structure in the same position, moreover there was no criteria on how and when the employee should be promoted.

KPIs and Performance Appraisals

The KPI of each position are not set properly, performance appraisals on the other hand have no clear mechanism on who is performing them, when to perform them and how the management will make sure the appraisals were done fairly and positively, the format is available.

6. Recommendations to Improve HTOS HC Policies Manual

Introduction

We have performed the review on HTOS HR policies Manual and according to the findings and the gaps identified, we are proposing some recommendations to modify and enhance the manual to be able to close those gaps as much as possible taking into consideration the company current size, reputation and financial situation, in general, HR policies should be reviewed periodically and modified based on the changes in the industry standards and cope with the changes in labor laws and to ensure the employees are having a standardized work place and the company is not having any incompliances in its relation with the employees. (Rekha Jain, 2020)

Improving Manual Quality

The below recommendations were set to enhance the quality of the manual:

- The manual should be clear in its phrases and the need of interpretation should be reduced to the minimum.
- Definitions and abbreviations should be cleared in one specific section in the manual.
- The revised versions should be identified with a specific number and in the first pages of the manual, the revisions should be mentioned with the updates associated with each revision.
- Definitions of each position associated with the manual should be cleared with the responsibilities of the positions associated with the roll out and implementation of this manual.

Vision and Mission

HTOS must set a clear vision in the HC manual, the vision should be realistic, achievable, measurable and understood by everyone in the organization.

Then the mission should be written and set clearly on how this vision will be achieved, what the methodology and strategy are to be followed to achieve this vision.

Responsibilities

Each position to be mentioned in the manual should have clear responsibilities during the rolling and implementation of the HC manual, moreover, there should be a clear section identifying whom has the authority to make changes to this manual.

Organizational Structure

The organizational structure should reflect the size of the company and should be mentioned clearly in the HC manual, each position must know its chain of command and what the circumstances are the chain of command can be bypassed.

Interpretation of HC Manual

The HC manager is the focal point who should provide any clarification and interpretation of it to departments managers, in case there is a different in opinions of the interpretation of a specific provision, the clarification should come from the GM or CEO.

Workforce Management

The planning of the workforce (current or provisioned) is not clear, workforce should be managed by a committee of two or more managers (including HC manager, finance manager, operation manager, maintenance manager, QHSE manager or general manager) to evaluate the current workforce and decide what are the requirements of newcomers.

Moreover, the committee is responsible of choosing and evaluating recruiters and third-party manpower providers.

Finally, the committee must suggest a clear and yet quality assured questionnaire for interviews of each position to be able to identify and chose the right candidates with the quality required.

Employees Retention

It became a classic phrase in any organization manual or standard that the employees are “the most important assets of the company”, yet the phrase should not become a “cliché” by employees and clients, some necessary terms should be included and implemented in HC manual to gain the loyalty of the current employees, loyal employees tend to stay with the organization and don’t leave easily, they are hard workers, much more productive which tends to much more effective and better customer service, and rarely change their jobs. (Allaya Cooks-Campbell, 2022)

HTOS current HR manual doesn’t have a proper vision of employees’ retention and gaining employees loyalty, the below proposals should be taken into consideration in the new version of HC manual to have a better employees’ retention:

- The interview questionnaire should be quality assured by the committee to give the guarantee that the candidates will have the required quality and fit to position.
- Salary structure should be clear, meeting the market peers and not left to negotiations, the structure should have 3 grades of each position to give the employee move forward within the same job description till getting the necessary characteristics to be promoted to the next position in chain.
- A clear job description of each job must be mentioned in the manual.
- A clear promotion scheme and criteria should be included in the manual, either to move employees between grades or to promote the employees from one position to the upper one in the position ladder.
- A recognition scheme is proposed to recognize employees who achieve a great milestone in below fields:
 - HSE, for employees who identify and prevent an event, condition, or action with an HSE risk which has impact ratings of 1, 2, 3, 4 and 5. According to the impact rating, the recognition value can vary from 50 OR for impacts of rating 1, 100 OR for impacts of rating 2, 200 OR for impacts of rating 3, and 500 OR for impacts of ratings 4 and 1000 OR for impacts of rating 5. The candidates should be named by field superintendent and decisions to be made by departmental managers, for amounts 500 OR and 1000 OR, GM should be involved. (safetyculture.com, 2023)
 - Hard working and dedication to work, a recognition to employees who dedicated their hard work to save and amount of 2-4 hours of operation, an amount of 5-8 hours of operation, and amount of 9-12 hours of operation, an amount of 13-16 hours of operation, and finally an amount of 17 and above hours of operation, the recognition value will be 50, 100, 200, 500 and 1000 OR respectively, the candidates should be named by field superintendent and decisions to be made by departmental managers, for amounts 500 OR and 1000 OR, GM should be involved.
 - Innovations and new ideas, a recognition to employees who participated with an innovative idea which saved or had a revenue to the company with amounts of 5K-10K \$, 11K -15K \$, 16K-25K \$, 26K-30K \$ and 31K and above, the rewards

will be 50, 100, 200, 500 and 1000 OR. The candidates should be named by field superintendent and decisions to be made by departmental managers, for amounts 500 OR and 1000 OR, GM should be involved.

- Grievances scheme should be mentioned in the HC manual and floated to all employees, grievances are those issues which cause of distress, unsatisfactory conditions at work, and misbehaviors, which can be felt as a reason of complaints. (merriam-webster.com, n.d.) All employees have the right to raise their grievances complains to their line manager, if the line manager didn't secure a resolve within five days, the employee has the right to raise it up to the departmental manager, if the departmental manager didn't secure a resolve within three days, the employee has the right to raise it up to the HC manager, who can take it up to the GM or CEO.

In case the grievance was against the GM, the HC manager should take it directly to CEO. At the end of the chain, the grievance should be resolved for the employee.

Customer Service Effective Practices

HTOS customers are limited to their clients of companies in the field of exploration and production of oil and gas.

Customer service is the practices which provide help, support and problem solutions to the customer, the final aim is to gain the trust and satisfaction from the client (customer) towards the services we provide. (Qualtrics.com, n.d.)

To be able to support the customer, the company must have representatives to support, and problem solve the issues to the client, the final target is to increase the numbers of wells delivered in a specific period. Those representatives simply are everyone in HTSO company, from the smallest position to CEO.

Those representatives must have characteristics which will make them proper representatives of the company, below are some recommendations:

- All employees must understand the vision and mission of the company which will be mentioned in HC manual.
- All employees must comprehend the importance of the client and its standards and satisfaction.

- All employees' selections and trainings must be in accordance with clients' requirements and standards.
- Field managers and leaders should be trained to communicate correctly with client, they must understand HTOS management system and clients' operational and safety system.
- All office managers should be selected and trained to understand the standards of the client, mentality of the client and how to approach the business positively, they must be trained to think positively and to solve problems.
- Field and office managers should be trained to admit mistakes when made, should be trained to have the credibility in front of the client by mentioning the truth all the time.
- In the field and office managers KPI, a section of customer satisfaction should be taking into consideration in the employee's performance evaluation.

Recommendations to Improve Interoffice Communication

A proper communication method should be in place to facilitate the communication, decision making and administrative inputs, when the scale of the business increases, employment increases, and it becomes very hard to control the needs and eligibility of employees manually, therefore, the organization must use any HRMS as ERP system in which employees data can be managed, processes can be streamlined, and productivity and efficiency can be increased, it will increase the organization capabilities and simplify the HR needs. (Alia Cohen, 2023).

The system should have the below as a minimum:

- All employees' data and information.
- Employees benefits and its updates (school allowances, vehicle allowance, home rental allowances, travel allowances, etc).
- Salary information including pay slips, gross and basic salaries information, allowances, leaves eligible days, and overtime eligible hours (if any).
- All applications creation and submission (leave application, bank wire information change application, extra time requirement application, expense claim application, etc).
- All complaints should be having a module to ease the complaining process.
- Employee agreed KPI, KPI updates, self-evaluation and line manager evaluation.
- HRMS should include self service module to have the following:
 - Certificate request.
 - Leave request.

- Loan request.
- Expense claims
- HRMS should include manager self service module to have the following:
 - Team profile.
 - Manpower request.
 - Management Dashboard.
 - Project dashboard.
 - Timesheet approval.
 - Leave/rejoin request approval.
 - Organization chart.

Recommendations to Enhance Performance Appraisal

HTOS systemized performance appraisal system is lacking two major things:

- Quality.
- Implementation.

Therefore, we have put some recommendations to improve the quality and to be practical and ready for implementation, the appraisal scheme should include both current employees and applicants of different vacancies.

- Job applicants:

The interview questionnaire must be changed to a more professional one not only concentrating on technical abilities, but must cover the personal traits, psychological, teamwork and leadership characteristics.

Two tests to be included and implemented during the interview to decide the abilities of the applicant.

- PI Test:
Predictive Index test is the test to assess and evaluate the personality of the applicant and decide whether he or she is suitable for the role. (123test.com, n.d.)
- IQ Test:
Intelligence Quotient test is a test to measure the person's mental ability and whether he or she is meeting the required mental ability in the role applied for and

to measure the mental ability compared to his/her peers in the same role in the organization. (Caitlin Meyer, 2023)

Both tests will ease the process of finding the proper candidate between the applicants, there must be a reference chart for each position to measure the results of each applicant upon, and decision to be made accordingly.

➤ Current Employees:

There should be a proper reference to refer to when evaluating the employees, the line manager who will perform the evaluation should be well trained on the importance of the evaluation and how properly can be done.

- A proper KPI scheme should be set to each position, the KPI should be practical and measurable as well.
- An evaluation format should be created as per the assessment points set for each position.
- Monthly, the line manager should evaluate the performance of each employee against the set KPI.
- Quarterly, the line manager should have a proper assessment of each employee against his/her KPI as well as some other factors like behavior, commitment, accountability, team working and hard working.
- By the end of each year, the performance appraisal should have been done four times, accordingly, employee is evaluated to be salary increased, promoted, some courses are required for him or not, or to be decided he/she is fit for the position or not.

7. Recommendations for New Entries

Secretary

It is of importance to include a secretary position for the CEO in the organization structure, the secretary should be self-driven and ambition, he/she will be supporting CEO in different administrative tasks, should have excellent time management skills, should be a well-organized person, should be a multi-tasking person, should be a problem solving, should have the proper look and hospitality skills. (talentlyft.com, n.d.)

Some of the roles of the Secretary will be:

- Will schedule meetings and appointments and organize them accordingly.
- Produce and distribute CEO letters and memos to employees or clients.
- Maintain full contacts and list them.
- Manage and request CEO office supplies.
- Book travel arrangements
- Provide general support to visitors.
- Be able to speak different languages (preferably) as he/she will answer all phone calls.

The salary of the secretary as per the market search will be starting from 800 OR per month.

Marketer

HTOS is a drilling and workover company which has a one product and that is well delivery, and the success of the company measured by the amount of delivered well successfully per each month, therefore, the marketer will be much more a business developer and his focus will be getting new contracts and market the company name within the local and international international markets.

He will be responsible for:

- Supervising HTOS media content in different social media platforms.
- Develop a campaign from time to time to show the recent updates and innovations of HTOS with the collaboration with operations.
- Plan for the attendance in different exhibitions, create contents to present during the exhibitions, design and arrange the booth of HTOS.
- Conduct market research, create a list of possible clients locally and internationally, and develop a plan to market HTOS name with them.
- Trace the openings of new tenders and approach clients for tender details and expectations, develop and plan to market the submission of HTOS proposal with the collaboration with operations, finance and contracts departments.
- Review previous tenders, campaigns and plans to determine what worked and what failed, and get the lessons learned from failures.

Salary will be starting from 1000 OR to 1300 OR monthly. (indeed.com, 2023).

Operations Manager

Operations manager is the main core position of the company who will be managing all operations and driving the employees to get the best results possible, improve the quality of the

output by creating, editing and supervising implementation of the operational standards, he will be the focal point of all support which will be needed in case the mid levels failed.

He will be responsible of analyzing the performance, identifies the gaps and put the necessary plan to close them. He will be responsible for dealing with clients, understanding their feedback towards the operation, listen to their needs and put plans to meet those needs.

He will be responsible for suggesting the budget, controlling the expenses and monitor the invoices towards clients regularly to assure the revenue.

He will be managing and planning new projects with the collaboration of other departmental managers.

Salary will be 4000 OR to 4500 OR.

8. Recommendations of a New Health, Safety and Wellbeing Practices

Introduction

In general, the oil and gas drilling and workover industry is a dangerous field, many potential hazards for workers are included in the daily operations. This guide is designed to help HTOS to create a safe and healthy workplace for their employees.

Key Principles

- Leadership should have the commitment and accountability to demonstrate their commitment to safety practices by providing necessary courses and awareness sessions to the employees and by providing all resources needed to create a safer workplace.
- Safety procedures and risk assessments should be created by HSE, Operations and Maintenance managers to identify the risks associated with all types of jobs and mitigations to decrease the risks.
- Communication of unsafe acts or practices should be facilitated to let the employees raise them through the proper network without the fear of questioning, the reported ones should be taken by management and distributed through all units with the proper safe practices.
- Management should perform frequent audits to ensure the implementation of those practices and to ensure the effectiveness of them.
- Building a healthy workplace will create a suitable environment for employees to be more creative and more efficient, this healthy workplace will be created only when

health, safety and management system is strong enough to assure to all employees the firm is well established and able to protect them.

Hazards Identification Process

It is of importance to properly identify the hazards associated in the workplace to be able to properly mitigate the risks associated with those hazards, HTOS has two different kinds of locations to identify hazards:

- Office:
 - Fire hazards.
 - Electrifications hazards.
 - Employees' conflict hazards.
- Field:
 - Chemical hazards.
 - Working at heights hazards.
 - Hands on jobs hazards.
 - Lifting jobs hazards.
 - Moving and rotating machinery and equipment.
 - Hygiene and food quality hazards.

Measures to Prevent and Mitigate Hazards

A mitigation plan should be created, spread between employees and then implemented, implementation should be monitored and audited frequently to ensure the proper practices are well understood and established:

- Fire Hazards: all workplaces should be equipped with the proper and inspected fire extinguishers which fit for the purpose, fire pump can be used in field to control big fires.
- Electrification hazards: all electric jobs must be done by a well experienced electrician who is using the proper PPE and proper tools, all electric panels and connections should be labelled with clear labels.
- Chemical Hazards: all employees who are working in chemicals should be aware of the hazards of chemicals, wearing proper PPE, face masks and full body protection, all chemical accumulated or acquired places should be clearly labelled.

- Lifting and working at heights hazards: all employees should be trained on working at heights, all protective equipment and gears should be available and checked regularly, all jobs should have a specific standard which are shared and comprehended by the employee.
- Moving machinery and rotating equipment: all employees should be trained on the hazards associated with working with moving machinery and rotating equipment, no maintenance to be done with proper isolation and jobs to be done only by trained personnel.
- Hygiene and food quality hazards: all camps should be inspected regularly, the quality of food and beverages should be controlled by camp boss and medic (if unit is equipped with one), unit managers and safety officers should assure the proper quality of both food and hygiene.
- Employees conflict hazards: regulations should be notified to employees no conflict is accepted because of religion, politics, and traditions, all employees should respect each other, and deterrent penalties will be applied in such occurrences (Louise Petty, 2015)

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