promoting workers' rights and competitiveness in Egyptian export industries

Human Resources Management
Promoting Workers' Rights and Competitiveness in Egyptian Exports Industries

Human Resources Management

2017
The International labour Organisation (ILO) is one of the specialised United Nation (UN) agencies established in 1919, with a unique tripartite formation. It comprises government, employers and workers' organisations of the member countries. The ILO is aiming at setting standards and work policies to raise the concept of decent work all over the world.

Since its establishment and among the extensive body of rights at work set by ILO standards, freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced or compulsory labour, the effective abolition of child labour and the elimination of discrimination in respect of employment and occupation are recognized by the ILO as fundamental principles and rights at work. The ILO has also issued a recommendation number R195 – “Human Resources development”, 2004 (No.195), recognizing that education, training and lifelong learning contribute significantly to promote the interests of individuals, enterprises, economy and society as a whole, especially the critical challenge of attaining full employment, poverty eradication, social inclusion and sustained economic growth in the global economy.

In light of these concepts, the idea of developing this manual came as a contribution from the ILO Cairo Office to highlight the importance of adopting Human Resources (HR) management systems on the workplace, to improve the working conditions, maintain workers’ rights and combat labour challenges, such as labour Turnover. The manual also, is highlighting a layout for an effective HR department, through the application of HR Functions. It also encourages the companies’ management to better comply with the national labour law.

I seize this opportunity to thank the project team for their exerted efforts in preparing this manual. Wishing these efforts would contribute in raising the management and workers awareness on the importance of human resources principles. Which will help improving the productivity levels and guaranteeing a decent work environment.

Peter Van Rooij
Director of ILO Decent Work Team
for North Africa/Cairo
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Project Overview

This project contributes in promoting decent work in Egypt through improving compatibility with labor basic rights and principles, strengthening cooperation between employees and employers and achieving higher productive levels in export sectors.

Thus, it focuses on improving the outcomes of both employers and employees in intensive-labor Egyptian export sectors such as: garments, textiles and food industries that represent a crucial resource for operationalizing and Egyptian economy growth.

In this context, the project seeks to promote compliance to national labor regulations and bylaws and productivity in export factories through three parallel and integrated themes:
1. Capacity building for work inspection department.
2. Support employers and their representatives for improving compliance to work and productivity standards.
3. Establishing social dialogue systems and representing workers in factories.

Organizations always achieve competitive edge by having a resource that differentiate an organization from others. In this regard human capital resource can meet such terms distinctively, achieve continuous competitive edge for the organization and raise employment level in various sectors by promoting decent job opportunities in these sectors.

Today the HR Department is considered one of the prime functions in any organization, and is not by any standards less than any other functions in an organization: like marketing, operations, finance; this is due to what appeared to be the importance of the human beings and the way they can affect the productivity of any enterprise. The understanding of the HR Management has spread in such a way covering prime diversified activities topped by the job analysis, the HR planning, the attraction and motivation and development and training of the HR, in addition to the traditional activity related to the administration of the HR affairs in an organization.

In this unit, we will address practical applications of the human resources department as following:
1. How to apply job analysis to issue job description cards.
2. Performance management and its importance as well as methods for applying Performance appraisal.
3. How to retain human cadres and to measure job satisfaction.
4. How to develop training needs analysis and design, conduct and assess training plan.
5. Training of trainers.
6. Selection and recruitment by laws.
7. Good communication between the three administrative levels, settling disputes and solving problems.
Job Analysis and Description

Job description is one of the most important management tools companies take as a basic for selection and appointment systems, performance appraisal, wages and training, etc. Further, the importance of job description appears in determining responsibilities and tasks assigned to each employee, which means that there is a legal necessity of this tool. In order to start designing such job description, we must first carry out a job analysis, and as much this process completed in a scientific, correct and accurate manner, as that facilitate conducting a credible job appraisals process. Job analysis is as follows:

**Job Analysis**

Job analysis is a process of collecting, studying, analyzing and recording data on the job and its various dimensions and work conditions surrounding, and the relation of this job to other jobs - basic requirements to be positioned together with the employees’ capabilities. Direct results of this analysis are preparing job description cards that explain the duties and responsibilities and also defining functional specifications in addition to why and why this job is done, which are a list describes knowledge, trends, skills, qualifications and experience required in the employee to perform the work effectively. It represents the human side - which identifies the ideal individual in respect of physical, mental, personal and social aspects.

**Collecting and analyzing data available on the job through:**

- Its activities, duties, authorities – equipment and tools used in performing it – work circumstances with the aim to define skill level.
- Experience, qualification and other personal specifications required be to in employee.
- Planning cadres’ preparation

**Job Analysis Usage:**

- Recruitment and selection
- Training and development and the Training Needs Analysis
- Labor needs planning
- Labor performance appraisal
- Wages and salaries determination

**Job Analysis Steps**

- **Supervisor to Sign Agreed JD**
- **Employee to Sign Agreed JD**
- **Review JDS with Supervisor**
- **Build Administration Levels**
- **Design the Job Descriptions**
- **Review JDS with Employees**
- **Build the Organizational Chart**
- **Strategic Business Plan**
- **Gap Analysis**
1. Analyze the gaps of the enterprise through a questionnaire that all employees in the company must respond to.
2. Study well the Strategic Business Plan of the Enterprise (Vision, Mission and Objectives) to define the direction of the enterprise, in addition to the requirements for the future phase, specifically what is related to the current and future staff of the enterprise.
3. Reviewing Organization Chart ensuring that it would fulfill the potential Strategy through the offered posts, also review the functions and defining the nature of each post in the company / factory in order to define job responsibilities for the enterprise as a whole.
4. Identify specialists (often HR specialist in cooperation with immediate supervisor of the employee) responsible for analyzing and describing jobs, determining material resources required for implementation, the period and number of personnel needed for conducting the study, and the general and secondary job groups.
5. Selecting methods of job analysis: at this stage, the method of data and information sources collection (from employee, direct supervisor...) to be chosen. Data Collection Methods are three:
   - Questionnaire
   - Interview
   - Observation
   It is preferable to gather at least between more than one method; Questionnaire and Interview, while conducting job analysis.
6. Explaining and defining Job analysis dimensions of the management and employees so that there is no fear of the analysis process.
7. Collecting and analyzing data and information stage: At this stage data on all jobs will be collected from many sources, mainly: workers themselves who occupy jobs (clarify duties and responsibilities related to their jobs) and different department heads who oversee directly on jobs, where they are asked to submit their views and information about jobs that will be analyzed.
8. Data collection requires designing forms (as shown below) and developing records that illustrate various operational steps to job analysis. Then next step is to analyze, review, remove inconsistencies and confusion from such data and classify them in a number of analysis factors that can be measured objectively in order clarify the nature of each job, its level of difficulty, responsibilities carried by employee and the qualifications to be met.
Job Analysis Questionnaire

Purpose and instructions

Dear Colleagues,

The purpose of the questionnaire is to obtain current information on your job based on a review of job duties and responsibilities.

We need your help to get an accurate description of your job. We are asking you to complete this questionnaire that asks for information about your job duties. The questionnaire does not ask about your job performance; only what your job requires you to do.

Your supervisor and manager will also be asked about your job, but they will not be allowed to change your answers. We appreciate your active participation in this important study. If you have questions, please feel free to ask your supervisor or division administrator.

Please return this questionnaire to your supervisor.

IDENTIFICATION

Your Name:..........................................................................................................................................................
Division:..........................................................................................................................Department:...........................
Employee ID:............................................................... Your Job Title:..............................................................
Reporting to:..........................................................................................................................................................
How long have you been in your current position:....................... years........................ months
Number of Employees in Department:...................................................................................................................
Supervisor’s Name:.......................................................Supervisor’s Title:......................................................

POSITION SUMMARY

What is the primary purpose of this job? Answer in the space provided. It may be easier to answer this question after completion of the questionnaire.
..................................................................................................................................................................................
RESPONSIBILITIES / DUTIES

- Describe specific job responsibilities/duties, listing the most important first.
- Use a separate statement for each responsibility.
- Most positions can be described in 6-8 major responsibility areas.
- Combine minor or occasional duties in one last statement.
- Each statement should be brief and concise, beginning with an action verb.

LIST MOST IMPORTANT DUTIES FIRST

- Perform other job-related duties as assigned.

EDUCATION

General Education & Experience
Education-check the box that best indicates the minimum training/education requirements of this job. (Not necessarily your education, but the requirements for the job).

EDUCATION

- ☐ High school diploma
- ☐ Master’s degree
- ☐ Vocational/technical/Business school
- ☐ Doctorate degree
- ☐ Some college or associate’s (2 year) degree
- ☐ Other
- ☐ Bachelor’s degree
EXPERIENCE

TYPE OF EXPERIENCE NEEDED: Please indicate the specific job experience needed. Be sure that the experience stated is what is actually required by the job, not what is preferred.

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................................................................................................................................................................................
................................................................................................................................................................................

Check the box which best indicates the minimum amount of experience described above. (Not necessarily your years of experience, but the requirements for the job.)

- □ Less than 6 months
- □ 6 months but less than 1 year
- □ 1 year but less than 3 years
- □ 3 but less than 5 years
- □ 5 but less than 7 years
- □ 7 years plus

Do you supervise, provide leadership or coordinate the work of other employees on a permanent basis? If yes, then list the position title(S) and number of employees you supervise, direct or lead.

- □ Yes
- □ No

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PROBLEM SOLVING

How accessible is the information required to solve these problems?
Information Accessibility Key:
- (E) Easy to obtain,
- (G) Generally available but some investigation necessary
- (D) Difficult to obtain and usually incomplete
- (V) Vague or unavailable

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DECISION MAKING

Are you allowed to make decisions that would commit the division, department, or unit to spend a substantial amount of money or other resources? □ Yes □ No If yes, give examples of range of authorized spending:

................................................................................................................................................................................
................................................................................................................................................................................
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................................................................................................................................................................................
Do you serve as a specialist advisor to management with business decisions, which may significantly affect or departmental operations or policies and procedures? If yes, explain:

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**BUDGET ADMINISTRATION**

Are you responsible for developing, monitoring or administering an income and/or expense budget in your Department? Check the appropriate responses below to indicate the budget related responsibilities.

<table>
<thead>
<tr>
<th>Income</th>
<th>Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>No responsibility for developing or administering a budget</td>
<td></td>
</tr>
<tr>
<td>Gathers facts and figures used to develop a budget</td>
<td></td>
</tr>
<tr>
<td>Processes transactions</td>
<td></td>
</tr>
<tr>
<td>Tracks and reconciles budget activity</td>
<td></td>
</tr>
<tr>
<td>Analyzes variances and prepares status reports</td>
<td></td>
</tr>
<tr>
<td>Provides forecasts and projections used to develop a budget</td>
<td></td>
</tr>
<tr>
<td>Develops and administers a budget</td>
<td></td>
</tr>
</tbody>
</table>
## SUPERVISORY SKILLS

List the title(s) of employee(s) whom you directly supervise:

<table>
<thead>
<tr>
<th>Title</th>
<th>Grade/Level</th>
<th>Number of Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Mark true (√) or false (×):

1. Do you activate and follow up supervisory methods plans? (   )
2. Do you participate in designing and implementing supervisory plans? (   )
3. Do you follow up work needs? (   )
4. Do you follow up implementation procedures to achieve agreed objectives and write down observations and recommendations? (   )
5. Do you engage in electing to attend supervisory methods according to training needs? (   )
6. Do you encourage some distinguished workers to do supervisory methods? (   )
7. Do you encourage workers to join higher studies, courses and different supervisory methods? (   )
8. Do you coordinate with related agencies to participate in professional and performance development? (   )
9. Do you maintain to deliver practical experiences that improve learning quality and raise workers’ level? (   )
10. Do you encourage and motivate workers to labor precision and productivity? (   )
Job Description

After job analysis, data collected from workers will be entered into a form named job description card. It is a full description of responsibilities and duties assigned for an incumbent, educational and practical qualifications required and powers authorized as well as to whom he/she will report. It includes:

1. Job Description Section:
   - To define functional responsibilities and duties required and work nature.
2. Incumbent Specifications Section:
   - To define experiences, educational qualifications, skills and personal characters required to be in an incumbent.

The importance of Job Description:
- Refer to job description when assessing employee’s performance, and comparing actual performance with required one through responsibilities and duties stated in the job description.
- Refer to job description in case of promotion or redistributing workers.
- Refer to job description in case of developing training programs for workers.
- Refer to job description when recruitment and selection process to review job responsibilities and specifications required.

Content of Job Description Card:

Group 1:
Identification that includes basic data on the position to differentiate it from other positions:
- Job Title
- Job No.
- Department

Reporting Relationship data as shown on the administrative organization chart of the company:
- Reporting to
- Reported by

Group 2:
Detailed position responsibilities and duties include:
- Position objectives
- Main Responsibilities
- Additional Responsibilities

Group 3:
Includes data related to functional relationships, exceptional and common responsibilities and duties of position, including:
- Areas of authorities
- Functional relationships
- Duties of committees, working groups

Group 4:
Educational certificates, skills and adequate experiences. Specifications required in a qualified person for position, including:
- Education
- Training
- Experience
- Skills
- Languages
Group 5:
Data on those who developed and approved job description and approval date.

Other criteria
Powers authorized to incumbent:
• Position responsibilities limits
• Define volume of investment, revenues and expenses + number of supervised employees.
• Work circumstances
• Performance appraisal criteria
• Appraisal measures and Key Performance Indicators KPI’s must be SMART (Specific, Measurable, attainable, Realistic, and Timely)
• Competencies required
Module for the Job Description for the HR Manager

HR MANAGER
Issue date and number: (…..) July 2015

Sector: HR
Department: Human Resources
Job Location: Egypt
Reporting to: Managing Director

Overall Purpose of the Job:
Responsible for planning and administering policies relating to all phases of human resources activity as well as managing a variety of general office activities in the daily operations of the department and performing duties including Staff Affairs and coordination of special events.

(Workflow)

External Relationships
Medical service providers
Social Insurance

Internal Relationships
Managing Director
HR Manager
HR Senior
IT & Admin Senior
All Employees

Primary Tasks:
A. Essential
- Establishes short and long-term departmental goals and objectives.
- Reviews and supervises the efficient and accurate processing of contracts.
- Supervise the HR and IT departments and directing them towards company’s strategy.
- Confers with management to identify personnel needs, job specifications, job duties, qualifications, and skills.
- Recruits, interviews, tests, and selects employees to fill vacant positions.
- Supervise and direct all public relation activities and outside relations such as; lawyers, oddities and municipalities.
- Recommends and maintains an organizational structure and staffing levels to accomplish company goals and objectives.
- Formulates training policies, programs, and schedules, based on knowledge of identified training needs, company production processes, business systems, or changes in products, procedures, or services.
- Administers benefits programs such as life, health, dental and disability insurances, pension plans, vacation, sick leave, leave of absence, and employee assistance.
- Conducts wage surveys within labor market to determine competitive wage rate.
- Advises management in appropriate resolution of employee relations issues.
- Prepares reports and recommends procedures to reduce absenteeism and turnover.
- Identifies legal requirements and government reporting regulations affecting administrative functions and ensures policies, procedures, and reporting are in compliance.
- Approves requisitions for equipment, materials, and supplies within limits of department budget.
- Maintains safety files and records.
- Reviews and supervises all maintenance activities and checklists including factory, outlets, and admin.
- Handles the final receiving of outdoor booths and new outlets being developed according to specifications with the coordination of business development and logistics.
- Prepares recommendations for management evaluation.
- Supervises the IT specialist in managing company’s database and mailing lists.
- Handles all IT and backups and outsourced deals like the ERP Microsoft company and POS simple touch company.
- Creates, edits, and produces newsletters and other materials.
- Approves requisitions for equipment, materials, and supplies within limits of department budget.
- Directs investigations to resolve problems such as license revocations, and legislative issues.
- Formulates procedures and guidelines for examining and licensing drivers and registering vehicles in accordance with statutes, rules, and regulations.
- Plans and implements safety policies and procedures in compliance with labor law and industrial safety rules and regulations in coordination with HR department.
- Recommends and implements improvements in use and maintenance of equipment’s related to administrative support functions.
- Researches and develops resources and methodologies that create timely and efficient workflow.
- Confers with department heads to arrange for vehicles inspection, service, or repair.
- Provides guidance to media and public government relations specialist in field of work.
- Assumes management responsibility for emergency operations, public safety administration and special event coordination.

**Areas of Responsibilities:**
- Finance & Accounting Management
- Budgeting & Auditing
- Payroll Management in coordination with HR Department
- Tax Accounting
- Cost Control
- Financial Risk Management
- ADMIN duties management
- IT Management

**Education, Skills, Experience required:**
- Bachelor degree in Commerce with a major in accounting.
- 7-10 years previous experience in same role any industry.
- Experience in bookkeeping and database management.
- Excellent English, verbal / written communication.
- Excellent mathematical and analytical skills.
- Excellent Computer skills.
- Proven leadership skills in training, coaching, and developing a team.
- Excellent communication skills.
- Strong & professional presentation skills.
- Excellent planning & organizational skills.
- Ability to communicate and develop customer relationships.
- Multi-tasking ability
- Ability to effectively manage time and budget.
Key Performance Indicators (KPIs):

- % of company’s employees’ adherence to ADMIN procedures.
- Employee recognition and incentives programs are regularly implemented
- Actual time taken to fill a position is reduced
- Development of Career Path of staff & employees
- Organizational Structure stability
- Training plan and ROI of training
- % improvement in work flow cycles related to ADMIN side.
- % Turnover Rate
- % Efficiency of IT system
- % of reports filed within timeline

Selection and Recruitment

Recruitment section in the HR Management is responsible for attracting, selecting and appointing potential candidates in the organization. However, it doesn’t mean that it is authorized to take the hiring decision but its job to clarify all the data and requirements then coordinates efforts with the Higher HR Management. In turn, the Higher HR Management coordinates with the concerned Manager to take the appropriate decision on appointing the candidates, who gained test committee’s acceptance because of their relevant qualifications, specializations and experiences, to fill in the vacancies. That is how information is gathered and hiring procedures and requirements are determined.

Selection and recruitment steps

Step 1: Review organization mission objectives strategies

Step 2: Review human resource objectives and strategies

Step 3: Assess current human resources

How many people are available now, and with what qualifications?

Step 4: Forecast human resource needs

How many people will be required, when, and of what types?

Step 5: Develop and implement human resource plans to match people and job openings
- Recruiting & selection
- Training & development
- Compensation & benefits
- Labor-management relations

HR planning:

- HR Management studies labor plans and changes in departments in the shadow of the given data and the strategic goals of the company then submits them to the Higher Management for approval and adoption.
- According to labor plans and approved departments, HR issues an annual labor plan including the estimated annual budget for salaries, cash and in-kind benefits and submits them to the Higher Management for approval
and adoption in no later than the end of November of the same calendar year. Any amendments on the annual assembled and approved labor plan are to be submitted to HR manager to study and to get the approval from the Higher Management.

• A copy of the approved annual labor plan is sent to the Director of Finance for the inclusion of the estimated annual budget of the labor into the general budget of the company.

• In case there is need for unlisted labors in the approved annual labor plan, the assigned manager writes a (request for job needs) form and sends it to HR department supported by adequate justification and with a period of no less than a month from the date required for the job. The HR department studies it and submits it to the Higher Management for approval. Finally, it is inserted in the report of implementing the annual labor plan.

Recruitment and selection policies:

Recruitment and selection policies aim at setting recruitment and selection system, issuing instructions and determining responsibilities to provide the company with scientifically and practically qualified labors for the job vacancies in the approved organizational structure in order to develop the performance and achieve the strategic objectives of the company.

1. Responsibilities:

HR Management is responsible for issuing and/or amending and implementing the recruitment and selection method with the approval of the Human Resources Manager and the adoption of the Higher Management.

2. Eligibility terms:

It is required from all the applicants the following:

• Holding Egyptian nationality. Non-Egyptian can be accepted after proper justifications. In that case recruitment is under a fixed-term work contract, taking into account the organizing requirements for hiring included in the applicable labor system.

• Applicant shall not be less than 18 years old and no more than 60. This term may be excluded via providing appropriate justifications.

• Applicant shall meet the scientific and practical qualifications necessary for the job according to the approved job description with providing the original documents proving such qualifications.
The applicant shall be medically fit by a medical report recognized by the company.

Applicant shall be of good behavior and should not have been convicted of a felony involving moral turpitude or dishonesty-related crime proved by an official document - its issue date does not exceed three calendar months.

Exceptions of any / all the conditions mentioned in the previous item are taken by the Higher Management.

3. Recruitment sources:
Priorities for the vacancies according to the following arrangement:

- Via promotion or transferring from one department to another or via seconding from affiliated company.
- Announcing the job vacancy/ vacancies in the internal advertising boards of the company to give the employees of the company the chance to apply to the required vacancy/ vacancies.
- Reference from one of the enterprise current employees due to his knowledge of the Organizational Culture and means of adaptation of the new recruit.
- Searching in the work requests previously submitted for the possibility of finding requests match the vacant job(s) specifications.
- Via publishing it in one of the recruitment sites on the internet.
- Via recruitment company, and shall obtain the adoption of the Higher Management.
- Via personal contact.
- Advertisements on the enterprise web site.

4. Interviews:
For the applicant from inside the organization:

- The applicant employee goes through all the technical tests and interviews to determine how suitable s/he is for the job.
- If the applicant is proved suitable for the advertised job, HR Management takes the necessary procedures to transfer or promote the applicant to the vacant job after filling in the data in "changing job procedure" form and the approval of the direct current manager and the approval of the Higher Management.

Applicant from outside the organization:
Receiving and classifying job applications:

The human resources management evaluates job applications compared with the approved job description and sorts them as following:

- Refused applications: These are applications that do not conform to the minimum conditions of the vacant job(s).
- Accepted applications: These are applications that conform to the minimum conditions of the vacant job(s).

Holding interviews and technical tests:

- The Human Resources Management sends the accepted job applications to the relevant manager to review and determine the extent of matching the experiences and qualifications of the applicants compared to the requirements of the vacant job / jobs.
- The designated manager prepares a list of candidates names required to conduct the interviews and technical tests and sends it to the HR Manager to determine the appropriate appointments for the interviews and the technical tests.
- The human resources Management fulfills candidates’ data to conduct the interview described in candidate’s statement form for the interview and calls the candidates to tell them about the date specified for each candidate.
- Present the approved applications to the Relevant Manager (the supervisor of the Job in questions) for his remarks regarding approval or rejection.
A committee for interviews is formed and includes:
- The manager who requested labors
- The manager of Human Resource Management
- All members of the committee shall evaluate the candidates using "interview report" form
- Interview results are gathered in "interview committee report" form that shows the arrangements of the candidates and the committee recommendations. HR Management sends letters of thanks to the rejected applicants according to the committee interview result by using "letter of thanks" form

Interview questions (just as samples):
1. Tell me about yourself?
2. Why do you want to leave your current job? Or why did you quit from your last job?
3. What is your experience in this field?
4. What do you know about our company?
5. Why do you want to work with us? Or to work for this company?
6. What is your expectation about the salary?
7. Do you prefer working in a group/ teamwork?
8. In your point of view, how are you going to be beneficial for our entity?
9. Why shall we hire you?
10. What are your weakness points?
11. What are your strength points?
12. What is your career ambition?
13. What is more important to you work or salary?
14. What is the biggest or the most important problem you faced with your manager or your previous Management?
15. What are the reasons behind giving up your current job?
16. Talk about your ability to work under pressure?
17. Can you work extra time, on vacations or at night?
18. Are you ready to move (maybe to another city) to one of our branches in future?
19. Are you ready to travel inside the country or abroad to finish some tasks related to your job?

The direct supervisor needs to follow these steps before and during the interview:
- Prepare a simple list of questions, but needs to improvise during the interview
- Review of the applicant’s CV and applications Before the interview
- Must prepare a friendly atmosphere to make the applicant feel at ease with Positive energy
• Ask the question and listen well. Hearing is not enough
• Take notes allowing the candidate to speak without interruption
• At the end of the interview you must inform the applicant exactly what is going to happen
• Write the report

5. Recruitment documents:
Candidates shall provide the following documents:

- The original computerized birth certificate
- The original graduation certificate or an approved copy
- The original military status certificate for males
- Work permit
- Criminal record three months maximum
- (4) recent personal photos size 6X4
- Copy of a valid ID
- Exit Statutory records: *from previous job
- Original Form 6 from the Social Security
- Work Permit “ for foreigners”
- Work Certificates*
- Training certificates*
- Copy of a valid Driving License for Drivers
- Certificate of skill measures (for technical posts)
- Certificate for relevant Association membership
- Health certificate for workers dealing with food and drinks (also coffeemen and canteen)

All the documents shall be kept in a file as long as the candidate works for the company and the candidate gets them back when the work is finished for any reason.

6. Job offer letter
• The final result of the interviews and job offers for the candidate(s), needed to be hired, are sent to the Higher Management for final approval.
• Having determined the final choice of the candidate(s) for the job, the HR Management specifies the salaries and cash and in-kind benefits to the candidate according to the adopted payroll structure in section (job offer).
• The Higher Management’s approval is needed in case the salary exceeds the maximum limit of the salary mentioned in the adopted payroll structure. (not advisable as this will have a direct impact on the overall Salary scales as it widely opens the door for exceptions).
• A copy of the job offer letter shall be kept in the employee’s file.

7. Medical examination:
• HR Management sends the candidates to the medical examination.
• HR Management receives the results of the medical examination and decides the candidate’s suitability to work. In case the candidate is not suitable, they go back to the candidate’s list to select others. If the candidate is proved to be suitable, the rest of the recruitment procedures are to be completed.

8. Work contract:
• HR Management prepares a work contract by using “fixed-time work contract” form and the candidate signs it. The fixed-time work contract shall be for only one year from the first day of work.
• In case of expiry of the fixed-time work contract, the contract becomes unfixed-time work contract and it becomes subject to the applicable work system.
• If the candidate signs on the work contract and starts his job, it is an approval, acceptance and commitment from his/her part to all the provisions and terms of the contract.
• Three originals of the contract to be signed by the employee and employer: an original with the employee, and original with the Enterprise, and an original to be sent to the Social Security.
9. Recruitment, work initiation & test period:

- The Human resources management issues an “identification card” form and puts it on the internal advertising boards in the company for 15 days, until all the departments become acquainted with the new employees.
- The Human resources management hands over the new employee a copy of Job description, staff directory to introduce him/her to the applicable internal policies and regulations in the company.
- The employee must sign the relevant Job Description to ensure his full comprehension of his duties for the job.
- The direct chairman is responsible for introducing the new employee to his coworkers and briefs the new employee on the tasks s/he will handle, the powers and responsibilities of his job as well as getting him to know the appraisal criteria which s/he will be subjected to.
- The HR Department needs to define a specified program for definite dates – to be agreed upon between the direct supervisor and the employee – to build awareness of all other departments in the enterprise.
- The new employee is subjected to test period of 3 months once s/he started the job, unless otherwise provided in the work contract. The employee’s validity is to be judged during that period according to Performance Appraisal System.
- The employee is appointed once his test period ends without receiving a written termination letter.

10. Temporary employees:

- The Human resources management in coordination with the direct supervisor may hire temporary employees to handle urgent or temporary business, provided that it clarifies to the employee before hiring him/her and it also has to get the approval from the Higher Management.

11. Recruiting Egyptian & foreign experts:

- Higher Management may contract with Egyptian or foreign experts, if necessary, on a temporary basis for jobs that requires academic qualifications or experience not available in the current Egyptian workers. Temporary employees may be undertaken some tasks or temporary businesses and all conditions set out in the contracts signed with them are in effect. To recruit foreigners, they are required to get the necessary permits according to applicable laws at the time when the contract is signed.
12. Transferring and seconding:

Transferring:

- An employee can be transferred upon his/her request provided that it leaves no damage for work and to get the approval of all his mangers in sequence.

Procedures

- The department manager who requests the transfer of the employ to his department shall write a "transforming/seconding request" form.
- Transferring request approved from both sides (department s/he transferred from to the one s/he transferred to) shall be sent to The HR Management then the submitted request to be revised upon the knowledge of The HR manager in the shadow of the organizational structure of the company and its positive effect expected for the work interest.
- The HR Management writes "job change procedure" form and submits it to the Higher Management for approval and adoption. The employee gets a copy of the procedure as well as sending copies of the procedures to all relevant departments.
Application Form

Name: ........................................................................................................................................
Position Applied for: ...................................................................................................................
Date: ..................................................................................................................................

Personal information

Address: ........................................................................................................................................
Date of Birth: ..............................................................................................................................
Place of Birth: ............................................................................................................................
nNationality: ............................................................................................................................... Phone No.: .................................................................................................
E-mail: ........................................................................................................................................
ID/Passport No.: ...........................................................................................................................
Marital Status □ Single □ Married
Gender □ male □ female

Educational Background

<table>
<thead>
<tr>
<th>Degree</th>
<th>Specialization</th>
<th>University / School</th>
<th>Date of Graduation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Read &amp; Write</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High School</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Diploma</td>
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<tr>
<td>Bachelors</td>
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<tr>
<td>Master’s</td>
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<tr>
<td>PhD</td>
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</tbody>
</table>

Languages

<table>
<thead>
<tr>
<th>Languages</th>
<th>Reading</th>
<th>Writing</th>
<th>Speaking</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Weak</td>
<td>Good</td>
<td>Excellent</td>
</tr>
<tr>
<td></td>
<td>Weak</td>
<td>Good</td>
<td>Excellent</td>
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<tr>
<td></td>
<td>Weak</td>
<td>Good</td>
<td>Excellent</td>
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<tr>
<td>Arabic</td>
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<tr>
<td>English</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Languages ( Please Specify )</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
## Computer skills

<table>
<thead>
<tr>
<th>Computer Programs</th>
<th>Proficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Weak</td>
</tr>
<tr>
<td></td>
<td>Good</td>
</tr>
<tr>
<td></td>
<td>Excellent</td>
</tr>
</tbody>
</table>

## Training Courses

<table>
<thead>
<tr>
<th>Training Title</th>
<th>Training Place</th>
<th>Period</th>
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</thead>
<tbody>
<tr>
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</tbody>
</table>

## Work Experience

<table>
<thead>
<tr>
<th>Company Information</th>
<th>Job Title</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td></td>
<td>Starting</td>
</tr>
<tr>
<td>Address</td>
<td></td>
<td>End</td>
</tr>
<tr>
<td>Tel. Number</td>
<td></td>
<td>Reason for leaving</td>
</tr>
<tr>
<td>Occupation</td>
<td>From</td>
<td>To</td>
</tr>
</tbody>
</table>
Please explain thoroughly the duties and responsibilities involved in your previous job?

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What would be your aspirations and hopes if you work at our company?

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Health Information

Do you suffer from any physical disability, hearing or vision impairment? □ Yes □ No

Please Specify

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Have you undergone a recent surgical operation? □ Yes □ No

Please Specify

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Check

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<thead>
<tr>
<th>Name</th>
<th>Company name</th>
<th>Job title</th>
<th>Phon / no</th>
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</table>

Do you have any relatives currently employed at company? □ Yes □ No

If yes, what is the job title/position?

................................................................................................................................................................................
................................................................................................................................................................................

Do you mind working night shifts? □ Yes □ No

Do you mind working overtime (on weekends and holidays)? □ Yes □ No

Please Specify Expected Salary

................................................................................................................................................................................

I signed below, hereby certify that the foregoing information is correct and may be taken as part of my contract.

Name......................................................................................................................................................................

Signature................................................................................................................................................................

Date of Submission...................................................................................................................................................

Information submitted in the application form is confidential. Please attach Curriculum vitae, copy of certification degree, and letters of experience
Performance Management

The Performance Management draws the wide lines for the overall politics, and the procedures to be followed by the enterprise regarding the measure of the performance of the workers, which are well defined based on any urgent changes related to rates of development and Investments, in addition to the maximum utilization of manpower and helping them to achieve them.

Performance management is a process of continuous development and appraisal that deals with worker’s behaviors not personality and even alters performance from being a routine work course into achieving a clear and drawn goals that have been designed, clarified and defined to workers by such Performance management.

Performance Management Objective:
1. Behavior management -- ensure to encourage workers to behave in a way that allows and promotes better work relationships.
2. Performance Improvement -- in the organization thoroughly, team, individually and organizational effectiveness.
3. Development -- if there is no constant development for individuals and teams, ....
4. Achieve job satisfaction and then productivity increase.

Performance Management Tools:
2. Designing key performance indicators based on the company’s / factory’s strategy.

Identification of Workers Performance Appraisal:
It is a system used to measure the job performance of employees through comparing actual performance to standards and criteria predefined. The main objective of the performance appraisal is to give workers a feedback on their competence in doing their duties as well as direct them to develop their performance in the future. Accordingly, the importance of assessing the performance of employees became clear to us in order to highlight training needs and urge workers to make the most of their efforts in order to achieve the required standards of good performance, and then prove their eligibility in bonuses and incentives.

Performance Appraisal Objectives:
1. Delivering organization’s objectives to employees
2. Fair distribution of bonuses and incentives
3. Employee promotion
4. Developing lateral opportunities not only vertical
5. Motivating employees to improve their performance
6. Defining training needs

Patterns of Performance Appraisal:
Patterns of performance appraisal can be classified into two main forms:

First: Formal Performance Appraisal
Supervisor or manager evaluates employees’ job performance during a specific period then the supervisor informs an employee with the results.
Second: Informal Performance Appraisal

In this case a supervisor or a manager has a personal impression or vision of an employee’s performance, and rarely the supervisor or manager informs the employee about this appraisal.

Factors Effecting on Performance Appraisal

Appraisal Timing

Based on firm / factory strategy, performance appraisal can be weekly, monthly, quarterly, biannually or annually.

Performance Evaluator:

Appraisal may be conducted by a direct supervisor, performance appraisal committee or co-workers or be a self-appraisal.

Performance Appraisal Methods:

Method of Outcomes and Objectives

It is an administrative action in which goals are defined collectively to maximize work for a certain period and factors that hinder reaching these goals had been realized for redressing. At the end, results to be reviewed and analyzed in order to evaluate the performance of supervised, to move away from inappropriate goals and to develop other alternative targets that enable the entity to achieve its objectives before others with minimal effort and least possible cost.

Application Strategy of Management by Objectives:

1. In the light of the capacities and circumstances of each individual in the company / factory, the goals that must be achieved during a certain period of time (may be related to a specific project - weekly - monthly - quarterly - yearly) will be agreed upon and contracted.

2. At the beginning of the period / project, director of each section will define with employees what is required from each employee during such period and what the firm / factory will provide to such employees in return for their efforts.

3. At the beginning of the period specified, obligations will be reviewed to ensure the fulfilment of commitments and reward individuals for their achievements and to negotiate on next period goals.

4. Appraisal process will be conducted at the end of the period while reviewing commitment contracts than include all key performance elements to be negotiated.

<table>
<thead>
<tr>
<th>Management By Objectives Form</th>
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</thead>
<tbody>
<tr>
<td>Basic Staff Names</td>
</tr>
<tr>
<td></td>
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<tr>
<td>Goals</td>
</tr>
<tr>
<td></td>
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</tbody>
</table>
### Production Description

<table>
<thead>
<tr>
<th>Estimated days</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Hours</td>
<td></td>
</tr>
</tbody>
</table>

**Realization**

Represent the % of your time to achieve objectives

**Technical Performance**

Specific service / areas of focus

General skills of focus (independence, efficiency, delegation, job planning, materiality, appropriate communication with partner, meets deadlines, etc.)

**Firm Support**

Areas of focus (special projects, ability to prioritize Projects, aware of others’ time, etc.)

**Client Relations & Development**

Areas of focus (gain respect & confidence of clients, cross-selling services, etc.)

**Firm Development & Marketing**

Areas of focus (represent firm in professional manner, knowledgeable of firm services, attend some professional / social events to represent firm etc.)

**Subjective Criteria**

Areas of focus (positive attitude, professionalism, innovation, team player, etc.)
General Notes

<table>
<thead>
<tr>
<th>Signatures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee:</td>
</tr>
<tr>
<td>Head of Department</td>
</tr>
</tbody>
</table>

Quarterly and Annually Performance Appraisal

The performance appraisal is an important matter for both the firm and employee. For the firm, it represents a standard that demonstrates whether the employee dully do his duties and responsibilities as required or not. Through that, it will be clear to the firm employee’s weakness and strengths and whether he has the capacity enabling him to perform designated duties fully or not, and then that clarifies whether he has the potential for development and progress in the firm.

Equally important, performance appraisal determines workers group who do not achieve the firm`s / factory`s objectives desired from their employment, making them a burden on the firm and unjustified cost. That ensures, in turn, taking due measures to replace them with other more qualified employees who have the ability to achieve the goals.

As for employees, performance appraisal is an expression of the possibility of continuation and promotion in the firm, through avoiding their shortcomings and providing the best level of performance possible.

Implementation Strategy of Employees Performance Appraisal

1. All firm / factory employees with different responsibility levels to be appraised at least once annually, mostly at the last quarter.
2. Flexible and clear appraisal forms (as below) will be developed that enable evaluator to present a clear picture on employee’s performance being appraised. Employee direct manager will conduct the appraisal as well as self-appraisal. Inputs demonstrate that appraised person will give a chance to comment on his performance in performance appraisal form and some proposals, training or development he may need in future to level up to the performance expected by the firm.
3. Appraisal should be conducted by direct director and its content to be confirmed by the concerned general manager and approved by executive manager.
4. Forming an internal committee in each section and headed by the executive manager. Its membership includes three officials from the same department to review all appraisals and make sure of their accuracy and validity.
5. Appraisal is the key factor to take any decision for or against an employee.
6. A copy of each appraisal to be kept in employee`s file.
7. A copy of the appraisal must be given to the employee for self-improvement.
8. After reviewing appraisals and based on the results, employees will be categorized into main Five classes:
### Grades Levels

<table>
<thead>
<tr>
<th>Grade levels</th>
<th>Description</th>
<th>Percentage of Distribution</th>
<th>Appraisal Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Outstanding performance exceeding what is requested on all aspects with an innovative mind. The employee shows continuous efforts to improve given situations</td>
<td>5%</td>
<td>exceeding 94</td>
</tr>
<tr>
<td>2</td>
<td>Performance exceeded requirements and achieves expectations in other fields</td>
<td>10%</td>
<td>85 - 94</td>
</tr>
<tr>
<td>3</td>
<td>Employee reaches expected performance in most of aspects and has shown improvement, where performance was previously less than required</td>
<td>70%</td>
<td>70 - 84</td>
</tr>
<tr>
<td>4</td>
<td>Performance does not reach expected level in most of aspects, where there are a number of areas the employee is requested to improve skills and behavior</td>
<td>10%</td>
<td>60 - 69</td>
</tr>
<tr>
<td>5</td>
<td>Performance is far less than required in all aspects and the employee needs significant improvements in all areas or the employee cannot continue in this job</td>
<td>5%</td>
<td>less than 60</td>
</tr>
</tbody>
</table>

For those working during probation period, they will be appraised as follows:

1. Eligible and to be employed in the firm / factory.
2. Not eligible and terminate contracting.

Regarding the yearly appraisal for all employees:

- Based on the results of the appraisal, an improvement program must be set for the ones that received grade level “3” in order to raise performance levels.
- For employees receiving grade “4” their performance must be reviewed and decision ought to be made. Their points of weakness must be defined and the employee must be given a chance for development. Also, an adequate training program to be designed to improve the performance.
- If the performance result was “5” for the first time, the employee must be informed that the enterprise will have to let him/her go if improvements are done perceived till the next appraisal.
- If the appraisal results of the employee is “5” in two consecutive years, then enterprise must decruit the employee.
- Upon results, development programs will be designed for those who achieved two top ratings (excellent & V. good) to enhance and promote their performance.
- As for those who achieved third and fourth ratings (Good & medium), their performance will be reviewed and a sound decision to be taken under the following criteria:
  ◊ If employee’s rating result was (medium), his weak points will be defined and giving him a chance to improve his performance as well as developing necessary promotion training programs.
  ◊ If first rating was (weak), employee will be notified that the firm may terminate the contract in case he does not improved his performance in next appraisal.
  ◊ If rating of two consequent appraisals were (weak), such employee will be sacked.

Verbal appraisals will not be counted if they contradict with results of the approved general appraisal and what is kept
in his file. If it is later became clear that the appraisal was not accurate, evaluator will be held responsible. Each employee will review his appraisal after approval and be informed with his weakness and strengths. If there is no objection, employee signs his appraisal, if any, he will mention it in writing. This objection will referred to performance appraisal committee for consideration. Then the said committee will inform the employee with its decision on his objection. If the objection was right, the appraisal will be corrected as well as drawing evaluators’ attention.

Employee must not resort to object on his direct supervisor’s appraisal results, unless he has strong evidence supported by reasons and reasonable arguments.
# Performance Appraisal Form

<table>
<thead>
<tr>
<th>Name:</th>
<th>اسم:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position:</td>
<td>الوظيفة:</td>
</tr>
<tr>
<td>Department:</td>
<td>القسم:</td>
</tr>
<tr>
<td>Section:</td>
<td>القطاع:</td>
</tr>
<tr>
<td>Appraised by:</td>
<td>اسم المسؤول الذي قيم الأداء:</td>
</tr>
<tr>
<td>Date:</td>
<td>التاريخ:</td>
</tr>
</tbody>
</table>

Evaluation Period from - / / to / / / / / / نصير التقييم من / / إلى / / / / / /

<table>
<thead>
<tr>
<th>Reason For Appraisal</th>
<th>الهدف من تقييم الأداء:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual: سنة:</td>
<td>تقييم سنوي:</td>
</tr>
<tr>
<td>Promotion: ترقية:</td>
<td>Quarter app. تقييم ربع سنوي</td>
</tr>
<tr>
<td>Probation period: فترة الاختبار:</td>
<td>Merit: زيادة سنوية</td>
</tr>
<tr>
<td>Unsatisfactory Performance: أداء غير مرضي:</td>
<td>Other: أسباب أخرى:</td>
</tr>
</tbody>
</table>

## General Factor التقييم العام

<table>
<thead>
<tr>
<th>Employee Rating تقييم الموظف</th>
<th>Manager Rating تقييم المدير</th>
<th>Remarks ملاحظات</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accomplishment the work according to the required level</strong> إنجاز العمل بالمستوى المطلوب</td>
<td>5 □ 100 – 90 points</td>
<td>5 □ 100 – 90 points</td>
</tr>
<tr>
<td>4 □ 90 – 80</td>
<td>4 □ 90 – 80</td>
<td></td>
</tr>
<tr>
<td>3 □ 80 – 70</td>
<td>3 □ 80 – 70</td>
<td></td>
</tr>
<tr>
<td>2 □ 70 – 60</td>
<td>2 □ 70 – 60</td>
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<td>1 □ below</td>
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</tr>
<tr>
<td><strong>Cooperation and helping colleagues</strong> التعاون ومساعدة الزملاء</td>
<td>5 □ 100 – 90 points</td>
<td>5 □ 100 – 90 points</td>
</tr>
<tr>
<td>4 □ 90 – 80</td>
<td>4 □ 90 – 80</td>
<td></td>
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<td>3 □ 80 – 70</td>
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<td>2 □ 70 – 60</td>
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</tr>
<tr>
<td><strong>Loyalty to the company and preserving its interests</strong> الإخلاص للشركة والمحافظة على مصالحها</td>
<td>5 □ 100 – 90 points</td>
<td>5 □ 100 – 90 points</td>
</tr>
<tr>
<td>4 □ 90 – 80</td>
<td>4 □ 90 – 80</td>
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<td>3 □ 80 – 70</td>
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<td>1 □ below</td>
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<tr>
<td>Ability to understand work rules and procedures</td>
<td>5 □ 100 – 90 points</td>
<td>5 □ 100 – 90 points</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>----------------------</td>
<td>----------------------</td>
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<tr>
<td>القدرة على استيعاب قواعد وأساليب العمل</td>
<td></td>
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<tr>
<td></td>
<td>4 □ 90 – 80</td>
<td>4 □ 90 – 80</td>
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<td>3 □ 80 – 70</td>
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<table>
<thead>
<tr>
<th>Regularity and discipline at work</th>
<th>5 □ 100 – 90 points</th>
<th>5 □ 100 – 90 points</th>
</tr>
</thead>
<tbody>
<tr>
<td>الترتيب والنظام في العمل</td>
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<td>4 □ 90 – 80</td>
<td>4 □ 90 – 80</td>
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<table>
<thead>
<tr>
<th>Observing company policies and systems</th>
<th>5 □ 100 – 90 points</th>
<th>5 □ 100 – 90 points</th>
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</thead>
<tbody>
<tr>
<td>الالتزام بانظمة وسياسات المؤسسة</td>
<td></td>
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<td></td>
<td>4 □ 90 – 80</td>
<td>4 □ 90 – 80</td>
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<td>3 □ 80 – 70</td>
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<table>
<thead>
<tr>
<th>Caring of work improvement and development</th>
<th>5 □ 100 – 90 points</th>
<th>5 □ 100 – 90 points</th>
</tr>
</thead>
<tbody>
<tr>
<td>الاهتمام بتطوير وتحسين مستوى العمل</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>4 □ 90 – 80</td>
<td>4 □ 90 – 80</td>
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<th>Initiative and creativity at work</th>
<th>5 □ 100 – 90 points</th>
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<th>Ability for taking sound decisions</th>
<th>5 □ 100 – 90 points</th>
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<th>Working hard and responding to work pressure</th>
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<th>Preserving the company properties</th>
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<th>Ability to work without supervision</th>
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<th>Ability to bear a larger responsibility</th>
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<th>Respecting others</th>
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<th>Accepting directions and criticism of one’s manager</th>
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### Personal Behavior

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### Appearance

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### General Evaluation

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<th>Total Scores from 100</th>
<th>Performance %</th>
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### Recommendation

- **Promotion:** □
- **Bonus:** □
- **Annual Increase:** □
- **Transfer:** □
- **No Increase:** □
- **Dismissal:** □

### Supervisor’s Comments

(Additional comments may be attached)

### Actions Plans/Training and Development Goals

(if, applicable, summarize any specific projects, performance objectives, or training and development for the next review period)

(لخص اهداف العمل خلال الفترة القادمة، أو مشاريع معينه أو اهداف لتطوير الاداء أو الاحتياجات التدريبية والتطويرية خلال الفترة القادمة)
Employee Comments/Reactions
(Optional- If employee wishes to do so, any comments concerning the appraisal may be indicated in this section, or by an attachment)

تعليق الموظف / رد الفعل
( اختياري – اذا رغب الموظف ان يكتب تعليق معين، فيمكن ان يكتب في هذا الجزء او يرفقه)

I have read and discussed this evaluation with my supervisor and I understand its contents. My signature means that I have been advised of my performance status and does not necessarily imply that I agree with either the appraisal or the contents.

لقد قرأت وناقشته هذا التقييم مع مشرفني، واتفهم محتوي هذا التقييم، وأوقع هنا على أنه قد تم نصحي بمستوى أدائي الحالي، وهذا لا يعني بالضرورة بانني موافق علي التقييم او محتواه.

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<tr>
<th>Employee Signature</th>
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<th>Supervisor:</th>
<th>Dept. Manager:</th>
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<tr>
<td>HR Director:</td>
<td>Org. Manager:</td>
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<td>Date:</td>
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Critical Incident Appraisal Form

This appraisal is used daily or regularly to evaluate employees’ performance in the short term and its standards will be developed based on the objectives representing the desired outcomes. Hence, achieved outcomes will be compared with objectives to see whether objectives have been achieved. We attempt to correct deviation if required. Performance is to be assessed based on the following elements:

1. Work progress reports presenting accurate, clear, comprehensive and sufficient information.
2. Focus on finding deviation reasons.
3. Determination of procedures that have been taken to correct deviations.
4. Build cooperation with supervised in correction period.
5. Holding discussion with employees on supervisory system is a mere tool to measure progress and improve performance.
6. Active supervisory is accompanied by specific individual responsibility.

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<tr>
<th>Name</th>
<th>Responsibilities &amp; Duties</th>
<th>Targets</th>
<th>Achievement</th>
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Conflict Management In The Work Environment

Conflict is defined as disagreement over a certain issue leads to hinder decision-making to select alternatives. It can also be defined as a case of disagreement between two or more because of an interaction that leads to tension between dispute parties resulting in poor performance as well as decision confusion. Conflict is an inevitable phenomenon of entityal environment that cannot be avoided. Its severity and impact on the firm and individual vary based on the matter and conflict parties.

Undoubtedly, there are countless reasons beyond conflict, mainly:

- Different Cultures.
- Values and trends are different.
- Different views.
- Different experiences.
- Different targets and goals.
- Different personal patterns.
- Different judgment on items.

Conflict in entities environment has two aspects, positive and negative:

- Positive Conflict: it happens when public interest overcomes personal interest through developing the entity and changing dominant relationships.
- Negative Conflict: it exists when personal interest overcomes public interest effecting negatively on group coherence and interaction and goal achieving.

Further, there are many trends on conflict in entities, including:

1. Positive Trends:
   A trend considers conflict as a good chance to figure out weakness in the entity and then find successful solutions. That is through receiving suggestions and different views on dispute issues, encouraging innovation and creative ideas to develop procedures, methods and entityal chart for improving performance, increasing productivity and building new good relationships between individuals by making a real change to achieve desired targets.

2. Negative Trend:
   A trend sees conflict from its negative side as it distracts efforts and consumes a great deal of entity’s resources which leads to increasing work stresses on workers. This decreases productivity and disturb relationships and then cooperation between workers becomes impossible causing offensive actions between individuals.

3. Balanced Trend:
   A trend looks to conflict on a reality as some conflicts are welcomed and others are not depends on circumstances and potentials. It sees that some conflicts can be avoided not to concentrate on and others could be addressed and managed effectively leading to solve the problem causing the conflict.

There are many types of conflict, including:

1. Individual conflict: it is a conflict between two or more persons.
2. Working group Conflict: it occurs when there is a split within the same group.
3. Conflict between the whole team and the Leader: this would occur when the entire team turns on the Leader collectively.
4. Working teams Conflict: it occurs between two or more different working teams.
5. Entities conflict: it happens due to competition between entitys providing similar services or products.
Conflict mostly occurs between parties spontaneously and sometimes intentionally as a director or supervisor may resort to it for causing tension between individuals in application for “Divide and Conquer” principle to serve his objectives and goals. Notably, conflict occurs between all employees; directors, supervised, male, female and in different ages, positions and educational levels. Conflict takes different forms of tension, worry, fear, objection, not responding, loud voices, abusive language, etc.

### Appropriate Management Strategies for entity Conflict:

1. **Scientific strategy:** an objective analysis of conflict causes and then develop appropriate solutions.
2. **Political strategy:** Give each group member equal right in proposing, discussion and opinion and take the majority opinion in decision-making.
3. **Legal Strategy:** Looks for the laws and regulations on the problem and then take what applies and enforce it.
4. **Hierarchy strategy:** subject to the highest authority in the entity according to its entityal chart and consider its opinion on the solution process.
5. **Solution Participating Strategy:** bringing all parties involved in a conflict to a round table to exchange views to reach a common agreement that satisfies everyone.

### Other conflict solving strategies:

1. **Conflict Avoidance:** Adopting a method of non-confrontation with the other party through the postponement or neglect.
2. **Use of Force:** This method is used to force the other to accept a particular viewpoint or let him to perform something unwillingly by the use of power. This method is feasible when you are facing a crisis, do not have sufficient time to think or to use it with individuals who you find they are difficult to control.
3. **Adapt, Indulgence or Waiver:** This method depends on accepting the other party’s idea without looking at your ideas or opinions, in other words, is to meet the demands of others against yours.
4. **Conciliation or Compromise:** This method relies on a negotiating style in which one of parties to sacrifice some of its demands against the other sacrifices of some other of its demands also.
5. **Cooperation:** This method depends on reconciliation and avoiding disagreement key points, i.e. to work on common interests between the parties. However that is beneficial to all parties, the possibility of raising problems are expected. The reason behind is that the points of disagreement have not been resolved and understood.
Cadre Retention Management

Introduction

Sustainable competitive edge for entities can be achieved through directing the human element which primarily includes changing the way of thinking in the human element of being a mere cost on the entities to a strategic advantage. Competitive advantage for entities can generally be realized through organizing their activities.

Competitive advantage can be comparative from one entity to another and within a certain period and would be ongoing feature that characterize such entity for a longer period of time during which none of competitors can imitate or simulate this feature.

The improvement of business owners’ and managers’ skills in how to build and strengthen institutional loyalty will enhance loyalty of workers. Through administrative strategic plans for human resources and its development, and maintaining motivation and reward basics, administration could find personnel’s loyalty. This leads to multiple purposes at the same time to achieve the entity objectives and enhance its competitiveness, development and growth in the right pattern, and incite workers to exert efforts in progressive levels of efficiency, skill and creativity.

Different studies have proved the following:

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
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<tr>
<td>Of managers believe employees leave for more money</td>
<td>89%</td>
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<tr>
<td>Of managers believe employees leave for other reasons</td>
<td>11%</td>
</tr>
<tr>
<td>Employees leave for more money</td>
<td>12%</td>
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<tr>
<td>Of employees leave for reasons other than money</td>
<td>88%</td>
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The real reasons for employees turnover are the following:

- Discrimination
- Supervisor - lacked technical skills
- Poor senior leadership
- Supervisor - incompetent
- Training
- Poor working conditions
- Supervisor - poor employee relation
- Supervisor - displayed favoritism
- Not liking what I am doing
- Unavoidable reasons
- Working hours
- Supervisor - lacked leadership skills
- Job duties boring/no challenge
- Compensation
- Supervisor - lacked respect/support
- Limited career/promotion opportunities
- Coworkers’ attitudes
- Benefits
- Harassment
Case Study

A human resources manager working in textile manufacturing faced employees losing (turn over) and not Retention, he conducted a questionnaire on this regard. He found some deriving factors:

1. **Seeking a Better Salary (that does not represent more than 12%)**: Some see better salary as the main cause for moving employees to another entity; privileges and big salaries entice employees and there are entities and firms provide so which are enable workers to meet the burdens of life.

2. **Personal Disagreements and Nepotism**
   The main and sufficient reason for employees to think to move to another position is personal differences and not enjoying their rights to promotions as well as nepotism and favoritism. This leads to keep those experienced workers who had served for many years without having a chance to promotion, while recently appointed employee becomes a manager as he has a kind of favoritism.

3. **Lack of Kind Treatment**
   The issue of treatment varies from one place to another, we must look for the reasons that make an official treats an employee differently from the others, surely this employee may does not do his job properly or absent many times. There are also some entities have harassments and unjustified controls imposed by those responsible. Thus, they became entities or sectors that dismiss experienced employee and bush them to move into a third party even if the salary was less.

4. **Economic element**
   It is expensive living conditions, rise in prices and the employee search permanently for the best to meet the burdens of life.

5. **Administrative Development, Bureaucracy, Decentralization and indiscriminate individual decisions**

6. **Lack of training for creativity and brilliance**

7. **Employees Hunting**
   By providing an appropriate salary, privileges and allowances commensurate with the nature of life in which we live whether in terms of housing, transportation, social insurance, health care, leave, psychological and moral comfort and job security, entities hunt an employee or worker and make him not to think moving into another place, whatever the temptations.

**Employee Retention**

Employees are valuable assets to any entity (employees are assets not costs) so it is necessary to protect this vital resource because they play a crucial role in the growth and overall success of the entity. Focusing on retention techniques can have a positive effect on the entity, increase employee productivity, improve performance, increase profits, and reduce staff turnover and absenteeism from work.

Successful companies keen now to study the reasons behind employees’ leave or staying at work and if experts can offer their observations hence each entity has to determine the reasons for its own retention. Many business owners realized this high importance of retention and they appointed a so-called employees retention official. Rarely, it is happened to appoint a person in human resources department to ensure retention procedures and proper execution of
regulations and laws that are in favor of worker. That is through conducting job satisfaction search, analyzing problems and find out the strengths and weaknesses of the entity, and then converting weaknesses into strengths, which is a good trend the entity uses to retain workers.

Psychometric Assessment is the most advanced and contemporary way for Employee Retention, defining different Profiles for every job and creating a job-fit between the employee and the job.

The Psychometric Assessment measures how well an individual fits specific “job matching”, and it enables you to evaluate an individual required to successfully perform in a specific job. It is used throughout the strategic workforce planning.

The assessment will also define the best employee for the job based on his personality and internal skills. It has been proven that matching the employee to the best secures a higher success rates for the enterprise through their employees, in addition to greater job satisfaction, decreasing negative issues like work pressures, conflicts, miscommunication and increasing potentiality among employees.

Non-Retention Implications

1. Efficiency loss that cannot be easily restored that took a long time to get the current level.
2. Wasting money and efforts on training and rehabilitation of ex-employees of all levels.
3. Required spending to replace the competencies that left the entity is increasing.
4. Time waste for teaching and training new employees in order to understand the new work in the entity.
5. Profitability and productivity will be affected.
6. Loss of competitive advantage a former employee adds to the entity and gives his expertise to another competitive entity.
7. Instability of the entity’s development plans and programs.
8. A high percentage of job evasion gives a bad image of the entity among competitors.

Factors Effect on Employee Retention:

1. Job Security
   Many individuals have seen a deterioration in job security over the past years, and the most important reasons were downsizing, acquisitions, IPO, merge and institutional restructuring which affected employees loyalty and retention. A great number of senior workers had suffered from dismissal and job reductions in some of the entitys leading to raise high anxiety levels among remaining employees and therefore they started thinking of leaving the entity before being dismissed.

2. Culture and values
   The institutional culture is a model of common values and beliefs of the workforce, and instill its values to serve a customer and engage player. Such efforts lead to the employee retention and create a good reputation with the worker.

3. Business owners Effective Management
   Good administration and retention issue impact on individuals and their decisions to stay on or leave work. Institutions undergo less functional rotation when enjoying distinctive positive cultures, including a clear job security for workers and what it provides as advantages and salaries.
4. Recruitment and Good Polarization

Employee retention is affected by selection and polarization process. A group of entities has found that job turnover rates are high in the first few months of employment and it is often associated with bad selection efforts.

5. Work environment

Environmental and material factors, such as space, light, temperature, noise, offices position or work machines, effect on retention! Moreover workers want a safe working environment, especially in dealing with risks and accidents.

6. Low Salaries and Work Stress

Low wages, salaries and incentives as well as they do not fit with the pressures of work and productivity are one of the factors for the employees’ evasion.

7. Lack of Moral Incentives

The lack of moral incentives can be reflected negatively on employees’ job satisfaction, which also adversely affects job performance. Workers always want estimate their efforts in the performance of their jobs, which comes directly from their managers or supervisors.

8. Lack of career development

Career development is promotion to higher position in a jobs line. If a worker did not find a plan and future upgrading career path, he will surely leave his job to look for a higher Position.

Recommendation on Employee Retention

Most important proposals for promoting employee retention are:

1. To achieve functional justice among workers in their access to promotions through an effective functional evaluation system.
2. Applying Training Needs Assessments plans and development of employees’ skills to achieve a two targets: the first is to increase workers’ skills and improve productivity, the other is to develop their cultural level.
3. Concern about achieving workers job satisfaction and raising the level of functional privileges provided to them.
4. Design a human cadre qualification plan and draw a career path for workers.
5. Create a suitable work environment (Ventilation - light - temperature -noise - offices positions or working machine, etc).
6. Job enrichment by giving powers to the worker to make decisions fit with their capacities, examining problems and assigning him with more tasks that are higher skills.
7. Encourage employees to participate in the study and make decisions as it makes them feel that they are part of the entity and work in one working team.
8. Good dialogue with employees and applying Management by Walking Around, which is a time allocated for supervisor or manager to walk around to listen to workers and their problems as well as motivate them.
9. Rewarding innovation and excellence in work and promoting initiatives.
10. Thank workers and reward them with prizes and certificates.
11. Link bonus with good achievement not with job standards and limitation.
12. Build respect spirit by praising and appreciating their good achievements.
13. Dealing positively from the management of the entity with employees, in terms of retention, giving them the full rights and assisting them in adversity and difficult circumstances.
14. Strengthen indirect compensations; i.e. everything provided by the entity to employees with the exception of direct compensations (salary). Indirect compensations are a number of services and guarantees that help an employee in his career and living and achieve level of comfort and confidence for the future of his work with this
entity. The employee will feel that his entity seeks to satisfy him because he is an important part and not just a number in its structure. Key advantages are:
- No Interest Credit Programs
- Social Services Programs (Pilgrimage trips and old and leisure)
- Pension
- Health, social and accident insurance, etc.
- Honoring the ideal employee
- Rewards for constructive proposals especially when performance and production were improved
- Housing projects for workers
- Subsidized home appliances programs
- Transport Services to the Entity
- Providing education support programs for workers’ children and free university educational opportunities for high achievers
- Diversified health services, could also cover family members of first degree with a minimal fee

Assessing Job Satisfaction for Employees Retention

Job Satisfaction Survey aims to find out employees’ satisfaction from their work in the entity, knowing that such survey is confidential. A statistical study will be conducted on the results in order to address weaknesses and strengths through SWOT, and then try to overcome the weaknesses that affect employees’ performance and continuity within the entity and improve firm human resources, which reflects positively on achieving goals.

This survey can be made on annual or semi-annual basis and formal or informal dialogues. These dialogues do not bear fruit without giving attention to what workers say; i.e. honesty in the dialogue.

Job Satisfaction Survey Steps
1. Conduct Job Satisfaction Survey
2. SWOT Collection and Analysis
3. Job Pros and Cons Indentification
Information about Profiles XT – Psychometric Assessment

ProfileXT™

This assessment reveals consistent, in-depth, and objective insight into an individual’s thinking and reasoning style, relevant behavioral traits, occupational interests, and match to specific jobs in your organization. It helps your managers interview and select people who have the highest probability of being successful in a role, and provides practical recommendations for coaching them to maximum performance.

It also gives your organization consistent language and metrics to support strategic workforce and succession planning, talent management and reorganization efforts. Why assess employees? Given the opportunity to land a new job or to be promoted, people may tell you what you want to hear instead of the truth.

Additionally, so much of their success depends on the specific type of job and the organization in which they would work. Success seldom transfers automatically. The cost of a bad hire is very high considering the hiring and ramp-up costs, low productivity, and disruption to customers and co-workers.

Did You Know?

• 46% of new hires fail within 18 months.
• Only 19% will achieve unequivocal success.
• Technical skills are not the primary reason for failure.

The ProfileXT gives you an objective inside look at the behaviors and motives of job candidates to help you make better hiring, promotion and organizational decisions. Giving this information to managers helps them be more effective and get the very most from their people. How does the ProfileXT assessment work? Prior to assessing candidates, our experts help you develop peak performance models for your jobs in question that you will use to compare job candidates against.

Once established, our clients deliver the PXT to their candidates over the Internet—hiring managers or an HR administrator simply forwards a link. The assessment does not need to be monitored, so the candidate can take it from any computer with Internet access. The system instantly scores the assessment and informs the hiring managers where they can access the results.

The hiring manager can use the results as a screening tool or to assist them in the interviewing, selection and onboarding process.
Job Satisfaction Survey

The main point of this survey is to find out the extent of your career satisfaction in company/ factory. All your answer will be confidential, expected time is 20 min.

<table>
<thead>
<tr>
<th>Work place</th>
<th>100%</th>
<th>75%</th>
<th>50%</th>
<th>25%</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company/ factory is a good place to work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I understand the company/ factory vision</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I understand the Core values to the company/ factory</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>My own goals is linked to the company/ factory</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The direct manager notifying me my tasks and duties</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>It's easy to get the answers for the questions that related to employees policies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All my suggestions are taken into consideration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work environment helps me to be productive</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel that my salary is weak</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>I participate in the decisions that affect my work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I don't have work pressures</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>I have a clear path for career advancement</td>
<td></td>
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</tr>
</tbody>
</table>

Date:

Company/ factory is a good place to work
I understand the company/ factory vision
I understand the Core values to the company/ factory
My own goals is linked to the company/ factory goals
The direct manager notifying me my tasks and duties
It's easy to get the answers for the questions that related to employees policies
All my suggestions are taken into consideration
Work environment helps me to be productive
I feel that my salary is weak
I participate in the decisions that affect my work
I don't have work pressures
I have a clear path for career advancement
<table>
<thead>
<tr>
<th>Work place company/factory</th>
<th>مكان العمل المؤسسة</th>
<th>100%</th>
<th>75%</th>
<th>50%</th>
<th>25%</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>My job description is related to my duties</td>
<td>وصفي الوظيفي متمايز مع مهامي وواجبات الوظيفية</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>I feel that I play an important role in achieving the mission of the company / factor</td>
<td>أشعر بأني العب دورا هاما في تحقيق مهمة المؤسسة</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Relationship with Colleagues</th>
<th>العلاقة مع الزملاء</th>
<th>100%</th>
<th>75%</th>
<th>50%</th>
<th>25%</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>My management encourages the team work</td>
<td>تشجع الإدارة الخاصة بي فريق العمل</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>The company/factory members are qualified to do the work</td>
<td>أعضاء المؤسسة مؤهلين بما فيه الكفاية للقيام بالعمل</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>I discuss the job duties with my colleagues</td>
<td>أقوم بمناقشة الواجبات الوظيفية مع الزملاء</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Every individual in the factory/company respect me</td>
<td>كل شخص في المؤسسة يكن لي الاحترام</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Management/department</th>
<th>الإدارة/ القسم</th>
<th>100%</th>
<th>75%</th>
<th>50%</th>
<th>25%</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have the Authorities which helps me in managing the work</td>
<td>لدي سلطات تساعدني في إدارة العمل</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>All the management members are implementing the business plan</td>
<td>يقوم جميع أفراد الإدارة بتنفيذ الخطة الخاصة بالعمل</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>There is a good Compatibility between my management and the others with no need for coordination</td>
<td>هناك توافق جيد بين الإدارة الخاصة بي وبين الآخرين دون الحاجة للتنسيق</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>My management is fully aware of other relevant departments within the company / factory</td>
<td>أدارتي على علم تمام بالإدارات الأخرى ذات الصلة داخل المؤسسة</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Direct Manager / Department Manager</th>
<th>المدير المباشر/رئيس القسم</th>
<th>100%</th>
<th>75%</th>
<th>50%</th>
<th>25%</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>I can understand my manager expectations</td>
<td>أستطيع أن أفهم جيدا توقعات رئيس</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>The department manager is concerned evaluating from time to time</td>
<td>رئيس القسم يهتم بتفقيمي من وقت لآخر</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>
The department manager motivate me when I do good job

The direct supervisor as a positive role model

The morale of coworkers is greatly appreciated

Customers

<table>
<thead>
<tr>
<th>Description</th>
<th>100%</th>
<th>75%</th>
<th>50%</th>
<th>25%</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>It's easy to deal with customers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The customers are chosen carefully</td>
<td></td>
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</tr>
<tr>
<td>The relation between the employees and customers are good</td>
<td></td>
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</tr>
</tbody>
</table>

General Evaluation

<table>
<thead>
<tr>
<th>Description</th>
<th>100%</th>
<th>75%</th>
<th>50%</th>
<th>25%</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits and compensation are satisfactory</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Technical equipment of the place is satisfactory</td>
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</tr>
<tr>
<td>I'm proud of working with the company / factory</td>
<td></td>
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</tr>
</tbody>
</table>

1- What do you like the most in the company / factory?

2- What is the company / factory Values?

3- Explain the company / factory vision and mission?
4- What are the areas that need more development? Explain according to the importance?

5- What are the things that you don't like in the company/factory?
And how can we overcome them from your own point of view?
Training and development

Training is a structured process designed to provide workers with specific knowledge and development skills and work performance changes to help achieve the goals of the organization, and also helps in upgrading quality.

Types of Training

Specialized training: This type includes higher functions than the technical and professional job, as it requires specialized expertise and knowledge to practice the profession.

Management Training: Includes categories of administrators in the upper or supervisory or medium levels, it includes broad areas mostly concentrated around the behavioral, leadership, financial, accounting and developmental aspects. (leadership skills - Business Administration - supervisory skills).

Vocational training: and it is training in the field of crafts that require a large extent and variety of knowledge and. (knitting – mechanics – electricity).

Training of trainers: the trainees are trained in order to prepare them to do their part through skills development to be able to deliver information (coach - teacher - professor).

Training Goals

1. Improve the company / plant services.
2. Rehabilitation of new employees to adapt to the working conditions of the company.
3. Helps staff to gain efficiency in their current and future work.
4. Highlight the strengths and weaknesses of the staff to work on their development and improvement of performance.
5. The possibility of higher position nomination.
6. reducing the proportion of accidents in the workplace.

Steps of the Training process implementation

Identification of training needs.

The complete review of the enterprise's Strategic Business Plan to ensure the adequate perception of the required objectives in short and long terms. The Human Resources Management in June or November of each year addresses the specialized directors to determine the training needs of the staff using the "identification of training needs" (TNA model) To verify the suitability requirements of the nature of work and compliance with quality objectives.

The specialized managers send those needs to the human resource management department in under two weeks following the date of receipt.

The Human Resources Management studies the training needs of the student bodies in terms of repetitive topics and training candidates and the possibility of internal or external training and the estimated cost in comparison with required budget for the training of staff and approval of senior management, as the proposed training views are determined by of the company's approved training department.
The issuance of the annual training plan:

Based on the study of training needs, the human resources management issues the annual training plan, which is presented to senior management for approval and accreditation, and then other departments get notified with their approved plans for training.

Accreditation training views:

The human resources management chooses the training institutions after evaluation of the technical and financial aspects using the training evaluation model, and the decision is made as follows:

- Training views that you get a very good evaluation or excellence in the assessment are deployed as a certified training party for the company.
- Training views that get a good evaluation is re-evaluated.
- Training views that you get weak evaluation are not acceptable.

Types of Training

Internships:

Training that is done by workers in the company / plant to their colleagues or subordinates. This type of training has several benefits such as:

- Develops the skills of both trainer and trainee and strengthens the relationship between them.
- Focuses on the subjective applications and problems in the company / plant.
- Coaches are eager to develop the skills of the trainees.

External training:

What characterizes it the most is that trainers may have wider experience in the field of training and have the theoretical or practical background. The benefits of external training are as follows:

- Adds ideas from outside the company / factory and allows workers to see from another point of view.
- May provide means of training that aren’t available in the company / factory itself.
- Training sessions involves more than one institution which allows trainees to discuss and dialogue and exchange expertise and learn from the experiences of other institutions as well as building a good working relationship.

Preparation of the Training Program

1. Determine the training subject in accordance with institutional needs.
2. Determine the time and venue of the training.
3. Define the preferred Training style for the trainees (workshop, role play, games, ….)
4. Budget determination.
5. Identifying participants.
6. Choosing the work team.
7. Preparation and processing training file.
8. Determining the implementing agency for Training.
9. Send the nomination form and invitation letters.
Implementation of the training program:
1. Visiting the training headquarters and selecting the most suitable place for it.
2. Creating a proper sitting area for the trainees that enables the use of the display and the implementation of activities in groups, which should preferably be in U-shapes or Round Tables to create the competitive atmosphere for easier and effective interactions between the participants.
3. Providing the necessary supplies for the training program (training material on PowerPoint – flip chart papers - Felt-tip pens, if possible – and preparing the display screen and making sure it works on computers).
4. Determining the beginning and end of the training.
5. Preparing an attendance and departure listing for participants.
6. Having a rest period while providing snacks and drinks.
7. Coach evaluation.

Evaluation of a training course
It is a model used in measuring the efficiency of the training programs and its success in achieving the goals, and the extent of quality required in the training process, and the evaluation of records, place of training, Information gained from the training and the training program as a whole.
It also provides session-related proposals, to be re-evaluated by Human resources management during a one week period from the date of the end of the training session.

Periodic assessment of training providers
1. The department of human resources developmental management follows and verifies the performance of its services effectively by training evaluations provided by the trainees and issuing the assessment of training provider model (Periodic assessment) after the completion of each training course.
2. Training parties that accomplishes a very good evaluation or excellence remain dealt with during the implementation either the current training plan or the upcoming training plan.
3. Training parties that get a good evaluation are re-evaluated after a second training session to come up with a final decision for them.
4. Training parties that get a weak or acceptable evaluation are terminated in terms of dealing with them.

Evaluate the effectiveness of training:
The designated manager provides assessment evaluation for his apprentice trainee three months after the implementation of the training using the "Assessing the impact of training" model in order to know the extent training goal achievements, and evaluation is retained in the trainee's own private profile.
The Training Profile

The human resources management keeps a file for each trainee placed inside their profiles, it includes:
- Copies of the training programs certificates.
- Training record.
- Training effectiveness assessments.
- Assessments of trainees by the trainers.

The success of the Training Plan Report

By the end of the annual training plan for the company / factory, the development of human resources management issues the success of the plan report. Illustrated by the following:
- Individually evaluation of implemented training programs.
- Number of trainees and actual course plan.
- Number of implemented planned sessions.
- The estimated and actual costs.
- New staff training programs.
- The difficulties faced during the implementation of the training plan.
- Number of uncharted courses (emergency training).
- Recommendations for future programs.

Training Needs Analysis

<table>
<thead>
<tr>
<th>Personal data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
</tr>
<tr>
<td>Job:</td>
</tr>
<tr>
<td>Department:</td>
</tr>
<tr>
<td>Direct Manager:</td>
</tr>
<tr>
<td>Starting Date of Job</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actual Tasks and Duties:</th>
</tr>
</thead>
</table>
What knowledge, skills and attitudes are required to do your job?

What would help you to perform your job better?

### Training Needs

**Training courses proposed by priority training requirement**

1. Important and not urgent
2. Important
3. Important and urgent

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Employee</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
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<td>3</td>
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<tr>
<td>4</td>
<td></td>
<td></td>
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<tr>
<td>5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Employee Name: 

Direct Manager: 

Signature: 

Signature: 

Date: 

Date:
The list to insure the preparation for the TNA

<table>
<thead>
<tr>
<th>Before the Training</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Send invitations and training schedule</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Preparation of course materials</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Prepare Training equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Prepare slides</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Visit training location to insure convenience</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>During the Training</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Take attendance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Insure the availability of Over head</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Evaluate Trainer’s capabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Evaluate Trainees response to Trainer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Insure that Snacks are of good quality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Insure that the Training location is qualified</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>At the end of the Training</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Pass around a list to collect contacts of the trainees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Balance out loans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Collect the materials that were not used</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Distribute certificates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Distribute the evaluation for the Course</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Read and analyse the final evaluation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Write a report to senior management about the course</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Sample of Training Needs Analysis

<table>
<thead>
<tr>
<th>Name</th>
<th>Div</th>
<th>Dpt</th>
<th>Post</th>
<th>Report writing</th>
<th>Skills for budget preparation for offered projects</th>
<th>The ability of strategic thinking</th>
<th>Pressure management</th>
<th>Preparation of work plan</th>
<th>Computer skills</th>
<th>Skills of contemporary management</th>
<th>Leadership skills</th>
<th>Presentation skills</th>
<th>Time management</th>
<th>Communication skills</th>
<th>Negotiation skills</th>
<th>Appraisal skills</th>
<th>Problem solving</th>
<th>Sales skills</th>
<th>Health and safety</th>
<th>Customer services</th>
<th>Decision making of ERP system</th>
<th>Implementation of ERP system</th>
<th>First aid</th>
<th>Fire fighting</th>
<th>Teamwork</th>
<th>Change management and employee selection</th>
<th>Skills for recruitment and employee selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Employee</td>
<td>Admin</td>
<td>Legal</td>
<td>Legal Consultant</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
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| Total number of days for each training course | 10 | 8 | 6 | 5 | 10 | 8 | 9 | 10 | 6 | 12 | 10 | 4 | 11 | 10 | 2 | 8 | 2 | 9 | 11 | 5 | 9 | 7 | 4 | 7 |
Sample of Training Plan as a result of TNA

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Total Training Days **93**
## Training Evaluation

### General Information

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### Instructor Evaluation

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<td>Exercises &amp; activities during course</td>
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<td>Instructor was cooperative with trainees</td>
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<td>Instructor awareness about the program topics</td>
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<td>Instructor was encouraging participants to interact</td>
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### Third: Training Program Evaluation

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The most important knowledge that has been obtained:
1. 
2. 
3. 

The most important skills that have been gained through participation in the training program:
1. 
2. 
3. 

The most appropriate suggestions for the development of areas of work:
1. 
2. 
3. 

Suggestions and Remarks:
................................................................................................................................................
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................................................................................................................................................

General Evaluation of the Training Program

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Employee Signature

Date
# Training Feedback Form

Name: 
Job title: 
Company name: 
Department: 
Sector: 
Program name: 
Program holding date: 
Evaluation Date: 

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**Remarks:**

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Direct Supervisor Approval
Name: 
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Training of Trainers

Training Concept

Training is known as a “continuous activity to provide individuals with the skills, experience and attitudes that make them able to perform specific work in order to increase productivity for them and the organization in which they operate, or transfer of knowledge, skills and behaviors to develop the individual to perform specific tasks.

Training of Trainers Goals

Preparing individuals with the backgrounds and practical experiences sufficient for them to coach and equipping them with the skills that enables them to transfer information and expertise to others through modern methods of training, and the highlight of the importance of training is bridging the performance gap to meet training needs in various fields and achieve the goals and achieving progress and development to individuals and institutions, training is both science and art, as it is taught science and creative skills and successful human development.

Target group

This article has been designed for the officials of training and development, human resources departments, and other departments such as the human resources developmental managers, consultants, and anyone who is interested in learning and training, from the employees of the Department of Training and Development to all senior and middle-level managerial and supervisory working in the field of training and development as well as operating and executive levels involved in the preparation and implementation of the training plan of the organization.

The Five overlapping phases of the life cycle of the training are:

1. Assessing training needs.
2. Designing and processing the training.
3. Review the contents of the Training Program
4. The implementation of the training.
5. Monitoring and evaluation of training.

![Diagram of the five overlapping phases of the life cycle of the training]
Assessing Training Needs

The training requirement:
Is a set of skills, knowledge and attitudes needed by the specific individual in an institution or a particular job in order to perform certain tasks more efficiently and effectively.

The training requirement occurs when there is a gap between the actual performance of the individual or institution, and the specific directions needed by individual in an institution in order to perform certain tasks and function more effectively.

Firstly, estimation of the training requirements:

It is a process used for identifying and arranging training needs and decision-making and plans concerned with meeting these needs.
• Measurement of the levels of Insufficiencies and performance constraints.
• Requirements arrangement by priority.
• Identify target training category.
• Definition and identification of needs.
• Identifying training objectives based on the results of the needs assessment.

Through the process of assessing the training needs, the following can be determined:
• The type and level of training required.
• Individuals who need to be trained.

The important information provided by the training needs assessment:
• Selecting the correct place for conducting the training and the type of the training.
• Scheduling training activities.
• Required resources for training (human resources, financial resources, etc...)
• Selection and design of appropriate materials and training methods.
• Finding training institutions.
• Promotion of new fields in the training.

Secondly, training content design:

After highlighting and clarifying the objectives of the training, it is necessary to identify areas that will be focused on by the training content; this process is called training content design which is a very important step in translating the objectives of the training to an actual learning program.

In general, the training content is an inclusion for all the required training content, as it includes the main themes and sub-themes and may extend to selecting multiple levels of detail stage.

Steps of training content design:

1. Determining the course content.
2. Rating the training content.
3. Training content arrangement.
4. Choosing the appropriate method for introducing every part of the training content.
5. Determining the time required for the introduction of each part of the training content.
Determining the course content:
The content of any training course in general is linked to the objectives set for that course, therefore when determining the content you should keep the following things in mind:

- Does the content cover the objectives of the training course?
- Does the proposed content meet the intern training needs?
- Does the proposed content lead to the required level of performance?
- What is the opinion of the other coaches who offer training in the same field in the proposed content?

Rating the training content:
This is the step used to determine the relative importance of each training subject, as it represents a significant importance in the regulatory considerations and allocating the required time for various topics.

Therefore, the content is divided into themes, (significant, additional or optional).

Training content arrangement:
After determining the relative importance of each subject, an order for displaying the different subjects of the training content is chosen. And this is placed in the logical order in accordance to the standpoint of the trainee.

Thirdly, review the contents of the training program

Fourthly, implementation of training:

Setting up a training session plan:
Training session plans are the outline of what will be said and done during the training, representing a guide for coach about how to implement the training session, as they explain when to use training aids, allocated time for each part, and the expectation of the questions that may be posed by the trainees, and the training session plan prevents coaches from wasting time deviating from the main subject and help them achieve the objectives of the session as required.

Session plan components:

- Session number
- Title
- Goals
- Activity
- Time
- Training methods
- Equipment and devices
- Alternatives (different scenarios for the methods and aids)
- Information on the subject

Session plan placement:
Training session plan requires six operations are:

1. Gathering information on the subject:
- Collect all relevant information on the subject matter and write down everything you know.
- Put questions that can be directed to the coach.
- Collect training materials that support the content.
• Select the appropriate audio and visual aids for each subject.

2. Determine the training content:
When you select the training content you must keep the following in mind:
Who is the recipient?
What are the goals?
What is the length of time?

From that it is clear that we need to identify the training content to arrange information according to priority and importance as follows:
• The first priority: is the basic information that you should know about the subject to achieve the objectives, without presenting it the subject cannot be understood.
• The second priority: Information that is preferable to know which adds support and value to the basic information. They include information that will help the trainees build a good understanding of the subject and deepen their knowledge of it.
• The third priority: Information that is considered okay to know and they hold a lower priority and are not critically essential as they can be excluded if time didn’t allow them to be presented. They include historical public information and small details that may be worthy of knowledge.

3. Organizing sequence of the training content of the sessions:
After determining the contents of the training session, it gets organized in a logical arrangement usually following these patterns:
• From general to specific
• From known to unknown
• From theoretical to practical
• From easy to complex
• Chronological sequence

And then the content is divided into sections that include:
• Preface
• Beginning
• Main subject matter
• Main point summarization then closure

Fifthly, following-up and evaluating the training:

Objective: The trainee at the end of the session will be able to:
• Recognize the concept of following-up and evaluating the training.
• Illustrate the importance of follow-ups and evaluation of trainers and trainees.
• Learning ways of training evaluation.

Follow up the training

Defined as a continuous process intended to ensure that the training plan is being implemented accurately without deviation to achieve its the goal with intervention in the implementation for the removal of any obstacles that may hinder
the progress of the plan to sway off-track on to achieving the ultimate goal, and sometimes the intervention can be for the development of operational procedures.

**Training evaluation**

It is to know the extent to which the training program is meeting its objectives and to highlight strengths to enhance them and weaknesses to overcome them in the future programs so that training can increasingly develop and become more effective on a regular ongoing basis.

**The objectives of the follow-up and evaluation of training:**
- Make sure the training programs succeed in achieving their objectives in terms of planning or implementation.
- Constantly making sure that the trainees are still excited to apply their training.
- Ensure the efficiency of the trainers in terms of specialization, experience and ability to train, and interest in the development of their own information and skills.
- Following-up on the scientific and practical development in their field of work.

**Stages of following-up and evaluation of the trainees:**

Assessing the trainees before the implementation of the training program:
- The purpose of the evaluation of the trainees before the implementation of the program is to make sure that the program will be submitted to individuals that needs it who meet the conditions required in the design of the program.
- Monitoring and evaluating the trainees during the training program:
  - Observing trainees and their behavior, knowing the extent of their efforts for following the training materials, and the extent of their participation in the discussions and exchange of ideas.
  - Observing trainees and the information and expertise they have gained as well as their improvement and change in their behavior.
- Monitoring the trainees after the training through:
  - Knowing the extent practical application of what they received from previous trainings.
  - Knowing the skills and attitudes acquired through training.
  - Knowing future needs.

**Methods of training evaluation:**
- Exams.
- Attendance rates as a measure of the success of the training program.
- Questionnaires by the bosses of the trainee.
Notes