



CANDIDATE RÉSUMÉ

Karam Mohamed Badawi

PERSONAL DATA

Date of Birth: December 1st, 1970

Marital Status: Married with kids

PROFESSIONAL PROFILE

Senior human resources professional with demonstrated capabilities and proven track record of success in all areas of HR strategic planning/management, personnel management, human resources and organization development. My expertise extends to cover corporate needs assessment, developing and deploying HR strategies, systems, organizational culture programs, innovative business solutions to enhance and improve overall organization and business performance.

Have solid experience in establishing, developing and managing HR functions - from strategic to operational perspectives, and building, re-building HR functional and team capabilities, whether start-up businesses or operating firms undergoing major changes (restructuring, acquisition or merger etc).

Educational degrees

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|----------------------------|--|--------|
| - MBA, Major HRM
2013) | Arab Academy – GPA. 3.76 (Outstanding) | (2010- |
| - HRM Postgraduate Diploma | American University in Cairo, grade “A”. | 2006 |
| - B.A. in English Language | Ain Shams University, grade “Good” | 1992 |

Areas of expertise

- Developing HR Strategies and Systems
- Manpower Planning / Recruitment
- Organizational Assessment & Development
- Performance Management
- Reward Mgt. (Payroll & Benefits Admin)
- Employee Relations (Conflict Resolution, Grievance Mgt. Internal Communication)
- Personnel Management
- Government and Union Relations
- Employment and Social Laws
- Talent Management
- Management Development
- Career Planning
- Succession Planning
- Consulting
- Coaching & Mentoring
- Training & Development
- Corporate Culture Change Management
- HRIS deployment

Employment History

Aug 2014 - Present

Head of HR (HR Director)

Dina Farms for Agricultural Investments (Qalaa Holding)

Mainly I am leading the full restructuring project of Dina Farms, projects accomplished to date:

- Conducted organization analysis with top executives, decided the outlines of HR strategy and Organization Development intervention projects, starting with full salary restructure.
- Established and headed the Job Evaluation Committee (Semi Hay Methodology and criteria), Developed first time Dina Farms Grading and salary structure system.
- Deployed organization-wide grading and salary restructuring project, relocating/placing staff as per job and pay level, made the required salary adjustments, in light of the min. max and midpoint salary ranges. Successfully overcame chronic five-year annual labor strikes due to salary deviations, and raised staff satisfaction level.
- Developed, obtained approval and deployed staff regulations (اللائحة العامة للعاملين ولائحة) (الأجر والمزايا) as well as the Grading and Salary Structure System.
- Developed Dina Farms Organization Charts, in light of the full restructuring project, obtained Board approval.
- Developed and deployed first time performance Mgt system (Management by Objectives). Trained Mgt and staff, finished pilot testing. Upcoming phases, Jan. full annual appraisal, developing company and functional KPIs to be linked with monthly incentive schemes.
- Developed fully integrated HR system (policies and procedures – some still under review and Board approval) including the following:
 1. Board Members and Functional Authorities and Responsibilities Executive Regulation. صلاحيات مجلس الإدارة وسياسة الإنابة والتفويضات
 2. Organization Design and Change Policy
 3. Manpower Planning and Recruitment policy
 4. Compensation and Benefits Policies (Annual Bonus – Car and Transportation – Mobile) in alignment with مزايا العاملين والأجر ولائحة that was approved.
 5. Labor Relations policies and manuals (HR Manual – Grievance Policy – Discipline – Seniority Grants)
 6. Promotion policy
- Deployed Hay Methodology Job Analysis, developing Dina Farms Job Descriptions in a very professional method, obtained Board approval.
- Developed and oversaw implementation of Annual Recruitment Plan, widening the pool of candidates through various recruitments tools and methods, including **Dina Farms Academy** (Internship program for Vets and Agriculture Engineers).

- Reviewed and gradually enhancing the Personnel Management system and tools, through knowledge transfer, updating staff skills and competencies and enhancing the current policies and procedures.
- Upcoming projects for 2016 are to:
 1. Develop Dina Farms Vision, Mission, Corporate Values and Code of Conduct
 2. Develop and deploy the Training and Development Strategy and plans
 3. Develop Dina Farms Competency Model
 4. Succession Plan and Retention Program.

May 2012-July 2014

Group HR Director (Egypt, Sudan and Jordan).

Al Borg Labs. Group (IDH Holding) 1700+ Staff

My overall role is to:

- Developed and implemented Al Borg HR strategy and annual business plan and budgets, in coordination with Abraj Managing Partner and subsidiaries General Managers.
- Restructured Al Borg HR Function to enhance and increase department and staff performance levels.
- Rebuilt HR infrastructure and resources including staffing, developed and standardized HR Systems, policies, and procedures, including deployment, staff & Mgt communication and training.
- Restructured HR Department, including Manpower planning, Recruitment, Personnel, Comp. & Ben, introduced new departments (OD / ER) to enhance HR performance.
- Enhanced Performance Mgt system, developed support functions KPIs, and Hay based job descriptions.
- Established and developed the Employee Relations Function to better serve the new merger business mandates, re employee recognition / awards program and retention plans.
- Set foundation for the Talent Management Program, starting with competency based recruitment process, new promotion system, and internal transfer policy.
- Oversee preparation, budgeting, and implantation of the annual training plan.
- Enhanced the performance of Compensation and Benefits Function, through reviewing Comp. & benefits schemes, with the aim of developing a total reward management system.
- Lead the development of Personnel Department through gradual improvement of policies and procedures, with the aim of full compliance of labor and social rules and regulations, introduced new policies and improved existing ones.

Nov. 2009-April 2012

OD Manager (Head of OD)

Banque Du Caire

Reporting to General Manager - HR & Training. My overall role is to:

- Co-owned with BdC all HR development projects and programs, aiming to restructure and develop the HR function within the bank.
- Worked as Internal HR & OD Consultant to bank Management team with regards to OD Project. It includes two parallel paths, restructuring the whole bank functions, and restructuring HR Division.
- Managed the organizational assessment process, with regards to making required analyses and revisiting of bank functional R&Rs, functional descriptions, and organization design.
- Developed and implemented the bank new organization structure policy and design with Org Charts, Unit Descriptions, Job Descriptions (400+), KPIs and objectives.
- Managed the manpower planning and capacity building activities, in coordination with business line heads for determination of the short and long term workforce needs.
- Oversaw and maintained the bank annual manpower plan through monitoring the status changes (promotions, transfers, resignations, retirements etc), provide required reports as per budgeted FTEs (Full time Employees, and HCs (Head Counts), and Bank Manpower Planning Policy.
- Supported in HR restructuring project in conjunction with HRGM that included full revision & analyses of HR systems, policies, procedures, detect deficiency areas, provide proper solutions
- Assisted the General Manager in the development of new Grading System, Salary Structure (broad banding), and job evaluation (Hay System) in light of the bank new objectives.
- Developed HR & Training strategic plan, KPIs and annual objectives, in coordination with HR Management, and follow up on enabling strategy implementation/updates as per Board guidelines.
- Worked on designing, developing, and implementing a fully integrated competency based HR systems, policies and procedures, in replacement of longstanding seniority change-resistant systems.
- Established the Organization Development function to lead the HR restructuring project from HR perspective, enhanced, managed Performance Management, Manpower Planning Functions, etc.
- Developed and updated HR Policies, and procedures in light of law, regulations and HR best practices.
- Managed Performance Management Function that included training staff (7500) on the new system, providing support/counsel to management team re development of annual objectives, KPIs, methods of conducting performance appraisals, coordinate implementation of annual raise with Comp. & Benefits, develop TNAs for the annual training plan etc.
- Worked on developing total reward management and recognition programs to support the culture change and performance management systems.

Jan-Nov. 2009 Deputy HR & OD Director (MAC Carpet - Oriental Weavers Group)

Overall role was to contribute in MAC Carpet full Restructuring Project. Scope of authority included heading four department managers, 13 direct and indirect subordinates. My responsibilities included:

- Set directions, develop strategies/business plans/annual objectives, and closely review / monitor budget expenditures and overall performance of the HR & OD Division in collaboration with the HR & OD Consultant.
- Contributed in the restructuring of the HR & OD Division including the development of new HR & OD Operation Model / Functional Structure, R&Rs, KPIs, Job Descriptions, HR & OD staff assessment, and re-allocation as per the new Functional Design.
- Contributed in the restructuring and modernizing of existing HR Departments (Personnel Management/Gov. & Union Relations, Recruitment, Compensation/Benefits, and Training) through proper analyses, provision of OD solutions to fix anomalies, deficiencies/or malpractices, development of new functional structures, KPIs, R&Rs, policies and procedures, training employees to ensure proper implementation of the changes.
- Contributed in the restructuring of HR functions including Recruitment, Comp. & Ben., Personnel, and Employee Relations, as well as, establishment of the OD and performance management functions.
- For ER, managed new Grievance System, introduced fully integrated retention and recognition strategy, new recognition programs, corporate communication initiatives (newsletters, E-HR, employee events, reward programs (i.e. employee of the month), Kaizen Project, employee services.
- Co-managed implementation of HR key projects with Hay Group consultants & IMC (Developing MAC Carpet Mission & Vision, Corporate Values, competency framework, Management Assessment, developing Management JDs, training HR team on Hay Job Analysis Methodology (to develop remaining company JDs, and developing Total Reward System).
- Managed the deployment of the new PMS System (balanced scorecard) including pilot testing, internal communication and staff trainings. Monitored implementation of the system through a shared responsibility of the OD & Compensation/Benefits departments, to ensure efficiency.
- Developed new training strategy and policies, oversaw preparation/execution of the annual training plan, monitored budget expenditures to ensure its cost effectiveness as per business priorities.
- Contributed in the restructuring of the Comp.& Ben. Function, introducing new structure, developing new KPIs, benefits / incentive schemes, and reporting tools.

Jul. 2006-Dec. 2008 Country HR Manager American Express Travel, Egypt

- Developed HR strategy, set annual plans, and budget, oversaw proper implementation.
- Oversaw implementation of HR annual plans with regards to recruitment, training, employee relations, compensation and benefits, personnel (labor, social) etc as per approved budget by the Board.

- Managed Amex Organization Restructuring project that included introducing new HR operation model, systems, policies and procedures, developed / or updated JDs, and KPIs.
- Revisited all compensation and benefits policies and schemes, updated the grading system and salary structure as per market data, and company pay policy. Managed the annual salary increases planning/budgeting and processing, payroll administration, salary surveys, etc.
- Managed the manpower planning activities and oversaw implementation of annual recruitment plan. Developed a very successful Internship Program “Amex Academy” to ensure proper and sustainable supply of junior travel agent to Amex in a truly cost effective manner.
- Developed Personnel, Employee Relations and Organization Development Functions, introduced or updated existing polices, to align with company business needs.
- Managed the employee relations activities, management/employees Grievances, employee recognition and reward programs, Amex Gatherings and Events (Ramadan Iftar Party, Family Day Use etc), as well as all internal communication activities (Opinion Surveys, Orientation program, HR Newsletter), site visits, exit interviews.
- Managed annual training planning and budgeting in the most efficient and cost effective way through introducing TOT Program for internal trainers, hired freelance trainers.

Oct. 2003 – July 2006 Acting as HR Ops Manager DHL Egypt

Reporting to Country HR Manager, my overall role was to manage Personnel, Compensation/ Benefits, Employee Relations, Performance Management, and Organization Development Activities:

- Contributed in the development and implementation of the annual plans and budget of mentioned functions in coordination with Country HR Manager.
- Liased with Line management in the interpretation of HR policies and Procedures. Worked as the focal point / representative of HR for the development and update of policies and procedures with MENA Area HR Development management.
- Managed all personnel issues, with regards to hire and fire including Employment Contracts preparation, social insurance enrollment, HRIS employees’ data recording/maintaining employees’ files, social insurance enrollment, etc.
- Managed status changes (promotion, termination, transfer etc), employees’ legal cases, labor offices requests, social insurance and indemnities checks, health committees, employee investigations, discipline and legal issues etc.
- Managed Labor and Government Relations through dealing with the labor office, social insurance authority, government agencies, union conflict resolution issues, employee/management conflict, grievances, and discipline issues.
- Represented DHL before the labor and government office, legal entities, the Health Committee for employees applying / eligible for the early retirement on ill health bases. Represented HR in conducted employees investigations and disciplines as per DHL internal regulations and labor laws.
- Managed compensation and benefits activities that included the annual salary increases planning/budgeting and processing, payroll administration, employee benefits management that included the social insurance, medical and life insurance schemes (contract negotiation, & mgt).

- Managed the annual salary surveys conducted regionally with DHL Hub in Bahrain, and the providers (Hay, Watson Wyatt and any local provider), analyzing data, making required recommendation for the annual merit increase, obtaining approval as per budget implementing the annual merit increase, etc.
- Managed the employee relations activities that included addressing management/employees Grievances, and conflict resolution issues. Managed the employee recognition and reward programs, in addition to Gatherings and Events (Ramadan Iftar Party, Family Day Use etc).
- Managed the internal communication activities that included conducting a two-year employee opinion surveys with MENA Area, following up on the improvement action plans with management team to upgrade people management strategies, policies and practices.
- Managed the New Hires Induction /Orientation program and announcements, HR Newsletter, Weekly Quotes, and motivation articles to enhance internal communication and employees' engagement.
- Contributed in the deployment of HRIS system (Oasys) that included modules and reports customization, data transfer, pilot testing and full launching of the new HRIS.

Sep. 2001 – Sep. 2003	Admin Executive	Bristol-Myers Squibb (BMSE)
Sep, 1997 – June 2001	Chief Translator	Safari Co. Ltd., KSA
Oct. 1996-Sep. 1997 (MCL),	Admin Executive	Misr Canada, Lube Oils
Dec. 1993-Dec. 1995	Translator	Witkar Saudi Arabia, KSA
Aug 1992-Dec. 1993	Translator / Admin	Bonyan Trading Company

Awards

- 2004-2005 was awarded twice the HR Agent of the Month, *DHL Egypt*.
- 2010 awarded *Banque Du Caire* Medal of Excellence for Leading PMS Project Deployment.

COMPETENCIES AND SKILLS

- Demonstrated ability in aligning the human resources activities with organizational strategy.
- Solid knowledge of Employment, Social Insurance Laws, and compensation regulations
- Highly creative and conceptual abilities, excellent oral and written communication skills, interpersonal skills, systems-thinking, and influencing skills.
- OD Expert in designing, developing, and implementing HR Systems, Policies, and Procedures
- Excellent presentation and training skills (Trained HR Diploma in both HCCA in 2007 and Change International Center in 2014).
- Excellent leadership, coaching, mentoring, and counseling skills.

Professional training & Seminars

- “Hay Job Evaluation Methodology” *Hay Group*
- “Hay Job Analysis” Training *Hay Group*
- “Strategic Leadership Competencies” *AmCham*
- “Succession Planning” *AmCham*
- “Management Excellence” *Innovative Group*
- “Performance Management” *Innovative Group.*
- “Creating the High Performance Organization,” **Mr. Greg Smith** at *AmCham.*
- “Coaching, what we do and don’t know” *AmCham*
- “Train the trainer” *DHL*
- “Interviewing Skills” *AmCham*
- “7 Reasons why employees leave” *AmCham*
- “Supervisory Excellence” *People Development.*
- “Finance for none Financials” *People Development.*
- “Communication & Interpersonal Skills” *AmCham*
- “Time management” *AmCham.*
- “New Labor Law” *CAME.*
- “How to deal with Social Insurance Authority” *CAME.*
- “Salary Tax Law” *Top Business*

HOBBIES

Reading, writing essays, listening to music, academic researcher, sports