



keypoint

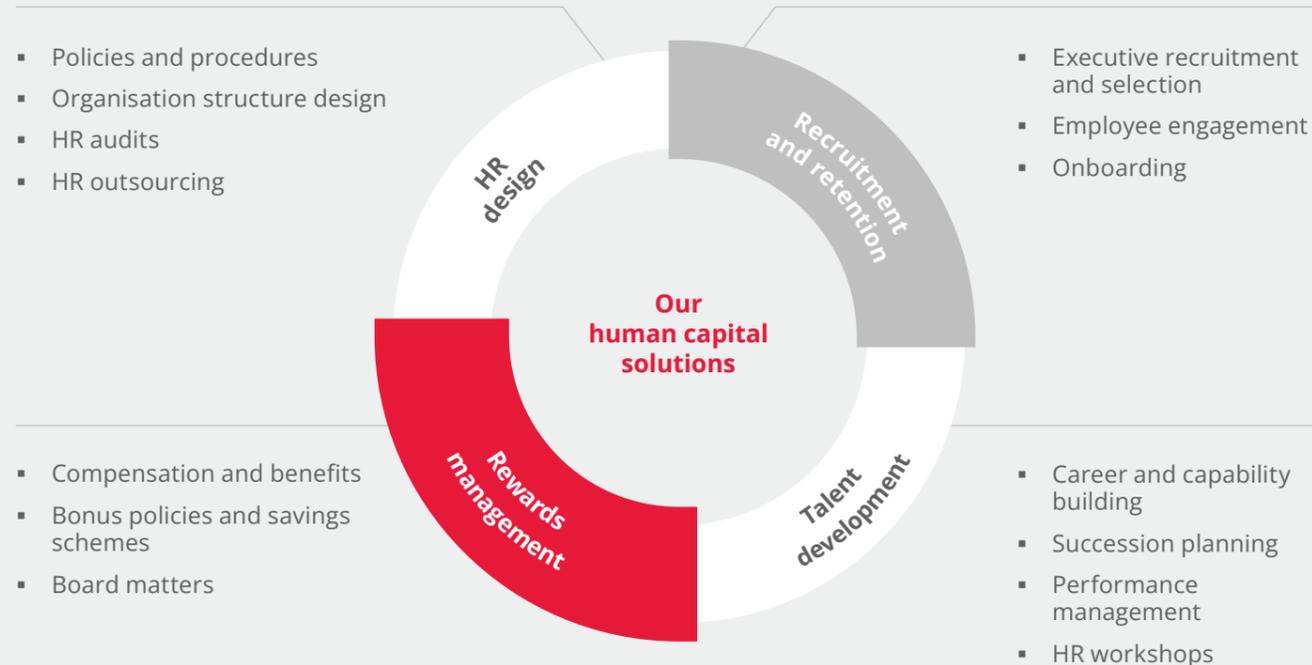
Human Capital Advisory
in the Kingdom of Bahrain

Human Capital Advisory

The vision of our human capital function is to lead the market through reputation and results. Our consultants are vertical market specialists, who are committed to providing unparalleled quality and services, and manage our clients' human capital services from start to finish.

We provide a wide range of tailored solutions for people-management tasks, including helping to identify and recruit executives, instilling and improving performance management and analysing employees' training and development needs.

Acting as client ambassadors and focused on service quality, we offer a confidential, ethical and passionate approach to the highly-complex, critically important area of people management.



We also provide a selection of human capital solutions from our offices in Saudi Arabia.

HR design

Policies and procedures

HR policies and procedures

We document clear, concise and consistent policies and procedures that comply with Bahrain's labour law and are aligned with leading regional practice to ensure HR functions are transparent, effective and efficient.

Codes of conduct

We develop codes of conduct that serve as a guide to employees and promote a positive work environment.

Employee handbooks

We develop employee handbooks based on clients' HR manuals, highlighting the HR policies and procedures that determine the terms and conditions of employment. These handbooks serve as a "ready reckoner" for managers and staff, providing clear guidelines on personnel matters.

General administration manuals

We develop manuals that outline standard administration policies and serve as a reference for staff to ensure consistency, efficiency and compliance across administrative functions.

Organisation structure design

Organisation design and grade structures

We help build organisation structures for clients that help them identify optimal manpower levels, define authority and identify skills and qualifications needed.

Job analysis and evaluation

We analyse jobs by collecting data and identifying needs, requirements and roles for each position. This includes evaluating the relative worth of jobs and classifying job positions.

Job descriptions

We prepare job descriptions and job specifications for all positions by understanding roles, responsibilities and competencies.

Employee workload analysis

We help function heads and other key decision-makers understand time spent on - and frequency of - workload-based activities. This helps identify workload levels and staffing required for each role.

HR audits

We audit HR functions to ensure companies comply with regulatory requirements, helping to raise organisational performance and improve the overall employee experience.

HR outsourcing

Compliance and document management

Successful organisations have successful HR functions. However, because HR can be highly stressful and resource-intensive, outsourcing some (or all) HR responsibilities can both add value and be cost-effective. As part of the outsourcing process, we maintain and manage personnel files and documents as required by labour laws and other legislation.

Recruitment and retention

Executive recruitment and selection

Executive recruitment

Our basic philosophy is a belief in people. Working according to this philosophy, we always strive to connect the right calibre of person with the right job. We are a leading executive recruitment provider, offering a wide range of recruitment solutions across the Middle East. Having placed numerous candidates, we know the market. We coordinate closely with our clients throughout the executive search process and survey client satisfaction to evaluate our performance and results.

Employee engagement

Employee engagement surveys

Employee satisfaction surveys are used to assess employees' expectations and satisfaction levels and to better understand their attitudes, opinions, motivations and perceptions. We develop employee engagement surveys, analyse the results and suggest follow up actions which can significantly impact employee morale and performance, helping to maintain a loyal workforce, improve performance and increase employee retention.

Onboarding

Preparation of joining documents

We review and develop employment contracts and offer letters based on labour legislation and customary practices for all positions.

Psychometric assessments

Our psychometric tests help underpin career and succession plans, training and development, and selection and placement.

Background checks

We verify the backgrounds of potential new employees, including:

- Credit/financial
- Education
- Employment
- Professional reputation

Rewards management

Compensation and benefits

C&B benchmarking

We benchmark compensation packages for similar jobs in similar businesses across sectors.

Reward policies

Reward policies help create a fair and equal basis for employee compensation, ensuring all employees are treated equitably.

Bonus policies and savings schemes

Bonus policies

Bonuses - and the policies and procedures that businesses in Bahrain put in place to govern those bonuses - can be a significant motivating and retention factor. We use our deep HC expertise to advise on a variety of bonus-related issues and to develop bonus manuals and policies that are compliant with local regulations and regional leading practice.

Savings schemes

Working where appropriate with our colleagues from other Keypoint functions, we can advise on a number of HR-related issues that are relevant to savings schemes.

Board matters

We have used our extensive experience of working with boards and directors to develop a suite of board-related human capital solutions.

Board evaluations

Board evaluations can contribute significantly to performance improvements on an organisation and individual level - not just at a board level. Boards that commit to regular evaluations are not only complying with leading practice but offer better leadership, improve clarity around roles and responsibilities, boost teamwork, increase accountability and enhance decision-making and communications.

Director evaluations

Director evaluations are increasingly seen by regulators, shareholders and other stakeholders as critical leading practice. Selected to add value and act in companies' best interests by setting - and complying with - the highest standards of corporate governance, directors must be given the opportunity to reflect on areas of strength and identify areas for development.

Board remuneration policies and benchmarking

Board remuneration policies - crucial for ensuring transparency, accountability, and alignment with shareholder interests - outline how directors are compensated for their services. Benchmarking board remuneration policies can help improve alignment with company goals and market expectations and build transparency.

Talent development

Career and capability building

Competency frameworks

Competency frameworks help identify competencies required by employees and help them understand which competencies they are expected to exhibit to boost performance.

Skills gap analysis

We analyse skills gaps to identify employees who may not match requirements for particular roles by analysing educational and professional qualifications, competencies and experience, as well as local leading practice. This helps clients to develop appropriate development programmes for their employees, empowering them to acquire or enhance capabilities to perform current roles effectively and efficiently, potentially increasing the productivity of the overall organisation.

Individual development plans

Individual development plans (IDPs) help identify the skills and knowledge employees need for promotion and support succession plans.

Capability building workshops

Capability building workshops help prepare employees for future roles from a technical and behavioural aspect.

Succession planning

Succession and career plans

We develop succession and career plans for employees based on the competencies required for selected positions, identifying employees with potential and highlighting the skills they need to develop for future responsibilities.

Performance management

Performance management frameworks

A performance management framework (PMF) is a two-way, structured communication which helps assess and improve employee performance. Employees know what is expected from them. Heads of functions and line managers regularly feedback to employees and identify training and development needs and areas for improvement.

Departmental KPIs

We recommend key performance indicators (KPIs) for departments, helping to measure progress against company strategy.

Individual objectives

Based on company strategy and departmental KPIs, we develop objectives for employees to help clients track - and rate - individual performance. Employees across the business then know how they will be assessed and the basis for that assessment.

PM workshops

We develop customised workshops for non-HR key decision makers to explain how the PMF process should work.

HR workshops

Interview workshops

Aimed at line managers, this focused interview programme is designed to achieve more successful interviews by highlighting different interview techniques and approaches and suggesting how to select the right candidate for the right job.

Well-being workshops

These interactive sessions help participants manage stress levels and demonstrate self-control by helping them understand stress reactions, the impact of chronic stress and burnout and the power of positive thinking.

Our human capital subject matter experts



Arpita Mhatre
Senior Director

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Arpita has led our human capital function since 2007, advising clients on people-related matters while tailoring human capital solutions. She is a seasoned HR professional with over 35 years of experience in HR consulting and corporate HR, including eight years with a renowned reinsurance company. She has also worked with leading financial institutions in India. In addition to sourcing and recruiting staff for executive management positions, Arpita's experience includes rewards and compensation, performance management, and human capital re-engineering.

Arpita is qualified as a psychometric assessor and as a job evaluation and emotional intelligence trainer. She holds an MBA in human resource management & marketing from the University of Bombay (India).



Mohammad Saleem
Senior Manager

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Spearheading Keypoint's executive recruitment team, working closely with Arpita Mhatre who leads Keypoint's human capital function, Saleem uses his deep expertise in human resources and performance management to connect top-tier professionals with transformative career opportunities so that both candidates and companies thrive in the ever-evolving Middle East market. Before joining Keypoint, he worked with a UAE-based real estate development company where he was instrumental in setting up and managing the firm's HR and administrative function in Bahrain. A long-term Bahrain resident with significant professional services experience, Saleem has a degree in commerce from Karachi University (Pakistan).



Zainab Al Saati
Manager

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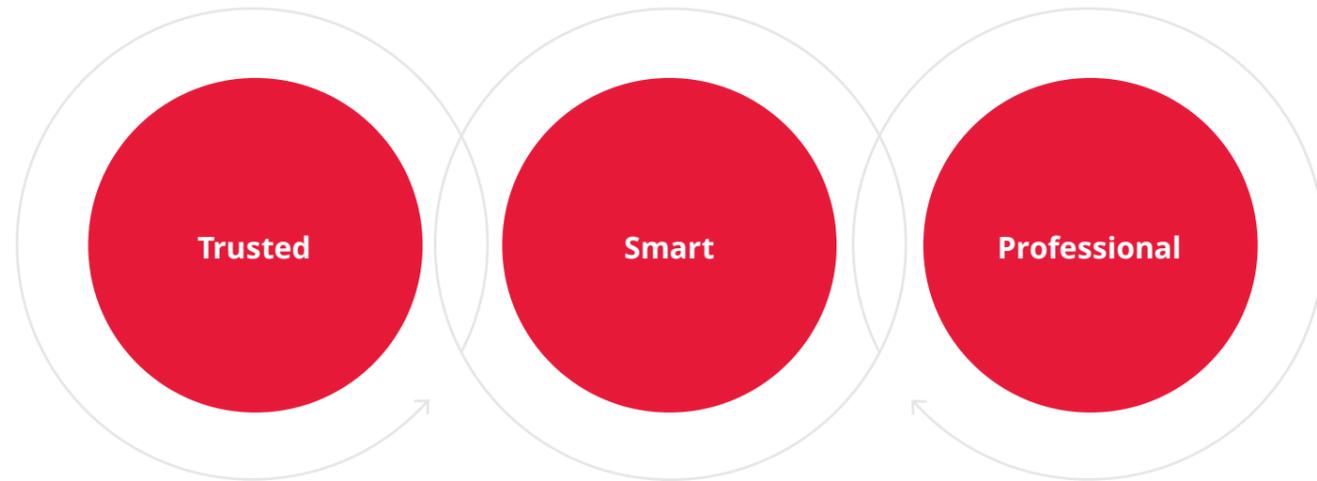
A highly qualified, multi-lingual Bahraini, Zainab is recognised as a subject matter expert on a range of human capital issues, including HR policies and procedures, HR outsourcing, the development of performance management frameworks and employee engagement. In a previous role, she handled HR and other administrative tasks for a leading professional services firm.

With an MSc in human resources from DePaul University (US), Zainab is also an associate member of the Chartered Institute of Personnel and Development (CIPD (UK)) and has a bachelor's degree in business administration from EU Business School (Spain).



About Keypoint

Founded by Wajdi Al Jallad (who remains the group's managing director) in 2006, Keypoint are trusted business advisors, allowing clients to focus on their core competencies. Across the Keypoint group of companies, our team of over 100 experienced professionals – who have degrees in the fields of law, information technology, banking & finance, accounting, economics, management, HR and business administration - include members of the Institute of Chartered Accountants, the Institute of Chartered Financial Analysts, the Institute of Internal Auditors, the Association of Chartered Certified Accountants, the Institute of Management Accountants, the Chartered Institute of Personnel and Development, the Chartered Institute of Taxation and the Institute of Certified Fraud Examiners. Our culture - drawing on our deep knowledge and experience which empowers us to provide creative, efficient solutions to complex business challenges - reflects our business values:



Reliability, integrity and confidentiality are cornerstones of our business philosophy. Your reputation is our reputation - we take great pride in both.

- We focus on quality.
- We get the job done.
- We communicate effectively.

We love challenges. Working together as a team, we offer fresh perspectives to help our clients stay one step ahead.

- We solve problems.
- We innovate.
- We are responsive.

Knowledge informs, experience guides and creativity helps see around obstacles. We support our clients throughout every stage of their business journey.

- We share our knowledge.
- We apply our experience.
- We value creativity.

We offer our clients the highest level of quality and professionalism. Our comprehensive range of tailored professional business solutions supports commercial success and aligns operations with international leading practice and local regulatory requirements.

Appropriately qualified and experienced consultants are carefully matched to clients and specific business needs. Our team will be with you throughout your evolving business journey, fully supported by professionals who specialise in regional business, multi-lingual settings and local regulatory environments. Our work products are quality assured through a review process involving supervisors, managers and directors.

The Keypoint group has offices in the Kingdom of Bahrain, the Kingdom of Saudi Arabia and the Hashemite Kingdom of Jordan, offering solutions according to market demand.





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