

# Raouf Yassin Mahmoud

## Senior Human Resources Manager

HR Strategy | Organizational Development | Workforce Planning | Compensation & Benefits | Performance Management  
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Marital Status: Married | Military Status: Exempted | Date of Birth: 23 July 1981

### Professional Summary

Senior Human Resources Manager with 18+ years of progressive experience across furniture, recycling, construction, real estate, energy, and banking sectors. Strong expertise in HR strategy, workforce planning, job analysis, organizational development, payroll review, compensation and benefits, performance management, training and development, succession planning, policies and procedures, and legal compliance. Experienced in leading end-to-end HR functions and supporting organizations with workforces ranging from 400 to 2,500+ employees across multi-company environments.

### Key Achievements

- Led annual organization chart reviews, job analysis cycles, and job description updates across group structures to strengthen organizational alignment and role clarity.
- Managed HR operations for multi-company environments spanning furniture, construction, plastic recycling, real estate, energy, and banking sectors.
- Built and maintained workforce planning, manpower planning, and CV database practices to support business continuity and reduce disruption from labor turnover.
- Designed and implemented performance management, reward, penalty, grievance, and succession planning practices to improve performance governance and business continuity.
- Directed compensation, benefits, payroll review, and payroll audit activities while supporting budget control, legal compliance, and labor market competitiveness.
- Managed relationships with government entities and external stakeholders, including labor offices, social insurance, and medical insurance providers, to maintain regulatory compliance.

### Core Competencies

- HR Strategy & OD: HR Strategy, Strategic Planning, Organization Design, Organization Chart Development, Job Analysis, Job Description Development, Workload Analysis
- Talent & Workforce: Workforce Planning, Manpower Planning, Recruitment and Selection, CV Screening, Interview Coordination, Training and Development, Training Needs Analysis, Orientation, Succession Planning, Career Path Planning
- Performance & Rewards: Performance Management, Performance Appraisal, KPI Management, SMART Objectives, Compensation and Benefits, Payroll Review, Payroll Audit, Budget Control
- Operations & Compliance: Policies and Procedures, HR Operations, Employee Relations, Legal Compliance, Labor Law, Social Insurance, Medical Insurance, Culture Development, Code of Ethics, Reporting and Analytics, Crisis Management, Leadership, Negotiation

### Professional Experience

#### Human Resources Manager | Ebdaa | Office Furniture

Jan 2024 - Current | More than 1,000 employees

#### Selected Achievements

- Led strategic and operational planning activities using gap analysis, SWOT analysis, and PESTEL analysis to support business direction.
- Established and continuously updated policies, procedures, and performance management practices to improve internal control and sustain productivity.
- Managed workforce planning, manpower analysis, turnover analysis, and compensation review to support headcount stability and cost control.

#### Core Responsibilities

- Develop strategic and operational plans for the business through gap analysis, SWOT analysis, and PESTEL analysis.
- Review monthly payroll movements, including overtime, bonuses, and salary changes, to control the budget and provide recommendations.
- Conduct periodic workforce planning meetings to maintain optimal headcount levels and control salary costs without affecting workflow.
- Lead the annual organization chart review and identify the most suitable organizational structure.
- Lead the annual job analysis process across the group and oversee the annual update of job descriptions.
- Assess manpower needs in line with organizational objectives through job analysis and workload analysis, in coordination with business managers, to determine ideal staffing levels.
- Build and maintain a CV database to support business continuity and reduce the impact of labor turnover.
- Analyze the causes of employee turnover and recommend actions to improve stability and sustain productivity.
- Establish and update policies and procedures to improve internal control and support stable productivity.
- Develop a performance management system to measure actual performance, define incentives, and create guidance and training plans through management by objectives.
- Coordinate with government entities to ensure legal compliance.
- Support the development of a positive business culture through communication, reporting, succession planning, and code of ethics practices, while managing compensation and benefits to strengthen employer attractiveness and employee retention.

- Conduct ongoing reviews of compensation and benefits, including inflation impact, to maintain competitiveness in the labor market.

### **Human Resources Manager | Saify Group | Plastic Recycling, Construction, Real Estate**

*Apr 2017 - Aug 2023 | More than 1,000 employees*

#### **Selected Achievements**

- Managed the full HR function for three companies across construction, plastic recycling, and real estate investment under one group structure.
- Led strategic planning, organization structure reviews, performance management design, and succession planning across the group.
- Directed manpower planning, recruitment planning, training plans, payroll audit review, and government relations to support HR governance.

#### **Core Responsibilities**

- Managed all HR functions for three companies operating in construction, plastic recycling, and real estate investment.
- Led the strategic planning process to create and update annual group plans.
- Identified priorities and established timelines for team objectives and KPIs.
- Led annual organization chart updates and determined the most suitable organizational structure.
- Led the group-wide job analysis process every two years and managed annual job description updates.
- Managed annual training and orientation plans across the group.
- Managed and reviewed group targets and KPIs using SMART objectives.
- Developed performance management policies and procedures, including reward, penalty, and grievance systems.
- Identified crisis indicators through performance management outcomes to update plans, policies, and procedures.
- Created and updated policies and procedures for all HR functions.
- Managed relationships with government offices and external entities, including social insurance, labor office, and medical insurance providers.
- Managed career path planning and aligned it with training plan updates.
- Developed and managed succession plans to reduce risks related to key positions.
- Led manpower planning activities to identify the ideal workforce structure.
- Reviewed annual recruitment plans and managed execution.
- Reviewed the monthly payroll audit process.

### **Human Resources Manager | Dawad KSA | Furniture**

*Jan 2010 - Mar 2017 | More than 1,000 employees*

#### **Selected Achievements**

- Developed annual departmental plans, HR policies, and administration budget controls aligned with organizational goals and company budget.
- Managed manpower planning, compensation and benefits support, legal compliance follow-up, and payroll accuracy within the required monthly cycle.
- Led training and development planning, KPI definition, and training center responsibility for internal and external trainees.

#### **Core Responsibilities**

- Developed annual departmental plans aligned with organizational goals to strengthen employee relations, morale, and motivation.
- Created, advised on, monitored, and ensured the effective implementation of company and HR policies and procedures.
- Assessed manpower requirements in line with organizational objectives through job analysis and workload analysis, in coordination with business managers, to determine ideal staffing levels.
- Prepared and controlled HR operations and administration budgets in line with the overall company budget.
- Supported the development of a positive business culture through communication, reporting, succession planning, and code of ethics practices, while managing compensation and benefits to strengthen employer attractiveness and workforce stability.
- Defined and refined job targets, competencies, KPIs, reporting lines, and HR statistics.
- Identified organizational training and development needs through gap analysis, appraisal systems, and regular consultation with business managers, ensuring effective implementation and proper documentation.
- Managed the training center for internal and external trainees.
- Ensured compliance with legal requirements, including labor law, social insurance, civil defense, and Emergency Support Funds for Workers, to avoid legal penalties.
- Ensured the accuracy and legal compliance of the monthly payroll report and bank transfer within the required timeframe.

### **HR Section Head (Acting as HR Manager) | Saudi Consult | Construction**

*Aug 2008 - Jan 2010 | More than 2,500 employees*

#### **Selected Achievements**

- Designed and implemented core HR systems covering recruitment and selection, training and development, and performance appraisal.
- Supported manpower planning by developing organization charts, conducting job analysis interviews, and coordinating with management on target structure.
- Managed recruitment source relationships, appraisal cycle coordination, training coordination, and database/legal follow-up in a large workforce environment.

#### **Core Responsibilities**

- Designed, updated, and implemented recruitment and selection, training and development, and performance appraisal systems.
- Developed organization charts after assessing the current structure and coordinating with the General Manager on the target state to support manpower planning.
- Conducted job analysis interviews with department heads and job holders to collect data required for job description development.
- Developed and maintained relationships with employment agencies, universities, and other recruitment sources.

- Screened CVs and prepared for initial interviews to create shortlists for final interviews.
- Coordinated performance appraisal cycles by announcing session dates, collecting and organizing documents, analyzing results, and submitting them to the HR Manager for consolidation with recommendation reports.
- Coordinated and organized training and development programs based on TNA.
- Supervised database processes and ensured follow-up on local legal requirements.

### **HR Assistant | Iskraemeco | Energy Measurements**

*May 2006 - Jul 2008 | More than 400 employees*

#### **Selected Achievements**

- Supported the implementation of key HR systems across recruitment, training and development, and performance appraisal.
- Contributed to organization chart development, manpower planning support, job analysis interviews, and recruitment coordination.
- Handled appraisal cycle coordination, training coordination, database supervision support, and local legal follow-up.

#### **Core Responsibilities**

- Supported the design, update, and implementation of recruitment and selection, training and development, and performance appraisal systems.
- Assisted in developing organization charts after assessing the current structure and coordinating with management on the target state to support manpower planning.
- Conducted job analysis interviews with department heads and job holders to collect data required for job description development.
- Developed and maintained relationships with employment agencies, universities, and other recruitment sources.
- Screened CVs and prepared for initial interviews to create shortlists for final interviews.
- Coordinated performance appraisal cycles by announcing session dates, collecting and organizing documents, analyzing results, and submitting them to the HR Manager for consolidation with recommendation reports.
- Coordinated and organized training and development programs based on TNA.
- Supervised database processes and ensured follow-up on local legal requirements.

### **HR Generalist | Citibank | Banking**

*Feb 2004 - Apr 2006*

#### **Selected Achievements**

- Managed payroll and benefits administration while maintaining employee records and HR database accuracy.
- Supported the annual appraisal process, profit-share preparation inputs, training coordination, recruitment coordination, and exit interview reporting.
- Maintained relationships with recruitment firms and universities to support sourcing activities and hiring workflow.

#### **Core Responsibilities**

- Managed payroll and benefits administration, including medical coverage, mobile allowances, transportation allowances, and related benefits.
- Maintained employee records and kept the HR database up to date.
- Coordinated performance appraisal sessions, guided department managers, collected completed appraisals, and prepared reports for the HR Director to support annual profit-share preparation.
- Coordinated and organized training and development programs based on TNA.
- Developed and maintained relationships with recruitment firms, universities, and other recruitment sources.
- Screened CVs and prepared for initial interviews to create shortlists for final interviews.
- Conducted exit interviews and prepared reports aimed at reducing turnover.

#### **Education**

- Master of Business Administration (MBA) | Proceed Business School | Online Study | 2015
- Bachelor of Arts, English Section | Grade: Good | 2004

#### **Leadership & Business Skills**

Strategic Planning, Team Leadership, Analytical Thinking, Crisis Management, Decision-Making, Negotiation, Behavior Management, Hiring Techniques, Coaching and Training Techniques, Corrective and Preventive Planning, Process Effectiveness, Communication.

#### **Languages**

Arabic: Native | English: Very Good

#### **Computer Skills**

MS Office, ERP Systems