

Noha Osama Mashhour

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Summary:

I possess 16 years of experience in the field of human resources, beginning with my management of a recruitment agency that, per the client's request, covered a wide variety of business disciplines and culminating in the establishment of the HR department at **Nozha Investment Group**, where I oversaw all functions. **Arab Financial Services** ("AFS"), a Bahraini FinTech firm specializing in bill-payment, e-commerce, and acceptance services, hired a complete sales team from Egypt, reporting to the HR director in Bahrain. Previously, I was HR and administrative manager at **RAMS**, a pet food manufacturer. HR majoring, I earned my **MBA** from The Arab Academy of Science, Technology, and Maritime Transport in 2017. Finally, in 2024, I've passed my **DBA** defense to gain my doctorate degree from the AAST.

Professional Experience:

● Nozha Investment Group

As a result of expansion in various sectors such as Investment, Real estate, Education, Publishing, shipping, Tourism, and IT solutions a group of companies had been established and gathered under the Nozha Group umbrella, therefore Nozha Group unleashing the success of some of it's projects from Egypt to KSA, Turkey, China, and the United Kingdom. Bright Nozha Schools (formerly Nozha Language School) – Education Division.

HR Consultant | Organizational Development & Talent Strategy Expert April 2025 to January 2026

Key Contributions:

Organizational Development & HR Transformation

- Rejoined the group to lead the rebranding and transformation of Nozha Language School into **Bright Nozha Schools**, aligning HR practices with the **new strategic vision**.
- Built a modern personnel department with updated systems and policies focused on **organizational development, talent strategy, and cultural alignment**.
- Designed and implemented comprehensive **HR frameworks** including job analysis, revised job descriptions, employee handbooks, and policy manuals.
- Partnered with senior leadership to roll out change management initiatives supporting a culture of performance, accountability, and innovation.

Talent Acquisition & Workforce Planning

- Developed and executed a structured recruitment plan to meet the demands of the newly branded school, ensuring alignment with educational quality standards.
- Managed the full recruitment lifecycle—recruitment campaigns, CV screening, demo lessons, technical assessments, and final interviews.
- Created recruitment metrics and workforce dashboards to track hiring timelines, quality, and retention

outcomes.

Learning & Development

- Designed and delivered annual **training plans** covering soft skills, leadership, and operational effectiveness for diverse employee groups: teachers, supervisors, admin staff, drivers, and matrons.
- Collaborated with external training providers to ensure quality and relevance of learning programs.
- Provided the CEO and leadership team with **training budgets and ROI** estimates tied to development goals.

Performance Management System Design & Implementation

- Led the design and rollout of a comprehensive **Performance Management System (PMS)** tailored to the academic and administrative structure of **Bright Nozha Schools**.
- Developed a performance management framework aligned with the school's **strategic goals**, incorporating clear KPIs for teaching staff, supervisors, support functions, and managerial roles.
- Created detailed and role-specific **performance appraisal forms**, integrating quantitative and qualitative evaluation criteria, self-assessments, peer reviews (where applicable), and direct supervisor ratings.
- Designed a **performance review cycle** (probation, mid-year, and annual evaluations) with structured timelines, documentation flows, and manager coaching guides.
- Conducted orientation sessions and workshops to **train department heads and managers** on objective evaluation, documentation standards, and delivering effective performance feedback.
- Analyzed performance results to extract **training needs at the individual, departmental, and school-wide levels**, forming the basis of the **annual Training Needs Analysis (TNA)**.
- Integrated the TNA into the **L&D strategy**, ensuring that training programs addressed specific competency gaps (e.g., classroom management, communication, leadership, technology use).
- Collaborated with external consultants and training providers to **tailor programs** based on performance outcomes and strategic skill requirements.

- **Cosmocare Group**

Cosmocare is an Egyptian company that owns the brand **Dry**. It specializes in producing the largest collection of personal care products for females, such as washers, disposable underwear, and monthly and after-birth pads.

Group HR and Administrative Manager from April 2024 till March 2025

Duties & Essential Job Functions:

- Assist senior management in identifying talent gaps and addressing departmental requirements in collaboration with key positions; additionally, provide consultancy on all HR-related matters.
- Formulate, perpetually evaluate, and recommend human resources policies, procedures, and objectives that are in accordance with the company's strategic objectives.
- Compile the monthly payroll for all personnel of the organization.
- Formulate and monitor the annual training plan's implementation; manage employee requests for external training in accordance with established policies and procedures.
- Ensure the succession of the Performance Management Process by developing and overseeing its

implementation; offer rudimentary counseling to staff who are encountering performance-related challenges; and provide guidance and support during staff performance evaluations.

- Coordinate the recruitment and selection of staff to guarantee a comprehensive, organized, and timely hiring process.
- Offer guidance and support to management and employees regarding compensation, pay, and benefits systems.
- Ensure the development of essential retention policies and practices to optimize the utilization of high-performing personnel, thereby guaranteeing a high-quality employee force that supports the company's business objectives.
- Ensure that the company adheres to legal requirements and best practices by developing, implementing, and monitoring all necessary personnel procedures regarding the terms and conditions of employment.
- Reduce employee turnover by monitoring absenteeism and implementing retention strategies.
- Remain informed and current with respect to industry standards and best practices that pertain to the management of non-profit personnel.
- In charge of the supervision, execution, and management of all administrative duties to guarantee the smooth operation of the organization.

● **RAMS for feed manufacturing**

Ram Company for Feed Manufacturing has made pet food since 2010. Initial deal with German Mera Company as only agent for all its goods in Egypt and the Middle East. Several well-known pet feed manufacturers signed with us. Ram Company began an industrialization drive in 2016 to revolutionize pet food production.

HR and Administrative Manager from May 2023 to March 2024

Duties & Essential Job Functions:

- Provide consultancy to senior management on all HR-related issues; also, support in identifying talent gaps and addressing departmental needs in cooperation with key positions.
- Formulate, continuously evaluate, and recommend human resources policies, procedures, and objectives, ensuring alignment with the company's strategic goals.
- Create and implement all policies approved by management.
- Prepare the monthly payroll for all company employees.
- Create and follow up on the implementation of the annual training plan; process employee requests for outside training while adhering to policies and procedures.
- Prepare accurate job descriptions and KPIS system.
- Create and manage the implementation of the Performance Management Process to ensure its succession; provide advice and assistance during staff performance evaluations; and offer basic counseling to staff facing performance-related obstacles.
- Coordinate the staff recruitment and selection process to ensure a timely, organized, and comprehensive procedure for hiring staff.
- Provide advice and assistance to staff and management on compensation, pay, and benefits systems.
- Create and ensure the development of necessary retention policies and practices to best utilize high-

performance personnel, ensuring a high-quality employee force that contributes to the achievement of the company's business objectives.

- Ensure that all company documents comply with labor laws.
- Develop, implement, and monitor all required personnel procedures related to staff terms and conditions of employment to ensure the company complies with legal requirements and best practices.
- Monitor absenteeism and implement retention strategies to reduce employee turnover.
- Stay informed and up-to-date regarding industry standards and best practices related to non-profit personnel management.
- Responsible for handling, and execution of all administrative tasks to ensure efficient operations.

● **Arab Financial Services Egypt AFS**

Over 35 years of experience delivering electronic payments outsourcing & fintech services in the MENA region.

3 Focus Areas: Card Processing, Fintech Services, Merchant Acquiring Services. Owned by 37 Banks and Financial Institutions.

Talent acquisition consultant, Project- AFS Egypt April 2022 till August 2022 "temporary project"

- Lead on hiring agenda and own the process for the Egypt Market Unit according to AFS go-to-market plan.
- Own and drive the diversity attraction/talent pipeline agenda.
- Build future talent pipeline for critical roles.
- Develop and maintain efficient relationships with all hiring managers and administer all talent acquisition activities for various projects.
- Facilitate internal hiring process.

● **Nozha Investment Group**

As a result of expansion in various sectors such as Investment, Real estate, Education, Publishing, shipping, Tourism, and IT solutions a group of companies had been established and gathered under the Nozha Group umbrella, therefore Nozha Group unleashing the success of some of its projects from Egypt to KSA, Turkey, China, and the United Kingdom.

HR and Administrative manager from 2019 to July 2021

HR Section held from October 2015 to 2019

Duties & Essential Job Functions:

Organizational Development

- Design human resources processes to ensure the effective application of HR standards to support the business's strategic goals.
- Design and perform HR Forms for maintaining systematic HR Policies.
- Assisting in creating an HR system for the business ("Job analysis, job description, employees manual"). Participate in and support organization design & development efforts.
- Developing the workflow process to increase productivity and remove routine barriers.

- Developing the penalties policy to increase control over the work process.
- Supporting in conducting the internal employees' event to celebrate the end of the educational year.
- Monitoring turnover & satisfaction of employees and developing action plans to ensure employee retention and satisfaction.

Recruitment: "Increasing the headcount from 350 to 750."

- Designing the recruitment plan for the new academic year and filling the sudden gaps.
- Responsible for the full cycle of the recruitment & selection process: "posting openings, recruitment channels, filtering CVs, interviewing following the technical demo & exams, and the final interviews."
- Follow up with the staff to complete the TNA and discuss the managers' training recommendations.
- Assisting in recruiting for Nozha Group (hotel, resort, and real estate development).

Learning & Development

- Designing the training plan and activities for "managerial skills, problem-solving, and communication skills" for several levels, including "drivers, matrons, teachers, supervisors, and educational managers."
- Providing the CEO with the required training and workshop budget.
- Contribute to developing the annual training plan, ensuring that all training requirements are accurately reflected.
- Foster relationships with external training providers to gauge their suitability, discuss training requirements and course structure with them, brief seniors to aid decision-making, and carry out necessary formalities and administrative procedures for sending employees to selected external courses.

Performance Management

- Creating and building a new performance management system.
- Follow up on probation period evaluation and prepare relevant documents.
- Track reviews and handle performance management issues with managers and staff.
- Implement & coach others on performance management systems, processes, and standards.

Administration and Timekeeping

- Supervise HR all payroll and benefits administration-related responsibilities and monitor relevant reports to ensure accuracy.
- Logging attendances and reflecting them on different HR systems, monitoring compliance with the organization's rules and regulations producing attendance information reports
- Maintain and update confidential personnel information and documents, ensuring all documentation is completed.
- Provide assistance and respond to staff queries; follow up on actions to ensure consistent and high-quality HR services are delivered to staff
- Provide support to the staff members regarding their entitlements
- Manage the transportation for business needs between branches.
- Control and manage the stores' needs according to the department purchasing requests and the budget

- Developing, reviewing, and improving administrative systems, policies, and procedures, and generally ensuring the operations go smoothly by implementing best practice processes to increase efficiency.
- Working with the management team in setting budgets, preparing and tracking facility budgets with monitoring spending, and processing other expenses "for activities, parties, and meetings."
- Following with the ERP and LMS system providers (contract, payments, delivery, and implementation)
- Supervise the SYS administrators to ensure the educational service and the virtual classroom quality and provide periodical reports to the management.
- Finalizing the event performance and financial and rewarding reports to the management.

- **El Maaly Group "Recruitment agencies"**

Established in 1993 with four branches in Cairo, Giza, and Alexandria. Expertise in executive search, recruitment, training, and HR consultancy in the most challenging fields, including energy, construction, banking, hospitality, education, health care, the telecom sector, retail, and FMCG.

HR Specialist from January 2014 to September 2015

- **Al Tayar Recruitment Agency L.N 345**

Founded in 1993, its statute is to provide human resources for all Arabic states in all areas of required work

Recruitment Specialist from August 2011 to January 2014

HR Key Skills:

HR management, Talent Acquisition, Recruitment, Performance Management, Job evaluation, Change Management, Team Management, Business Development, Strategic Analysis and planning, Business Administration, Training, Educational management, and Establishing Policies and procedures.

Personal Competencies:

Strong and clear communication skills, Analytical and Critical Thinking, Relationship-Building, Culture Diversity, Trust/Integrity, Flexibility, Leadership, and Team building.

Education, Certificates, and Courses:

- **PCT** "Professional certified Trainer", from AUC 2025
- **DBA** "Professional Doctorate of Business Administration from the Arab Academy for Science, Technology & Maritime Transport "AAST"(2017").
- **MBA** "Professional Masters of Business Administration from the Arab Academy for Science, Technology & Maritime Transport "AAST"(2017").
- **Professional career certificate** in Human Resource Management from the AUC "2013"
- Bachelor of Commerce from Zagazig University, "2006."