



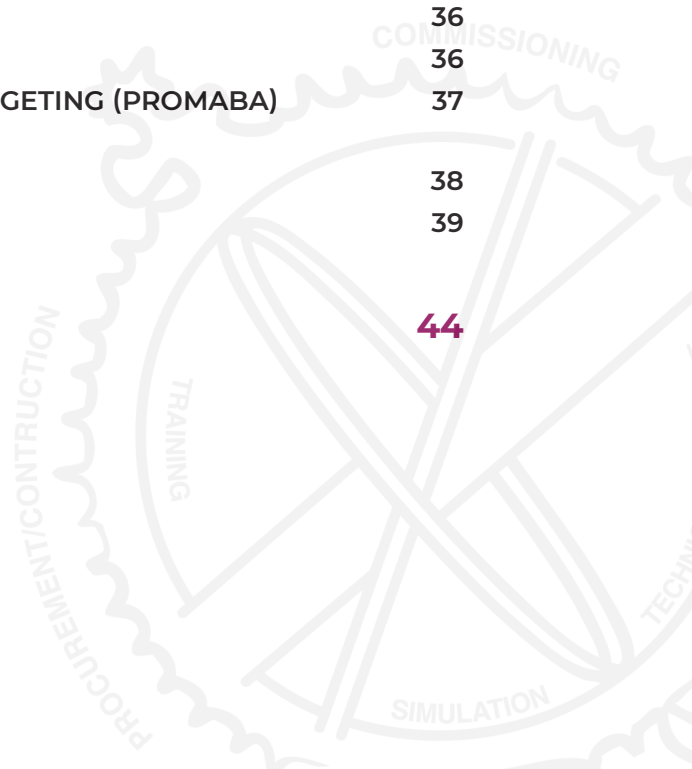
Technical Assistance “on site” Director





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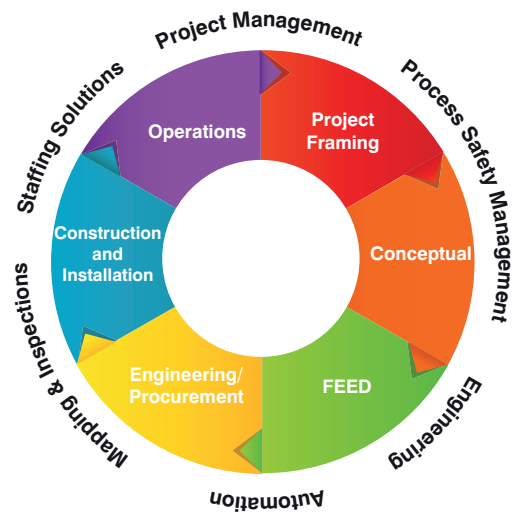
1. INTRODUCTION

ISS International SpA High Qualified worldwide personnel are specialized and experienced to assist Clients in all Plant Life cycle phases through Upstream, Downstream and Power environment. **ISS International SpA**, based on its Human Resources Development Network, ensures the availability of high quality workforce even in the most demanding tasks. We ensure to our Clients:

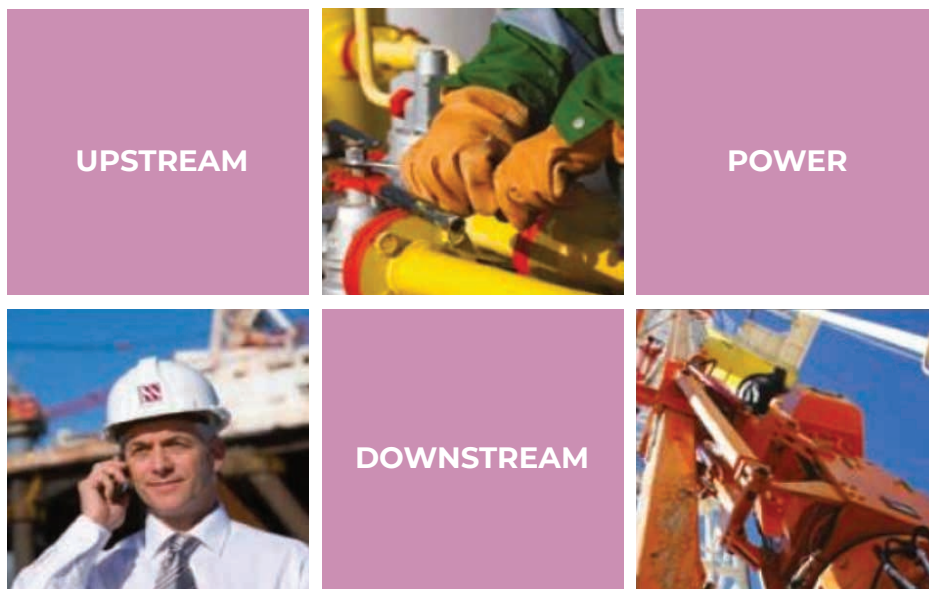
- Flexible staff
- Local and Expatriate Resources
- A proactive safety approach
- High training standards

ISS International SpA can support its Clients in the following phases:

- Engineering
- Procurement
- Process Modification & Construction Oversight
 - Green Field Construction Oversight
 - Equipment Installation Coordination
 - Vendor fabrication inspection & oversight
 - Coordination of Process Tie-Ins
 - Piping oversight
 - Vessel placement oversight
 - Vessel internal assembly oversight
- Installation & Construction
- Commissioning & Start-Up
- Operation & Maintenance



■ ISS TECHNICAL ASSISTANCE ON SITE LIFECYCLE





2. TECHNICAL ASSISTANCE “ON-SITE” APPROACH & ORGANIZATION

2.1 MAIN TASKS & RESPONSIBILITIES

2.1.1 Recruitment Department (REC)

- Managing the CV management software data base
- Managing relationships with Branch offices, Participated Companies and Partners for the correct use of the worldwide network
- Receive the requests for search and selection of personnel and activate the channels for the identification of potential candidates
- Contact potential candidates to check their availability for the proposed job
- Keep updated the archives of the Job description and interface with the internal and external Clients for the finalisation of the Job Profiles relevant to specific Requests.
- Keep contact and interface with the candidates to arrange interviews with the Assessment Committee
- Participate to the selection of personnel as Members of the Assessment Committee
- Receive and file the Assessment Reports prepared by the Assessment Committee
- Communicate to the candidates the results of the interview.
- Provide the selected candidates with the proposal for employment

2.1.2 TECHNICAL DEPARTMENT MANAGERS (TECASS)

- Participate to the selection of personnel as Members of the Assessment Committee
- Provide the Leader of the Assessment Committee
- Prepare the technical assessment to be included in the candidate's selection report.
- Assess technically of each candidate
- Submit the proposal for the selected candidate to the Client and activate the Departments and Companies in charge for his mobilisation, as soon as a formal acceptance is received.

2.2 PERSONNEL SEARCH & SELECTION PROCESS

Here below is described in detailed manner the methodological approach adopted by **ISS International SpA** for personnel recruitment, considering that it will be applied to several professional profiles, including those ones with management responsibilities.

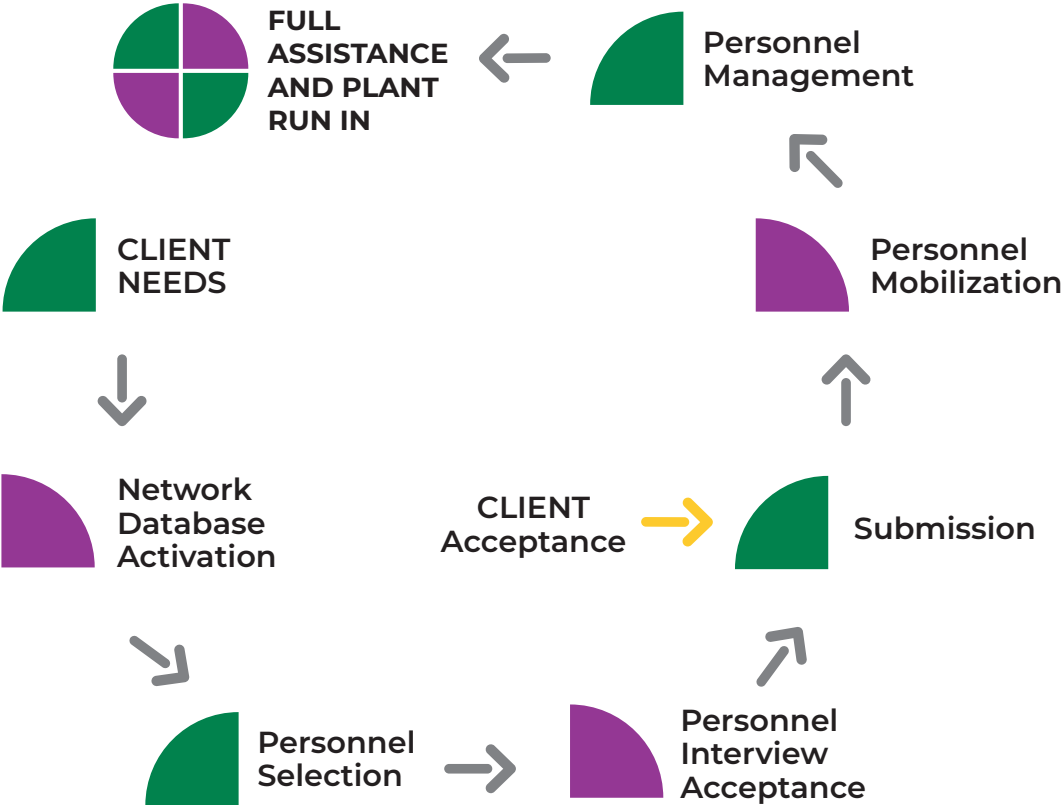
ISS International SpA carefully selects personnel and follows strict procedures to ensure that quality performance is respected in any activity.

The procedure applied for recruitment is useful to request personnel employment / recruitment and job formalization of human resources needed for the **ISS International SpA's** processes, products and services development.

The four steps to develop an effective recruitment process are:

1. Job Description Definition
2. Development of an effective recruitment strategy.
3. Selection & Assessment of the Personnel.
4. Assessment on the recruitment process to determine its efficacy.

Following figure shows a typical ISS Technical Assistance “On Site” path:

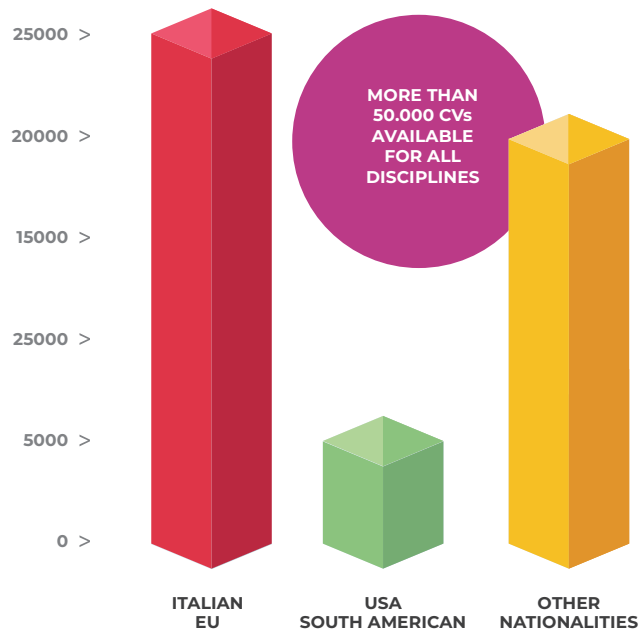


Technical and/or Commercial Departments forward to TECASS Department a Personnel employment Request by ISS Personnel Request Module, to satisfy properly Client's specific demands.

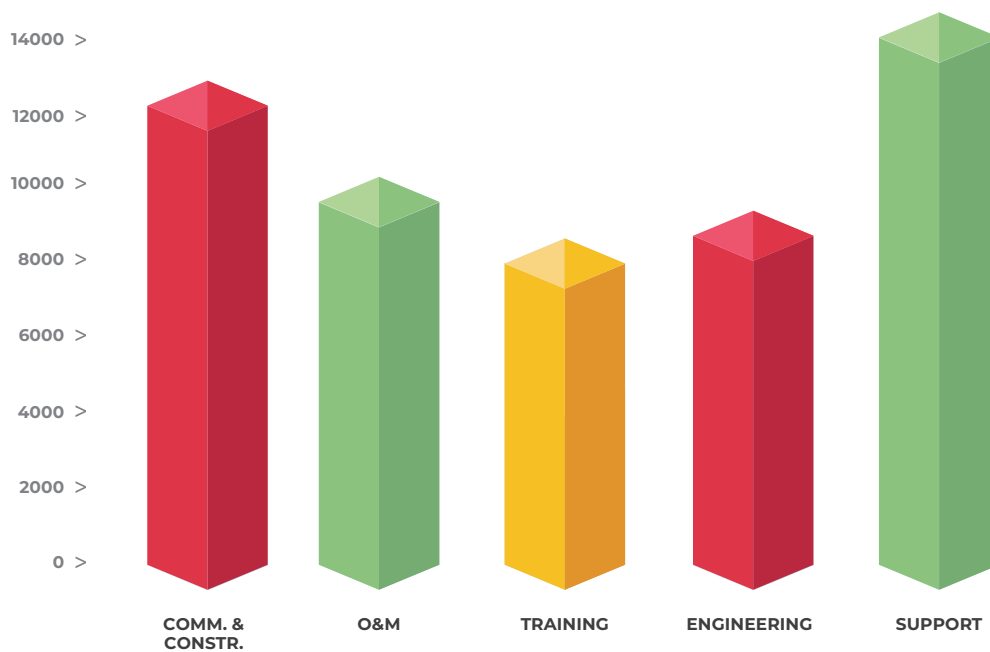
TECASS Department strictly follows Client's job description and ISS standards in searching personnel, through internal **ISS International SpA** database and ISS Recruitment Network.



Following figure shows the ISS database in terms of personnel nationalities:



Following figure shows the ISS database in terms of personnel discipline qualifications:





2.2.1 JOB DESCRIPTION DEFINITION

The job description is a clear description of exactly what is required of the position and will enable the Company to select the most suitable candidate for the requested position.

A clear, accurate and up-to-date job description is crucial to ensure a good person-job fitness. It is worthwhile spending some time making sure that the job description matches the everyday reality of the job.

A job description contains two types of information:

- Specific tasks and activities required for a particular job,
- The knowledge, skills and abilities required for effective performance by the job incumbent (e.g., good communication skills, capacity to establish good client relationships, etc.).

Most positions, as requested by Clients, are complex, characterised by challenging work, multiple roles and changing work demands. In these circumstances, the best results may be achieved by focusing on the tasks and activities as well as the knowledge, skills and abilities of an effective performer.

The accuracy of a job description is likely to be improved by gathering information from different sources. Different perspectives on the knowledge, skills, responsibilities, challenges and demands of a position are likely to be provided by supervisors and workers in the same or similar roles.

Useful information to gather from supervisors and co-workers includes the evaluation of knowledge, skills, abilities and other personal characteristics, on the basis of several aspects, like:

1. What knowledge, skills, abilities and other personal characteristics are necessary for the position?
2. What of them can be practically and reasonably expected?
3. What of them are essential for effective job performance?
4. What of them distinguish between good and poor performers on the job?

In some cases, specially in the recruitment of young people, it is also considered useful to consider whether the Company is willing to take on less experienced workers and provide professional development activities (in-house or external) to build up their knowledge and skills.

The Job Profile received from the Client contains all the indication that may help to identify the characteristics of the organisational role and the personal competencies required to effectively play that role.

The Job Profile usually includes:

- **Function Purpose:** type of activities implemented by the Organisation to which the Function will belong.
- **Function Typical Activities:** activities carried out by the function within the organisation (e.g. organising, planning, communicating, negotiating, setting targets...).
- **Organisational Relationships:** main interactions and vertical/side connections of the function with the rest of the organisation.
- **Responsibilities:** the main areas measurably affected by the function.
- **Knowledge:** the professional knowledge required to play the role; it may include information, methodologies and techniques.
- **Roles and Responsibilities:** it refers to the variables that together define the professional route necessary to acquire the requested knowledge. Roles may refer to both the searched for one and to similar ones, for examples for performed activities.
- **Role Context:** it defines the context characteristics, both organisationally and from the point of view of environmental conditions
- **Personal Competencies:** the behaviour expected for the person who will play the role, with reference to the organisation's targets. Behaviours are the specific competence levels allowing to achieve the results expected from the function (like Orientation to result, Negotiation, Co-operation development, etc.).

2.2.2 DEVELOP AN EFFECTIVE RECRUITMENT STRATEGY

Three important issues are taken into due consideration by ISS in setting up and implementing its recruitment strategy:

- Characteristics of the Recruiting Process
- The source of recruitment (i.e., advertisements, personal referrals, foreign branch offices and participated Companies, direct applications, international partnerships, etc.)
- The recruiter (i.e., the "personal face" of the organisation).

2.2.2.1 CHARACTERISTICS OF THE RECRUITING PROCESS

The characteristics of the ISS process are:

- **Transparency:** the search for a profile are as transparent as possible and made known throughout the Company's organization; this allows to retrieve spontaneous information and notifications.
- **Clear External Interfaces:** the request for information and notifications must be made and dealt with by the Research and Selection area only. This allows to bot waste time, energies and useful information.
- **Focused:** the request shall be correct and in line with the profile being searched for.
- **Likely:** the request should be made to those who are able to meet it, for example because they have worked in a search target business, or have attended a given University/training course, or currently playing a given role.

The search for the candidates that are the most suitable to play the role described in the Client Job Profile shall be carried by implementing the following criteria:

- **Job Title and Text Searching:** In the first place the Personnel of REC should focus on searching the candidates included in the database by Function and Job Title. It may also be necessary to search for text words (and for their synonyms) inside the candidates' curriculum vitae.
- **Knowledge:** According to the requests, the REC personnel shall perform a search in the knowledge table filled in through the online questionnaire and/or arising from the results of the interviews with the Candidate.
- **Competencies:** Starting from the most likely profile, unless agreed upon in advance with the Client,



REC personnel shall carry out a search according to some critical competencies and on the relevant Job Profile reference essential levels.

- **Performance Evaluation:** For candidates that have already collaborated for ISS projects, REC personnel will be able to make a search based on previous performance evaluation.
- **Projects:** with reference to the content of the Job Profile, REC personnel shall identify and search the candidates by the most suitable Projects / Experiences, both by location, by environment conditions, by type of activity and by consistency with the Client's job stage.
- **Score Assignment:** the purpose of score assignment is to shorten the screening time. According to the search characteristics, a weight will be assigned inside the utilised software database tool (Altamira) to the knowledge, competencies, performance and project variables, so as to attribute a score grading to the different candidacies.

2.2.2.2 RECRUITMENT SOURCE

A range of strategies (e.g., web advertisements, personal networks, international partners and participated Companies) shall be used to recruit new workers. There is evidence that hiring new staff through referrals from existing staff or direct (unsolicited) applications is likely to result in lower turnover rates and higher job satisfaction compared to more traditional avenues of recruiting (e.g., advertisements).

Depending on the required selection and on other strategic issues, like the geographical location, the working environment and the type of potential contract, the Personnel Search and REC department will use the sources it will deem as the most effective while meeting the time and cost requirements provided for in the budget for the search and selection activities.

In principle, the search follows a route starting from the involvement of internal business resources and moving toward the progressive activation of external resources.

Search in the database of the most suitable candidates to play the role described in the Client Job Profile shall be carried out through the criteria described in the above Section.

Searching for external resources will be carried out through:

- Internal database;
- Through the internal network that is: ISS employees with their structure of personal acquaintances, as well as the relationships established with signallers (employee travellers, consultants). In particular, activating the Network means requesting for online notifications with the specifications of the role being searched for;
- Use of the international database and network;
- Use of the international partners;
- Use of on- and off-line communication channels.

The Flow Chart in related attachment deals with the sequence of activities implemented for the recruitment and selection of personnel following the request by internal (Technical disciplines) or external Clients.



2.2.2.3 THE RECRUITERS

A range of people within a Company's organisation may be called upon to act as recruiters (i.e., to answer telephone enquiries, conduct interviews, etc.). A recruiter can have a significant impact on job applicants, particularly their interest in a position and their intention to accept a job offer.

The Managers of the technical discipline associated with the searched position are likely to be the most effective recruiters as they will be viewed as trustworthy and credible sources of information about a position and the organisation. There is also evidence to indicate that friendly and informative recruiters are associated with firmer intentions to accept job offers.

An experienced recruiter who is familiar with the organisation can also be an important source of realistic and accurate information for candidates (i.e., providing a realistic job preview).

Emphasising the positive aspects of a position is important in order to attract desired candidates. However, an unrealistically optimistic job description may create problems in the longer term if a new employee's expectations are not met.

2.2.2.4 PUTTING THE BASIS FOR ATTRACTING SKILLED & EFFECTIVE RESOURCES

Recruitment of skilled and effective staff is a central workforce development issue for ISS.

Recruitment and selection is not only about choosing the most suitable candidate. The recruitment and selection experience can also impact on the likelihood that a candidate will accept a job offer and on his subsequent commitment to remaining with the organisation.

The capacity of ISS to recruit personnel worldwide through its Branch Offices, participated Companies and Partnerships is associated with a similar valuable capacity in attracting proper individual resources, who can add their experience and competence to the Company's capabilities.

ISS Management is well conscious that people in different countries may have different values and perceptions, communicate in different ways, and may need to be managed in different ways. In their approach to the recruitment of suitable personnel, the Company's Managers are used to fine-tune their cross-cultural communication skills by learning more about cultural value dimensions, to understand different behaviours across cultures, in order to avoid, as a priority, uncertainties which may affect the decision of the individual to join the ISS organization.

ISS, as a worldwide operating organization, has the commitment to embrace the goals, aspirations, and vision of the individual, and to help them tie the fulfilment of those goals, aspirations, and vision into the mission, purpose, and goals of the organization. This commitment should be able to motivate personnel as from the time of the recruitment process.

Some keys normally utilised by ISS to provide motivation and interest towards the Company, are:

- to be absolutely clear about task expectations. People respond more enthusiastically when they

know exactly what is expected of them. People are able to focus more fully on the task and will have a greater feeling of accomplishment when a job is complete if they don't have to worry about issues that are beyond the scope of the job.

- to give people an opportunity to grow. At every level of responsibility, people need to know their boundaries. But everyone also has an inner desire to grow beyond where they currently are. It is possible to provide higher level possibilities which also have their own parameters. With this respect, proposals to individuals to be employed in countries different than their origin one are always seen as an opportunity to grow, both on the professional side and on the personal revenue's one.
- to use training as a strategic function. When engaged strategically, training can fulfil two important functions: help the company achieve its organizational goals faster and help build the company culture. More than providing a professional growth, internal training is seen by individuals as a real opportunity of participation to the Company's schemes and initiatives. Being educated on Company's culture, systems and plans, as well as receiving the opportunity to meet, and communicate with, Company's colleagues from other Countries, is always considered as a privilege. With this respect, reference to the training opportunities in ISS during the search and selection phase is highly strategic.
- to provide the opportunity for the achievement of internationally valid specific Qualifications and Certifications, that can be utilised for future employment.
- to provide employment continuity, throughout the Company's worldwide work opportunities.
- to create an atmosphere of respect and friendship: people will be loyal to an organization when they feel respect and friendship.
- to be open on the possibility of tailoring the contractual relationship between the Company and the potential employee. The Company is ready to find suitably tailored solutions to people who may be interested on temporary consultancy contract, more than on permanent employment.

As from the recruitment phase, all the above aspects are made clear to the candidates. The interview itself, as far as possible, should be tailored to the Country of origin culture, but is always conducted in a friendly environment and is exhaustive about both the relationship between the potential employee and the Company and the benefits that the candidate may enjoy in joining the ISS organization. Part of the strategy to attract effective resources is to go through a realistic job preview with the candidates.

A realistic job preview involves providing candidates with an accurate and complete representation of the tasks and responsibilities of the job, presenting pros and cons of the job.



Realistic job previews may contain information such as:

- A description of a typical day on the job
- Aspects of the job that have been rewarding for others
- Aspects of the job that have been difficult for others
- Opportunities for advancement and professional development
- Remuneration and benefits
- Unique requirements: travel, physical demands, shift work, overtime.

Providing a realistic preview is likely to have a range of benefits including:

- Improved job satisfaction
- Increased job performance
- Reduced voluntary turnover, particularly for complex jobs
- Enhanced communication through honesty and openness
- Reduced risk of burnout due to unrealistic expectations.





2.2.3 SELECT & ASSESS THE PERSONNEL

2.2.3.1 THE ASSESSMENT COMMITTEE

The primary method of selection in ISS is by means of an Assessment Committee.

An Assessment Committee is established in respect of each post and is asked to recommend a candidate for each post. The Assessment Committee assesses all applications against the selection criteria.

For the majority of vacancies, written or on-line applications, short listing, interviews will form the basis of the Selection Process. These may sometimes be supplemented with a presentation or seminar. The Assessment Committee is normally made up by three members. The purpose of the Assessment Committee is to assess the merit of each candidate and to recommend for appointment the candidate with the greatest merit in relation to the criteria as specified for the post.

The Assessment Committee is responsible for undertaking a selection process that achieves a selection decision based on the principles of equity and merit. Every candidate should have the opportunity to compete in a fair and open competition.

Individual members of an Assessment Committee are selected on the understanding that they meet the following requirements:

- adequate knowledge of the requirements of the job;
- an understanding of the recruitment and selection process;
- are of an equal or higher grade than the vacant position.

Assessment Committee members should ensure that they are available to participate in all aspects of the selection process, including presentations where these are being used.

The Leader and Co-ordinator of the Committee is normally the Representative of TECASS department. The primary roles and responsibilities of the Committee's Leader are:

- Liaise with the Recruitment Department regarding the communications and interfaces with the candidates;
- ensure all Committee members are kept informed of any plan (or changes in the plan) relevant to the relevant recruitment;
- ensure the overall integrity of the recruitment and selection process;
- lead the short-listing and interview process - including the introduction of candidates to the Assessment Committee and explanation of procedures;

- ensure that a Selection Report and recommendation is prepared and signed by all Assessment Committee members;
- ensure that all Interview Notes generated during the interview process are collated at the end of the process for retention by REC;
- co-ordinate the provision of feedback to unsuccessful candidates.

2.2.3.2 COMPLIANCE WITH THE RECRUITMENT STRATEGY

The Assessment Committee's plan will comply with the ISS Search and Selection Strategy in the definition of the following aspects:

- what tools will be used to assess the relative merit of candidates;
- what process will be used to rank/score candidate's performance against each of the tools.
- The considerations on the requirements of the position;
- the size and quality of the candidate pool (it may not be possible to differentiate candidates by application, interview and reference check alone);
- the availability of time and resources.

2.2.3.3 FINALIZATION OF THE RATING SCALES

A rating scale will be initially agreed, to be used consistently for short-listing, interview and any other selection exercise by each member of the Assessment Committee.

The scale shown hereinafter is provided as a guide.

Rating	Description
1	Inadequate The candidate's response was determined as unsatisfactory in meeting the minimum requirements of the job and the candidate was deemed by the Assessment Committee to have an inadequate level of skill in this area.
2	Marginal The candidate shows some ability however was deemed as not having met the required level of skill, knowledge or ability for the position; and/or the candidate was assessed as not meeting the criteria to the minimum level and requiring further development.
3	Acceptable The candidate's responses indicated that they were able to meet the minimum requirements of the criteria.
4	Good The candidate's capability was assessed by the Assessment Committee as demonstrating full competence in respect to the criteria and was able to back this up with some examples that demonstrate ability. Examples reflected a lower level of skill, knowledge and ability than was considered excellent.
5	Excellent The candidate's capability was assessed as excellent by the Assessment Committee in respect to the criteria. The candidate demonstrated a comprehensive ability against all aspects of the criteria and was able to back this up with excellent examples. The candidate is deemed by the Assessment Committee to have an exceptional level of skill, knowledge or ability in respect to the criteria.

2.2.3.4 SEARCH FOR INTERNAL AND EXTERNAL CANDIDATES

Staff requirements for active or perspective projects must be met, when possible, through ISS internal personnel.

The analysis of internal personnel availability must be carried out by the Branch Managers, by Department Managers or by the Engineering Coordinators, each one for the areas falling within his competence.

After identifying the candidates that best match the Client requirements, the REC will preliminarily verify the availability and interest of each Candidate for the role being searched for. This verification shall be carried out by phone or e-mail.

The results will be summarised in a list which will be provided to the Assessment Committee for the short-listing and the preparation of the interviews plan.

2.2.3.5 REVIEW OF CANDIDATES LIST AND SHORT-LISTING

Once received the list of Candidates, the Assessment Committee should convene at a pre- arranged date and time to discuss the applications and decide collectively which candidates will be short-listed for interview.

Short-listing is a process used to:

- determine those applications that meet the selection criteria to an appropriate level;
- ensure that candidates meet any mandatory selection criteria;
- commence the assessment of a candidate's competitiveness and relative merit.

Short-listing is the process whereby candidates are assessed by the Assessment Committee against the agreed criteria, on the basis of information provided in the available documentation, in order to eliminate unsuitable candidates and identify those candidates who meet the criteria for further assessment.

Should the collected information on a candidate's fail to demonstrate sufficient evidence of skills, knowledge and abilities relevant to the selection criteria, his name may at this point be excluded from further consideration. The Leader of the Committee will complete a selection report in order to verify and record the Committee's decisions. These reports will facilitate any subsequent feedback and should provide clear and comprehensive reasoning as to why candidates were excluded.

The Assessment Committee will:

- Agree on and record a final shortlist.
- Include in the shortlist all applicants about whom there is dispute if unanimity cannot be achieved.
- Consider the repetition of the search exercise, or the extension of the search to new sources, if no applicants meet all the essential criteria.
- Shortlist further, where a substantial number of candidates possess all the essential criteria, to either remove those who do not possess the desirable criteria, and/or rank those candidates who best meet the essential criteria.
- Agree on a set of questions based on the selection criteria, which will form the basis of the Interview Plan.

The Leader of the Committee will complete a definitive selection record in order to verify and record the Committee's decisions.

Once the Committee has agreed a shortlist the REC personnel should contact candidates and arrange the interviews for the position.



2.2.3.6 INTERVIEWS

Interview is the most commonly used assessment tool. The key advantages of interviewing include the opportunity to:

- assess the personal attributes, past performances, technical skills, strengths and weaknesses
- gain insight into attitudes and values
- probe for inconsistencies and contradictions
- provide candidates with more detailed information about the position and the expectations associated with the role.

Contacting short-listed candidates

Once the Assessment Committee has agreed a shortlist the REC personnel should contact candidates and arrange the interviews for the position.

Should the candidate not be able to attend on the allotted date, the Committee will decide whether or not an alternative interview date can be facilitated.

Planning the interview

The Assessment Committee should pre-plan the interview including the process to be used and the questions to be asked. The Assessment Committee should allocate sufficient time well in advance of the interview date for this to occur. The short-listing meeting is a useful opportunity to undertake this task.

Planning the interview environment

The REC personnel is responsible for arranging a suitable location for interviews. The following should be taken into consideration:

- adequate lighting and heating
- comfortable seating
- no noise distractions
- appropriate reception facilities
- appropriate waiting space for candidates
- appropriate literature to review while waiting for interview i.e. a copy of the Job Description, Company's presentation documents, etc.

Designing Interview Questions

Interview questions should be designed to elicit the desired responses from candidates and to assess their level of knowledge, skills and abilities in relation to the selection criteria.

It is essential that the same base structured questions are used for all candidates. Additional or probing questions can be used to clarify points.



An interview shall be planned, based on the following main points:

Introduction

The first part of the interview is used to specify the purpose of the meeting (“why we are here”). To this purpose, after an overview about the Company’s business, the Committee must provide information about the role being searched for, as specified in the Job Profile

Curriculum & professional changes

The purpose of curriculum and professional change analysis is knowing the professional experience of the candidate, the targets and the steps of his career; this allows to detect the candidate’s knowledge. Typical steps include: the school education and the other training activities, the most important roles played so far and the relevant responsibilities, the most important turning points in the candidate’s career and the key learning’s in the various roles.

Activity and main responsibility

The current role is the one that deserves the greatest detail level and the most accurate search for data and information: role title, organisational reports, main activities and responsibilities, role dimensions.

Focused questions & telling of episodes

The purpose of this part of the interview is bringing to the surface the candidate’s personal competencies. The core consists of the accounting of professional episodes (better if recent) through specific questions, called “focused questions”. Each of them tends to investigate a specific competence. The detailed account of these episodes (“What led to that situation?” “Who was involved?” “What did you think... what were your feelings?” “What did you do... say?” “What was the result?”) allows to bring to the surface the most frequent behaviours of the candidate. This allows the Assessment Committee to detect and assess his competencies, and to compare them with those required by the position. Typical Focused Questions on Competencies are:

COMPETENCIES

QUESTIONS

Result Orientation

Please describe a task or project you took part in providing a substantial contribution.
 Please tell me about an important achievement of yours.
 Please tell me about a time you decided to take a risk.



Negotiation	Please tell me about a time you had to persuade someone to share your point of view or to follow an idea of yours.
Empathy	Please tell me about a time you had to deal with a difficult Client or with a colleague in a difficult situation
Client Orientation	Please tell me about a time you helped a person to resolve a difficult problem
Team Work	Please tell me about a time you provided your contribution to a team work. Please tell me about a time you asked for the contribution of other persons for a work.

Reasons behind the wish for a change

Reasons behind the wish for a change, above all those referring to the specific role being searched for, represent an important source of information in view of the negotiation. This part of the interview requires some “investigatory” questions, aimed at bringing to the surface possible contradictions

Salary and expectations

Information about salary concern:

Contract type

Gross yearly earnings

Bonus: variable part linked to individual and / or business results

Benefit: accident / health / social security insurances, rest periods, holidays.

When asking about the candidate’s salary expectations the interviewer should deal with all aspects of the salary package and test the willingness of the candidate to take into consideration any different options, especially if there are any differences in the composition of bonuses and benefits.

Self Appraisal

The self appraisal of the candidate could allow the understanding if he / she over-estimates or under-estimates his capabilities.

Answers to questions like “How well do you think you can manage deadlines?”, or “What did you learn from your experience in that position?”, allows to bring to the surface what the candidate thinks of himself and of his capabilities.

Conducting the Interview

A typical interview should have this structure:

- Introduction
- Curriculum and professional changes
- Main responsibilities

- Focused questions and accounting of episodes
- Reasons behind the wish for a change
- Realistic Job Preview
- Salary and expectations
- Inquiry about whether the candidate has any questions
- Conclusions

At the start of each interview, the REC Personnel should:

- Explain the purpose and structure of the interview to the candidate
- Indicate to the Candidate that Assessment Committee members may take notes

The following guidelines may be used in conducting the interviews:

- The candidate should be put at ease so that he/she can answer questions to the best of his ability. This may involve asking simple introductory questions designed to relax the candidate i.e. how was your journey; any problems finding our location? etc.
- The relevant details of the candidate CV may be reviewed to give him an opportunity to add information.
- The Assessment Committee must ask all candidates the same core questions to ensure a consistent and fair approach. Supplementary questions may be asked if required to clarify issues, obtain further information or to explore areas that arise in the interview.
- Only questions relevant to evaluating a candidate ability to fulfil the requirements of the job should be asked.
- The Assessment Committee should actively listen and actively seek clarification.
- Members of the Assessment Committee should obtain sufficient information from candidates to make accurate decisions. Assumptions must not be made about a candidate's capabilities to perform various aspects of the position under consideration.
- After collecting all the information required for the assessment, it is essential that opportunity is given to the Candidate to bring to the surface and answer any questions, doubt, curiosities that may have arisen during the interview. Committee members can discuss in more detail some aspects associated with the business and with the role being searched for, to provide comprehensive answers.
- Thanking him for the kindness he has shown in taking time to talk with you and to answer all the questions, see out the candidate indicating the next steps and the likely time by which he'll receive a reply from the Company.





2.2.3.7 HUMAN PERSONALITY INTERVIEW

In addition to the technical interview, a specific interview to evaluate human sphere is conducted through the analytical method 15FQ+.

Based on an extensively researched model, the 15FQ+ provides an in-depth assessment of the full sphere of human personality. It has been developed to ensure culture and gender fairness and has been adapted into over 20 languages.

Building on the most current research, the 15FQ+ maintains the breadth of the original 16 personality factors first identified by Raymond B Cattell. It sets new standards for reliability and validity. The 15FQ+ measures the fundamental building blocks of personality. These provide insight into how people typically think, feel and interact in ways that may be productive or counter-productive for your organisation.

For example, the 15FQ+ can identify people who:

- Crack under pressure
- Lack motivation and drive
- Create conflict and discord
- Are insubordinate and defiant
- Avoid decisions
- Are rule breakers
- Obstruct change
- Are careless and error prone
- Are cold and callous
- Are needy and dependent
- Are culturally insensitive
- Are hostile and suspicious
- Cope well with pressure
- Are self starters
- Resolve disagreements
- Are team players
- Are decisive and action-orientated
- Are diligent and compliant
- Embrace change
- Are attentive to detail
- Are participative and engaging
- Are confident and self-assured
- Are culturally sensitive
- Are open and accepting



2.2.3.8 DETERMINING AND DOCUMENTING THE SELECTION

The selection decision should be made based on the outcome of all selection tools and consideration should be given to how candidates rated across all of the areas of the job's requirements. The best person for the job will not necessarily be the person who performed best in the interview.

Each Assessment Committee member should initially make rankings on the basis of their own notes and assessment of each candidate's performance in relation to the criteria.

Candidates should be ranked suitable/unsuitable for appointment based on:

- Performance at interview(s)
- Human Personality Test
- The collected information
- Further evidence (for example, alternative forms of assessment such as specific experience in similar projects, skills testing)

The Committee Leader should seek initial rankings from all members.

The discussions should not include rumour, "general opinion", or unsubstantiated gossip.

Effort should be made to reach a unanimous decision, however if a unanimous decision is not reached a majority decision is acceptable.

If the Assessment Committee determines that no candidate is deemed to fulfil the criteria for appointment, then no appointment will be made. The Committee Leader should liaise with REC personnel regarding appropriate strategies to either re-advertise, or re-design the role to better meet the needs and the skills available in the job market.

In certain cases, the Assessment Committee may name a reserve candidate. A reserve candidate should only be identified if the Assessment Committee is satisfied that the candidate is appointable without reference back to the Committee, if the recommended candidate declines to accept the offer.

The selection decision and any supporting evidence must be documented. This document is called the Selection Report and consists of the signed recommendation and completed score sheets for each candidate.



The Selection Report outlines the process that the Assessment Committee undertook and their rationale for the appointment of the nominated candidate(s). The Selection Report also provides a useful reference to demonstrate that the appointment is being made consistent with the principles of merit, transparency, validity and reliability.

2.2.3.9 FEEDBACK AND GRIEVANCE

The REC personnel will notify all unsuccessful candidates in writing on the result of the selection process. The feedback should be confined to comparing the candidate's abilities, knowledge and skills against the selection criteria and genuine job requirements.

The purpose of feedback is to provide the candidate with factual and accurate information on:

- the process used by the Assessment Committee;
- the reasons why they were unsuccessful in being appointed to the position, relevant to the selection criteria;
- areas for future development and potential co-operations.

2.2.4 ASSESSMENT OF THE RECRUITMENT STRATEGY

ISS evaluates periodically the effectiveness of the recruitment strategy.

For instance, a cost-benefit analysis is done in terms of:

- the number of applicants referred, interviewed, selected, and hired (rate of success in attracting skilled resources);
- comparing the effectiveness of applicants hired from various sources in terms of job performance;
- analysis of the retention rates of workers who were hired from different sources.

A key indicator for the performances relevant the worldwide capacity of attracting and recruiting people is represented by the ratio between the "executed" requests from Clients and the "received" ones.

2.3 PERSONNEL MOBILIZATION

2.3.1 THE EMPLOYMENT FORMALIZATION

If the selection process was positively closed, REC Department will start with all the activities concerning the contractual and administrative matters.

In the meantime, REC shall obtain from same personnel all the documentation necessary to the identification and relevant certificates requested for execution of project activity.

To check and to verify this internal procedure, REC Departments will duly fulfil internal module called "ZERO LIST".

In addition to the above described document collection (identification documents, visas, medical certifications, etc.), the following tasks will be executed:

- Drawing up the module with the personal data (named "Biodata");
- Stipulation of life/accident insurance;
- Proper notification of ISS Policy regarding Quality & HSE Management System through delivery of proper modules and informative handbooks;
- Required Training
- Filling and signing by selected personnel copy of privacy disclosures document regarding acquisition of personal information by ISS and other Companies joined with ISS International SpA with legal and commercial functions;
- Check and verification of fitness certificates for the activity to carry out and/or medical prophylaxis certificate;
- Delivery of Personal Protective Equipment (PPE). Generally: ear protectors, coveralls, helmets, gloves, glasses, safety shoes.

Simultaneously with the above activities, General Service Dept. (named GENSER) will provide recruited personnel with ISS logistic procedures consisting of:

- Acquisition of travel documents necessary to reach the working site in accordance with Client's agreement terms;
- Acquisition of visa and work permit necessary for the entrance in the Country where the job activity is carried out (if necessary);
- Guaranteeing the board, lodging and local transportation in accordance with Client's agreement terms.





2.3.2 GENERAL STANDARDS FOR MEDICAL FITNESS ASSESSMENT

The policy of ISS INTERNATIONAL SPA is to ensure that all employees / consultants shall be medically fit to work according to Italian Labour Law.

Employees/consultants shall be divided in three categories according to type and place of work:

A. Office, Italy

B. Site, Italy

C. Office and/or Site, abroad

Category A

Personnel whose usual place of work is office in Italy.

Category B

Personnel whose usual place of work is site in Italy.

Category C

Personnel whose usual place of work is either office or site out of Italy.

ISS International SpA S.P.A. has its Company Doctor authorized by Italian Labour authorities to perform this role and he is responsible for all procedures assessing medical fitness of employees / consultants and relevant issues of certificates of fitness.

PROCEDURES

In view of the importance of the assessment to employees and consultants, the following procedures are required:

- A comprehensive clinical history must be recorded. Health surveillance questionnaire will be completed.
- All positive answers in the questionnaire must be discussed with the candidate and the results recorded. In all cases where insufficient information is available from the history/examination to make an assessment, Company Doctor requests further relevant medical information from the candidate's personal doctor.

For the various categories the following it is foreseen:

- **Category A** Specialized eye examination will be carried out.
- **Category B and C** Chest X-ray, spirometry, blood tests, urine tests, specialized eye examination and audiometry will be carried out; ECG is required on candidates over the age of 50 years; in certain highly physical jobs a modified step will be carried out.
- **Category C** Appropriate immunizations will be carried out if required by the country to be visited and specific screening tests (e.g. drugs, alcohol) will be carried out if required by the country to be visited.

Every person will be examined prior to mobilization to the place of work and thereafter the certificate of fitness will be revalidated by Company Doctor on a yearly basis.

Company Doctor may recommend increasing the frequency of yearly assessments if clinically indicated such as in those persons with chronic, but not disqualifying conditions.

2.3.3 VISAS & MOBILIZATION TIMES

In personnel selection/screening phase, mobilization times are considered, as a priority in respect of administrative and bureaucratic aspects of destination country.

This criteria selection is carried out according to agreement and reference terms, indicated by Client. Once all these activities are completed, recruited personnel (and employed by ISS) will be inscribed in ISS payroll and ready to carry out the job activity requested by Client.

Mobilization time is made of:

- Medical and physical examination,
- Degree official endorsement,
- Visa procedure in the country of the origin and in the assignment's country.

For each specific case, ISS will communicate to Client exactly time necessary for mobilization.

2.3.4 TRAINING

Training activities involve every kind of activity focused on:

- providing ISS personnel with the knowledge and the necessary abilities to carry out their work;
- ensuring, in line with company aims, the employee's professional growth as defined by their individual professional profiles.

The methods and criteria are applied to every type of informative and training activity such as: informative meetings, round tables, workshops, seminar courses, training courses and all the activities carried out inside the company by ISS and/or by external services and also those attended at external locations.

The hours and costs of training activities are controlled by specific rules.

Identify Training Needs

The person in charge of managing human resources must, every year, report on, the training necessities to satisfy both the specific day to day demands or the company strategy demands as well as the necessity to improve by analysing past experiences. The following points must be focused on:

- Basic training for new-employees (with or without previous experience), to give suitable understanding and familiarization with the work system;
- Training courses for personnel working in specific departments (Quality, Safety, etc.);
- Learning new work technologies, including the information technologies;
- Up-dating of all departmental procedures regarding work and/or projects;
- Consolidation/retraining of technical and professional knowledge of specialist personnel;
- Managers training.

Training Planning

Once the needs to satisfy are defined, managers are expected to create their plans indicating:

- The category of activities;
- The time estimated for every category of activity, considering internal activity, external activity;
- The specific professional needs to satisfy;
- The number of people actually involved in each plan;
- The budget hour/costs (this is to be considered following the company head taxes).

When the plans are approved by the different Departments they will be collected and given to the relevant Direction to be considered and approved.



Following these plans the Head of PERORG Department draws up, in categories, the general company plan to present to the CEO for comments and/or authorisation. After eventual revision and when authorised, the plan is handed out to the managers for the implementation

Training Program and Implementation

The methods for implementing the approved training activities must be defined, including:

- The most appropriate training form (meetings, seminars, courses etc.);
- A qualified trainer (either an internal or external instructor, chosen from the available training programs);
- The names of participants and the relevant minimum pre-requisites for each training activity;
- Proposed activity schedule.

For activities at ISS premises	Every training activity carried out in-house should observe the following steps: <ul style="list-style-type: none">■ assign an instructor with the necessary qualifications to each task;■ complete and send details of the program to the participants, specifying the objectives and testing methods;■ arrange teaching material (store cupboard, text books, lights or other materials);■ complete the instructor’s daily report, including lesson plans, teaching objectives and methods of assessment;■ preparation of the attendance register for the collection of signatures daily presence;■ preparation of the minutes of the completed training.
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For activities at Client premises For the implementation of the training activities to be performed at an external premises, the purchase request must be made and the supplier must be identified as per internal procedures

2.3.4.1 HSE TRAINING

Generally, PERORG plans the training and information activity with the support of the HSE Manager.

As a general rule, the staff training is provided:

- During the mobilization phase (if any);
- Or during the first days of employment at the headquarters.

PERORG, on the basis of the information regarding the day of presence of the new staff informs the HSE Manager about the personnel who will receive the training and the HSE team organizes the classroom and prepares the material necessary.

Training Program

All personnel follow an information and training program on health and safety, according to a scheduled, on:

- health and safety risks related to the company's business in general;
- measures and protection activities adopted;
- specific risks to which they are exposed in relation to the activity carried out, safety regulations and company provisions in this regard;
- hazards related to the use of dangerous substances and preparations, also on the basis of safety data sheets required by current legislation and the rules of good technique;
- procedures concerning first aid, firefighting, evacuation of workers;
- names of the person in charge of the prevention and protection service and of the doctor;
- names of the workers responsible for applying the measures referred to in Articles 45 and 46 of Legislative Decree 81/08.

The personnel assigned to plants / construction sites / refineries follow a specific safety course based on the typical risks of a site located inside a petrochemical industrial plant according to the requirements and procedures laid on by the owner of the site / client.

It will be the responsibility of the Customer to provide specific training on the risks present in their plant / building site / refinery and to notify to HSE Manager and/or to PM and to PERORG in order to update the personal data sheet of the personnel concerned.

For the employees assigned to fire prevention, firefighting and emergency management is required a training course on the basis of the indications of Ministerial Decree 10/03/98, for Italian law, or according to local law (NFPA, ...) and the level of fire risk of the company (low fire risk level).

For the first aid appointed persons is required a training course on the basis of the indications of Ministerial Decree 388/2003 for Italian law or according to local law.

For employees appointed to use the Defibrillator (DAE-AED) a training course is required on the correct use of the device according to the regulations in force.

TYPICAL TRAINING PATHS

A. For all the staff

- Health and Safety Course for Workers General Section (Article 37 of Legislative Decree 81/2008 and Agreement of December 21, 2011);
- Occupational Health and Safety Course for the Specific Part (Article 37 of Legislative Decree 81/2008 and Agreement of December 21, 2011);
- Updating of Health and Safety for Workers (Article 37 of Legislative Decree 81/2008 and Agreement of December 21, 2011);
- Health and Safety Course for Workers General Section (Article 37 of Legislative Decree 81/2008 and Agreement of December 21, 2011) in English;
- Occupational Health and Safety Course for the Specific Part (Article 37 of Legislative Decree 81/2008 and Agreement of December 21, 2011) in English;



- Health and Safety Course for Executives and Foremens (Article 37 of Legislative Decree 81/2008 and Agreement of December 21, 2011);
- Updating of the Health and Safety course for Executives and Foremens (Article 37 of Legislative Decree 81/2008 and Agreement of December 21, 2011);
- Provision of the Risk Assessment Document;
- Provision of the internal emergency plan, with particular regard to the behavior to be taken in case of emergency;
- Distribution of documents and minutes of meetings for risks due to particular projects.

B. Emergency Team

- Training course for employees in fire prevention, firefighting and emergency management (Italian law: D.M. 81/2008, Medium risk D.M. 10 March 1998 and/or according to local law/International standards);
- Training course for First Aid (Italian law: D.M. 81/2008, Companies Group B D.M. 388/03 and/or according to local law/International standards);
- Refresh course for employees in fire prevention, firefighting and emergency management (Italian law: D.M. 81/2008, Medium risk D.M. 10 March 1998 and/or according to local law/International standards);
- Refresh course for First Aid (Italian law: D.M. 81/2008, Companies Group B D.M. 388/03 and/or according to local law/International standards);
- Internal information and training meetings.

C. Prevention & Protection Service for HSE Mng

- Training in compliance with local law and regulations (type A, B and C modules for Italian law, ...) for HSE Manager;
- Update for HSE Manager.

D. For personnel Involved in external companies or construction sites, plants & platforms

the need for specific information / training, in addition to that provided by the owner of the site, platform, plant, building, is assessed from time to time. Typical of this specific training is the basic offshore safety induction for personnel who go to offshore platforms, for example:

- BOSIET course (basic offshore safety induction and emergency training) with OPITO certificate
- Helicopter Underwater Escape Training (HUET) with or without auxiliary breathing system(EBS) with OPITO certificate
- Information through risk documentation and prevention and protection measures sent by the site and safety briefings carried out on site
- H2S Prevention and Protection course, in case of exposure to risk
- Course for the use of third-class PPE and hearing protection, if provided

Additional training activities can be implemented, where necessary, in case of:

- changes to the Company's activities;
- particular activities of headquarters or requirements for specific projects;
- results of emergency drilling;
- events / injuries that highlight risk situations not previously found or adequately assessed;
- issuing new procedures.

TRAINING MAIN TOPICS

4 hours general training with the following contents:

- Concept of Risk
- Damage
- Prevention
- Protection
- Organization of company prevention
- Rights, duties and penalties
- Supervisory, control and assistance bodies

4, 8 or 12 hours specific training with the following contents:

- Business travel risks
- Injury risks
- Mechanics risks
- Electrical risks
- Machinery
- Equipment
- Falls from above
- Biological risks
- Physical risks
- Noise
- Vibration
- Microclimate and lighting
- Video-terminals
- PPE Organization of work
- Workplaces
- Work-related stress
- Manual handling of loads
- Signage
- Emergencies
- Safety procedures with reference to the specific risk profile
- Exodus and fire procedures
- Organizational procedures for first aid
- Near Miss and injuries
- Other risks



2.3.5 POLICY INSURANCE OF PERSONNEL

2.3.5.1 THIRD PARTY LIABILITY (RCT)

Company's insurance provider (UNIPOL) shall indemnify the Contractor as compensation (capital, interest and costs) for damages caused accidentally to third parties for deaths, bodily injuries and for property damages following an incident regarding the activities they perform, including all activities and operations related ancillary and complementary of every kind and made by any means, without exception.

The insurance also covers damages resulting from any interruption or suspension of all or part of the activities of third parties, provided that the injury is compensable under the policy, at condition that the interruption affects the same people who have undergone to a material damage.

The insurance also applies to civil liability that may arise to the Contractor for intentional needs by which persons must respond.

2.3.5.2 CIVIL EMPLOYERS LIABILITY OR GENERAL PUBLIC LIABILITY (RCO)

UNIPOL insurance company is obligated to indemnify the Contractor or the insured person for what he is obliged to pay (capital, interest and costs) as civilly liable by law to compensation for injury or damage of workers employed by the Subcontractor, directly or indirectly, in connection with its activities.

The insurance also applies to actions brought by INAIL (National Institute for Insurance against Accidents at Work and Occupational Diseases) according to art. 10 and DPR 30/06/65 n. 1124 and its subsequent amendments and the effects of Legislative Decree No. 38 of 02/23/2000.

Coverage is extended to the risk of occupational diseases recognized by INAIL and / or the Italian judiciary.

2.3.5.3 MEDEVAC INSURANCE

1. Transport / Repatriation (Medical Evacuation)

In case of illness or injury of the Insured that is Abroad for the Mission, EUROP's doctor will relate with the local doctor who received the Insured. The information reported, possibly with those of the usual doctor, allows EUROP Assistance Insurance, following a decision of his doctors, to initiate and organize, at its own expenses:

- the return home of the Insured,



- transport or, if under medical supervision, to a suitable hospital near the residence of the Insured by a medical vehicle (unlimited mileage), ambulance (unlimited mileage), by train (seat in 1st class 1st class couchette or sleeper), possibly by airline with stretcher or air ambulance. In cases where the medical condition requires, EUROP Assistance Insurance organizes, always at his own expense and with the same means described above, transport to a health center near the site of work before considering a return to a structure near the residence of the Insured. Only the medical condition of the Insured and compliance of sanitary regulations in force are taken into account for the decision of transportation, the choice of method of transport, and the eventual choice of the hospital.

2. Reimbursement of Medical Expenses (Foreign Only)

EUROP Assistance Insurance reimburse for services rendered Abroad after Illness or injury occurred Abroad:

- The medical fees,
- The cost of medicines prescribed by a doctor or a surgeon,
- The cost of ambulance or taxi ordered by a doctor for a local ride Abroad,
- Hospital expenses when the insured is non-transportable decision made by EUROP's doctors after gathering information from the local doctor.
- Dental emergency.

In case of accident, additional costs are also reimbursed for treatment received in ones domiciled, if they are made within 45 days after the accident.

The maximum amount is estimated at € 50,000 per Insured.

3. Death / Permanent Disability

EUROP Assistance Insurance compensates the insured for permanent disability, total or partial, arising from an accident during a mission in the professional activities or not.

The maximum amount for Total Disability is 250.000,00 Euros per Insured. Compensation for permanent partial disability is calculated based on the maximum proportion to the previous degree of permanent disability and with reference to specific tables.

Accident causing immediate death or within two years from the date of the accident, EUROP Assistance Insurance undertakes to pay to the designated beneficiaries, or heirs of the Insured, the maximum amount of 250.000,00 Euros.





3. STRENGTHS OF ISS INTERNATIONAL SPA TECHNICAL ASSISTANCE

3.1 ISS INTERNATIONAL'S CERTIFICATIONS & ACCREDITATIONS

ISS International SpA Offer, based on the heavy experience of its personnel, is enriched by various certifications of its activities. **ISS International SpA** is certified by Bureau Veritas, an international and well recognized certification body, in the following fields:

- QUALITY: ISO 9001
 - EA 34 code (Engineering services)
 - EA 35 code (Other services)
 - EA 37 code (Education)
- ENVIRONMENTAL: ISO 14001
- SAFETY: OHSAS 18001
- ANTI-BRIBERY: ISO 37001
- QUALIFICATION: FPAL CERTIFICATE

Scope of Certification is: Design and provision of training, technical assistance services, QHSE and PMC consulting services for the Oil & Gas, petrochemical, ecological, energetic and infrastructure sectors. Design and provision of pre-commissioning, commissioning, start-up, operation and maintenance, engineering and safety services.

ISS International SpA Quality Management System is structured through a multi-site system. All requirements of the international standards find their application to the primary site of the ISS International SpA and to all Branches and Subsidiaries and Affiliates.

ISS International SpA adhere to FPAL and Power & Tech communities. Achilles FPAL and Power & Tech are communities used by major buying organisations respectively within the Oil & Gas and Power sectors.

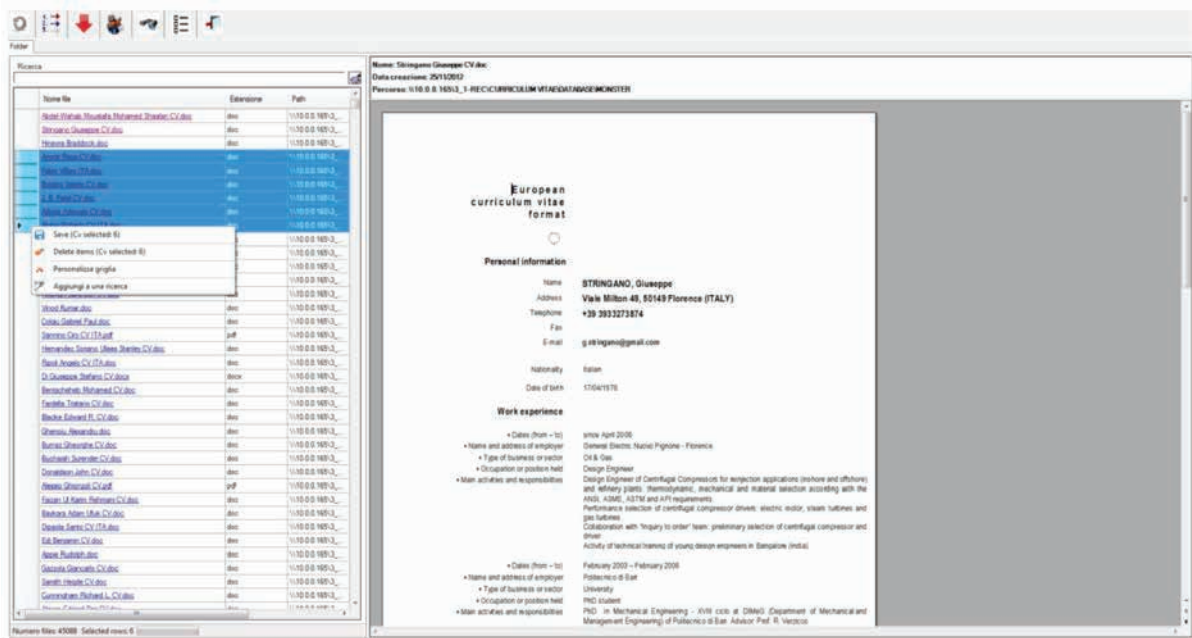
ISS International SpA Training Center is certified by REGIONE LAZIO, Italy. In fact, with the determination No. G07751 dated 01/06/2017, ISS International SpA Training Center has been certified and legally authorized as a Training Center to develop and carry out for the following main activities:

- Orientation
- Continuous Vocational
- Higher education.

In addition to the above, ISS International SpA Training Center is also legally authorized to carry out and certify according to the Italian law the following QHSE courses:

- 1) HSE at Workplace. according to LD. 81/08 and the State-Regions Agreement 12/21/2011
- 2) Environment Area
- 3) Quality Area

To allow continuous up-grade, SER Software has a dedicated section to curricula modification, as shown in the following figure.

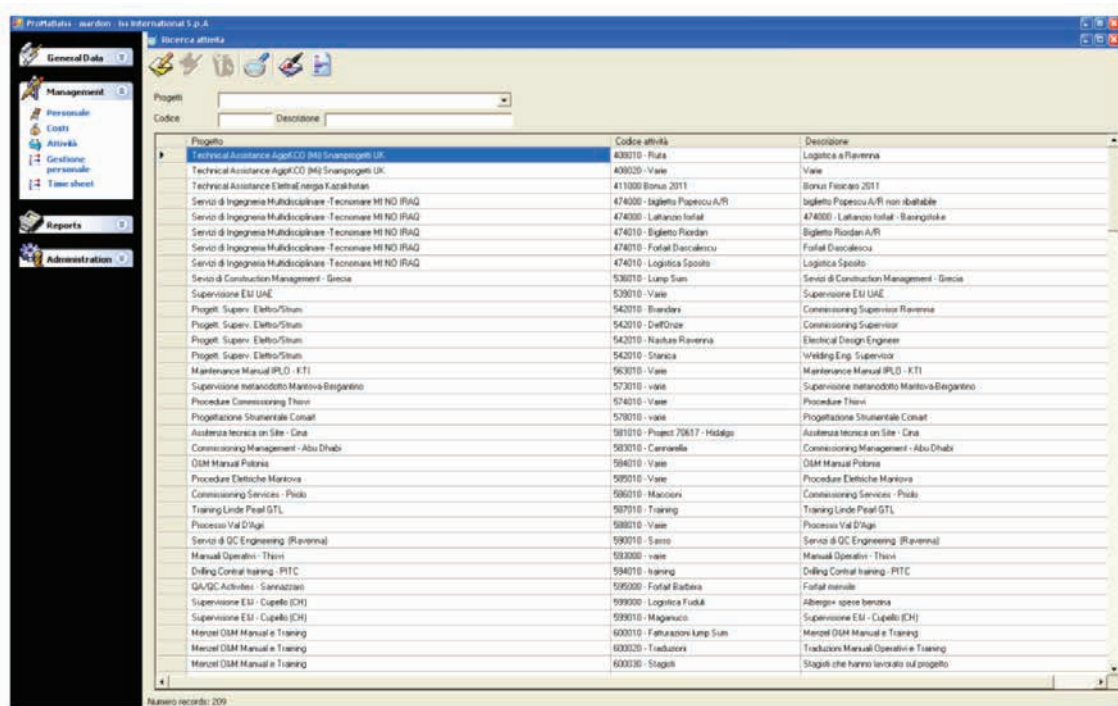


3.2.2 EPROJECT MANAGEMENT SYSTEM & BUDGETING (PROMABA)

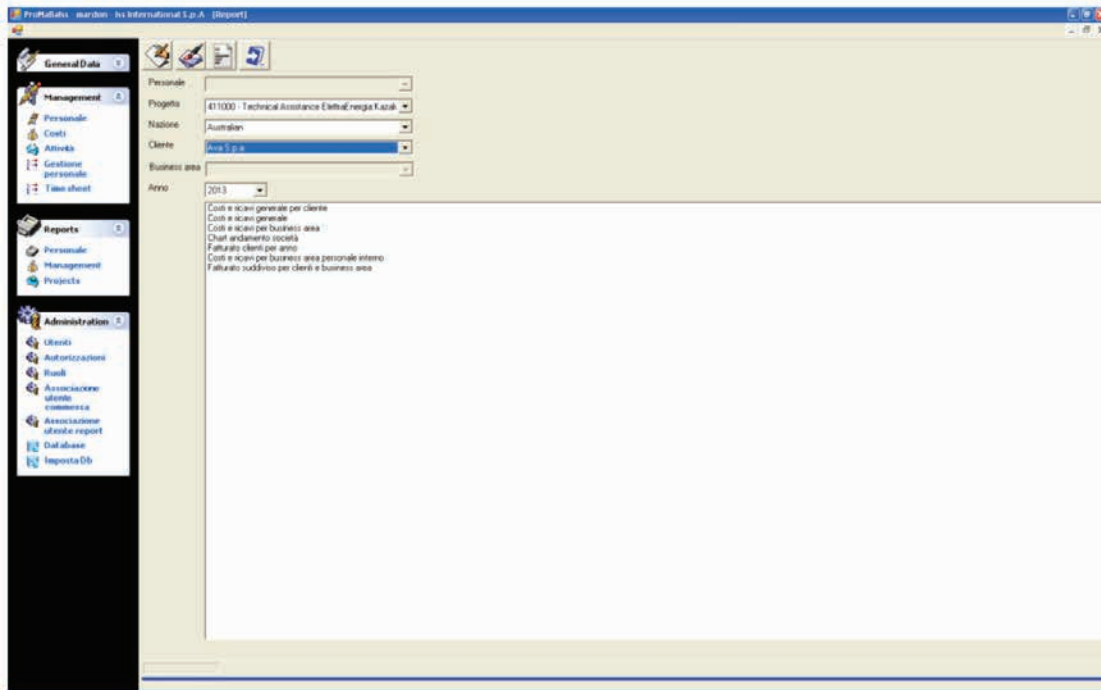
ISS International SpA has developed an In-House software named ProMaBa (Project Management System & Budgeting) in order to manage the wide number of its personnel.

The software supports Technical Assistance Department to manage different projects on Project Management and Cost Control side.

Following figure shows Activity page of software.

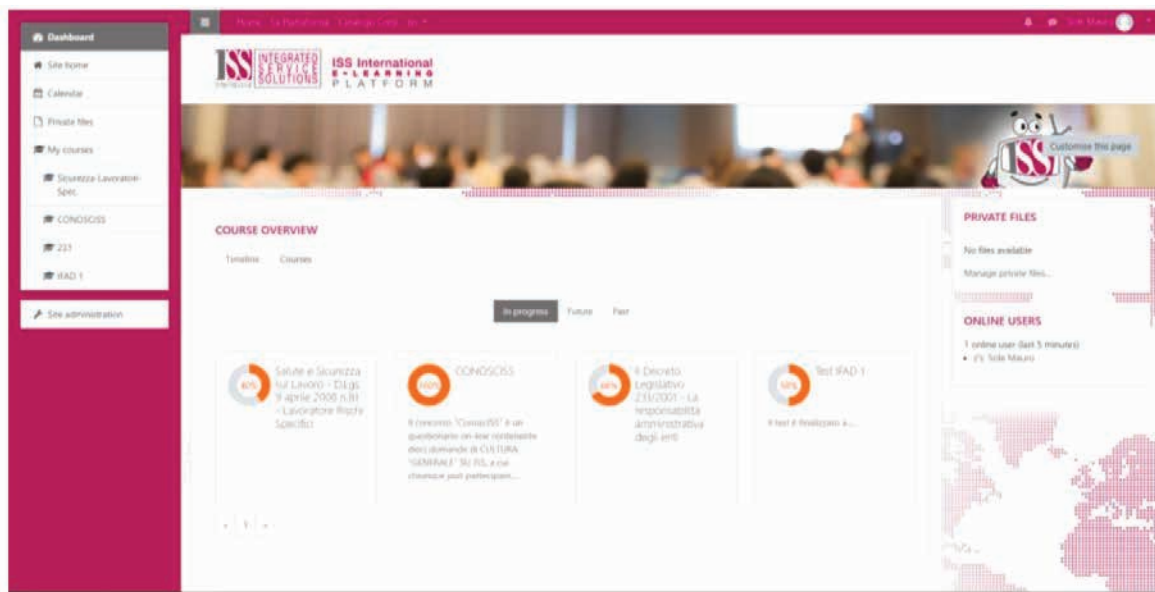


Following figure shows a typical sheet required to generate reports on the activities.



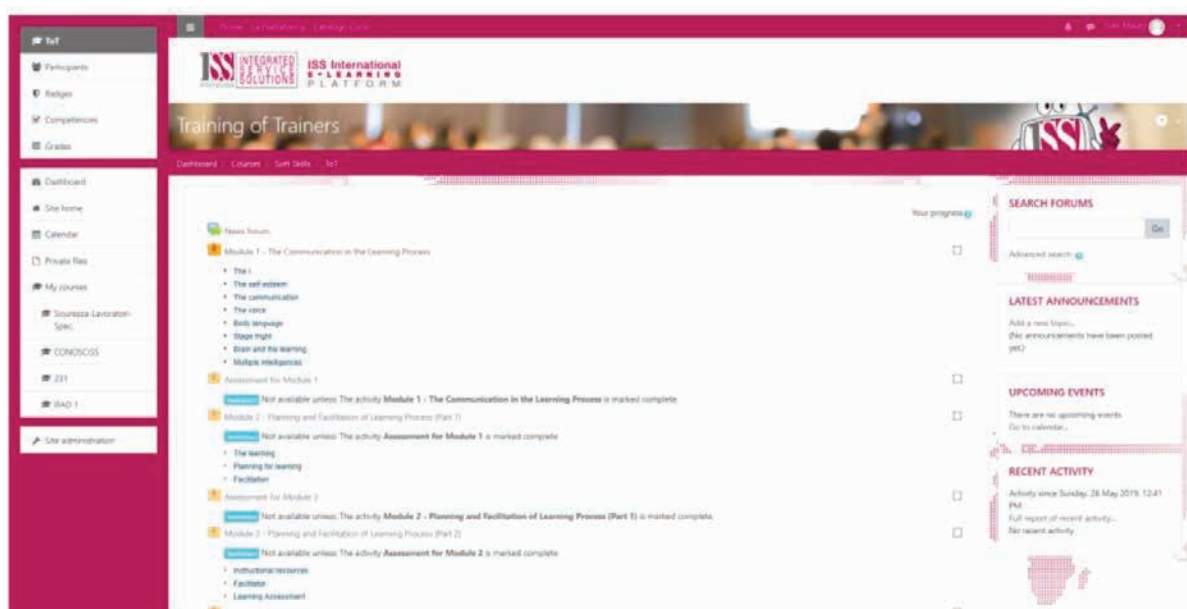
3.3 E-LEARNING PLATFORM

ISS International SpA has always been involved in the field of professional training in the Energy and Oil & Gas sectors. From the year of its foundation, 2004, the company provides integrated technical assistance services for all the activities carried out within Oil & Gas plants, both in the national and international markets.



Over the years, ISS International SpA has developed its business inspired by the values of quality, safety, flexibility, innovation and transparency, optimizing processes and conquering new markets. In this sector, ISS International SpA has demonstrated its ability to transfer technical know-how through the training provided by its Training Center with the aim to guarantee to the market the best skills in the sector.

Cancelling the barriers of the distance, this tool guarantees a powerful flexibility in the training; in fact, ISS people can be consequently reached over the world with continuous training and updating.



3.4 RECRUITMENT NETWORK

In the recent years, the growing necessity to provide services to his Clients in foreign countries has been considered by ISS as an opportunity to couple the expansion of their business both with the access to qualified manpower and with the opportunity to compete worldwide by using local rates. The problems faced by ISS in this expansion were linked to the complexity of doing business abroad: local consumer habits, currency risks, government regulations and cross cultural management. In order to reduce the problems in international settlements, the following steps were implemented by ISS:

- **Thinking strategically on a global basis** The broad question guiding the strategic approach was: how can we reconfigure our business system on a global basis? Questions about the opportunity to settle in different countries, as well as the best way to move in, were deeply analysed and strategic decisions were taken, taking into account also the advantages provided by the opportunity to have access to competent and qualified resources, available to be utilised in countries different than their origin's one.
- **Managing partnerships and moving towards acquisitions and alliances** Alliances, non-equity alliances as well as joint ventures have been all taken into consideration as fruitful ways of building a global position rapidly. Alliance partners have brought expertise about the local market, reaching an established base of Clients, and having connections with local stakeholders including government authorities, schools and universities, and more. Alliances also are providing help in sharing costs and reducing the risk of foreign investment. But successful alliances are based on effective relationship building among partners. They call for skilful negotiation and preparation; communication, trust building and conflict resolution; staffing and resource sharing during the alliance's formative stages and the ability to secure resources at later stages. All these aspects are continuously and properly managed by ISS.
- **Building staff rapidly, both through expatriation and localisation** Expatriation is always considered by ISS as the best approach for the provision of key personnel. In countries where ISS is present with foreign subsidiaries, expatriate managers on a long-term assignment have been



appointed. This approach should facilitate communication and sharing of information with the parent Company. Key personnel occupying critical positions in specific Client related services, as project Managers, Construction Managers, Contract Administrator, Engineering Managers, etc., are usually expatriates, as well, in order to provide the best guarantee to our Client on the benefits from past experiences, often coming from services provided to the same Client. Localisation means quickly bringing local citizens into responsible positions, making full use of their talent and also reducing the need for expatriates. This is pursued by specific training, often “on the job”, or by utilising local resources in international environments. The immediate result is the capability of ISS in building up rapidly competent and effective work teams, putting together the expertise provided by expatriates with the technical preparation and immediate availability of local personnel.

- **Sharing knowledge and expertise globally** ISS excels at sharing knowledge. Entering many countries simultaneously means that we cannot rely on individuals, posted in one country and then moving to another, to transfer expertise. Rapid entry means a systematic approach to start-ups. “Knowledge Management” and “Organisational learning” are key answers to the need for the achievement of the best results. The ISS approach to work activities prioritizes the strict observance of rules, procedures and regulatory requirements more than the competence of individuals. This approach, leading to the set up of a Work Management System in the initial phases of each Work, is the best guarantee for a common understanding and for an efficient alignment, directed towards the achievement of the work’s primary objectives. Our employees, worldwide, are educated and used to work in strict observance of the content of these documents. As the Team members for specific services are selected (and approved by the final Client), they are provided with a deep immersion and training on the applicable procedures by our senior Quality management.
- **Setting a global data base on availability of competent resources** A global database has been built up by ISS, with the participation of the worldwide scattered Subsidiaries and Partners, covering a huge number of competencies and including all resources worldwide who can deliver the skills required by our Clients. The preparation of the database has gone through different steps, as follows:
 - Identification and descriptions of jobs which can fall under the interest of potential Clients, based on the core and historical activities of ISS;
 - Analysis of CV of worldwide potentially available resources, focusing both on technical competencies and on peculiar aspects like cultural ties and adaptability, language skills, countries visited, availability in travelling and working abroad, approach to teamwork.
 - Selection of personnel through proven and common methodologies;
 - Cross-reference between the database stored job descriptions and the individual skills and competences.



In the following tables are shown Branches, Representative Offices and Recruitment Partners associated with ISS.

	PROVIDED PERSONNEL'S NATIONALITY
ISS International SpA Abu Dhabi Branch	worldwide
ISS International SpA Qatar WLL	worldwide
ISS International SpA Algeria Etablissement Stable	Algerian
ISS International SpA Worldwide logistic Services (Nigeria)	Nigerian
ISS International SpA Kazakhstan Branch	Kazakh – CIS
ISS International SpA Mozambique Branch	Mozambique
ISS International SpA Succursale Congo	Congolese
ISS International SpA Mexico Branch	Center & South American

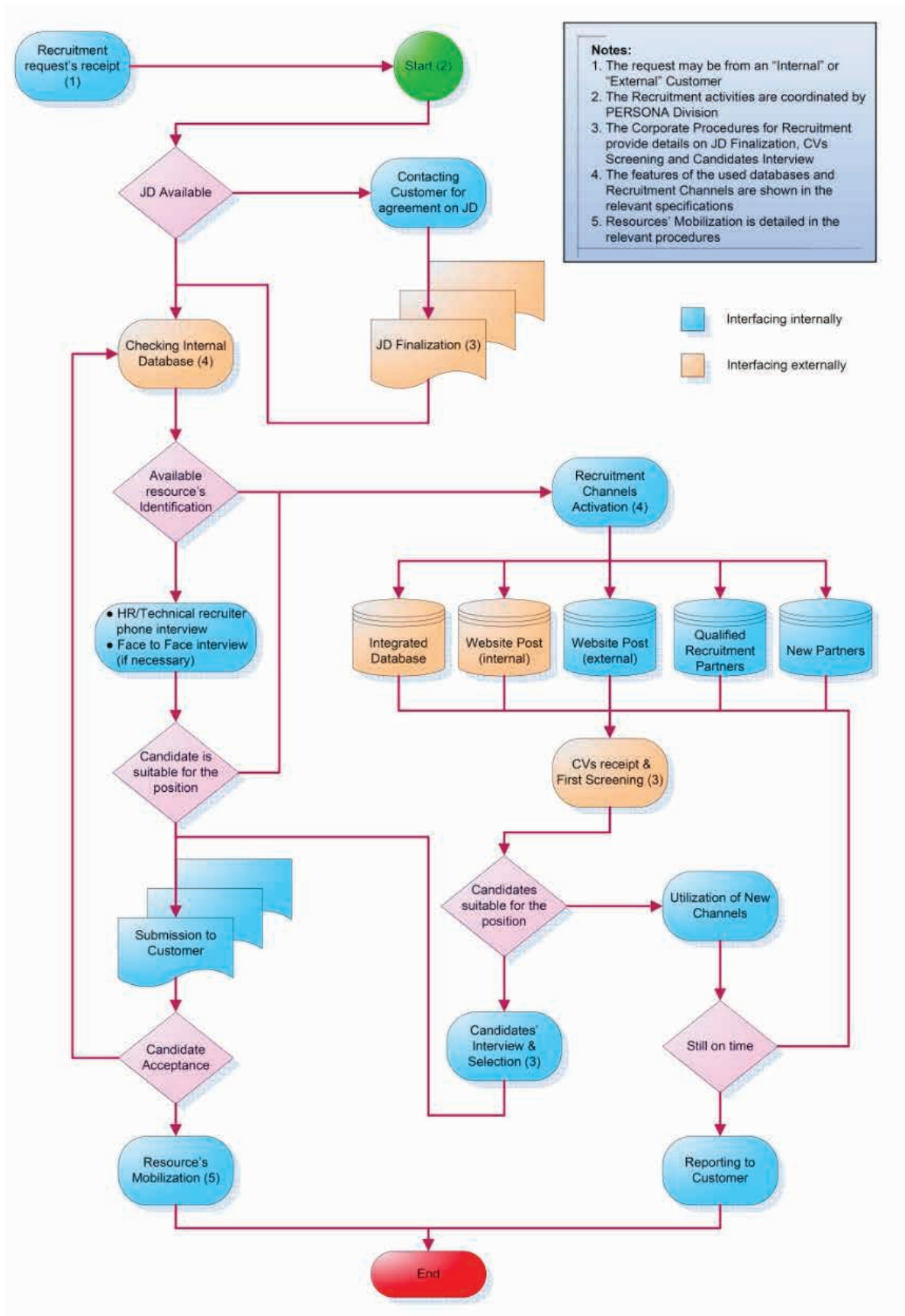
PARTNERSHIP	COUNTRY	PROVIDED PERSONNEL'S NATIONALITY
Confidential	Alger	Algerian
Bangladesh HR Development & Placement Centre Ltd	Bangladesh	Bangladesh
Confidential	Belgium	European (West & East)
Confidential	Brazil	Brazilian
Confidential	Colombia	South American
ABC Recruitment	United Arabian Emirates	Worldwide
SOS HR Solution	United Arabian Emirates	Worldwide

NADIA	United Arabian Emirates	Worldwide
Bhuvankumar Consulting	India	Indian / TCN
Confidential	India	Indian / TCN
Confidential	India	Indian / TCN
UPS	Libya	Libya
Confidential	Indonesia	Indonesian
Confidential	Nepal / Bangladesh	Nepal / Bangladesh
Confidential	Nigeria	Nigerian
YWA	Philippine	Philippine / Singapore / Malaysia
HAYS	Poland	Poland
EUROCIM	Romania	Romanian
Polaris-Anserv	Romania	Romanian
VECOROM	Romania	Romanian
Andreea Trading 96	Romania	Romanian
Confidential	Romania	Romanian
Confidential	Russia	Russian
VECTORES CA	Venezuela	South American



4. APPENDIX

Annex 1. Personnel Search & Selection Flow Chart



Annex 2. Zero List

N	DOCUMENTO / Document	TIPO CONTRATTO / Type of Contract		
		☐	☐	☐
1	CONTRATTO FIRMATO Contract signed	PERORG	PROVEM	PERSONA
2	IDONEITÀ TECNICO PROFESSIONALE Technical and Professional Suitability	N/A	PROVEM	N/A
3	PASSAPORTO Passport	PERSONA	PERSONA	PERSONA
4	VISTO Visa	GENSER	GENSER	GENSER
5	BIODATA Biodata	PERSONA	PERSONA	PERSONA
6	IDONEITÀ MEDICA Medical Fitness	PERORG	PERSONA	PERORG
7	VACCINAZIONI INTERNAZIONALI OBBLIGATORIE Vaccinations Mandatory	PERORG	PERSONA	PERORG
8	ASSICURAZIONE ITA Insurance ITA	GENSER	GENSER	GENSER
	ASSICURAZIONE ESTERO Insurance Abroad	GENSER	GENSER	GENSER
9	TITOLO DI STUDIO, DOC. DI RICONOSCIMENTO Diploma, Identification Documents	PERSONA	PERSONA	PERSONA
10	CONSEGNA CODICE ETICO Ethical Code	PERORG	PROVEM	PERSONA
11	UNILAV UNILAV (as per Italian Law)	PERORG	N/A	PERORG
12	INFORMATIVA PRIVACY Privacy Information	PERORG	PROVEM	PERSONA
13	CONSEGNA DPI (OVE PREVISTO) PPE (if applicable)	QHSE	QHSE	QHSE
14	Formazione/Informazione Sicurezza art. 37 e 36 (D.LGS 81/08) Safety Training & Information (as per Italian law. 81/08)	R.S.P.P.	R.S.P.P.	R.S.P.P.
15	SSERINO DI RICONOSCIMENTO Identification card	PERORG	PERORG	PERORG



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