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# HUMAN RELATIONS INSTITUTE & CLINICS

In 1990, Dr. Raymond Hamden founded the Human Relations Institute & Clinics in Dubai, UAE, in affiliation with the Washington, D.C. facility. With over 30 years of psychology expertise and consulting to human resource management globally, Dr. Hamden brought together consultants skilled in several languages and specialized in diverse services of human care and psychology. In 2016, clinical psychologists Sabine Skaf and Dr. Thoraiya Kanafani acquired HRIC. They each have over 15 years of experience in multiple areas of psychology and have worked extensively in providing personal and organizational mental health services across the Middle East and North Africa, Europe, and North America.

For the last 28 years, the Human Relations Institute & Clinics (HRIC) has been one of the leading support providers of personal and organizational mental health services to individuals and businesses in the Middle East and North Africa, and North America with services offered to people of all ages, religions, locations, and nationalities without discrimination.

HRIC consultants are highly skilled in the administration and evaluation of a full range of psychometric tests straddling across the areas of aptitude, personality, occupational and recruitment. Different levels of assessments and profiling are performed along providing reports with relation to behavior, career planning and development, training, motivation, communication, interpersonal skills, and coping with other team members. HRIC offers a wide range of professional training topics in customized formats. These include varying course lengths and comprehensive seminars. We focus on professional development and workplace issues as well as personal development and wellness.

HRIC consultants also coach individuals, executives and groups and work to understand what makes people more fulfilled and successful in their lives (professionally and personally). They aid clients in developing personal visions, manage change during the transitions of life, and give guidance towards personal and professional growth to achieve fulfillment & happiness. Our consultants specialize in coaching executives through transitioning across their career paths. Transitional Executive Coaching prepares clients through identifying limiting beliefs, identifying areas of strengths and building on them while recognizing areas of development and strategically working past them through team building and further personal development.

HRIC provides full support in assessing the leadership requirements of organizations, identifying future leadership requirements and developing leaders. Leadership development includes understanding the different attributes of effective leaders, strengthening their leadership skills and behavior to transform them into the workplace, providing motivation and inspiration to fill leadership roles. HRIC uses different methods to help organizations build effective teams with the ability to communicate through addressing problem solving, risk taking, trust, norms, decision making, conflict management, communication, performance, autonomy, staff empowerment, and cohesion between individuals.

Productivity has a direct relationship to employee morale and well-being and requires expertise in individual and group behavior. So, in an era of domestic rightsizing, multiculturalism, economic crises and global competition, HRIC psychologists and strategic consultants are increasingly called on to help companies devise new ways to cope and even thrive.



### DR. THORAIYA KANAFANI

### Co-Owner of HRIC Clinical Director Clinical Psychologist

Dr. Thoraiya Kanafani is a Ph.D. graduate in the department of Clinical Psychology from the United States. Prior to that, she completed her Bachelor degree in Psychology from Concordia University, her first master's degree in Educational Psychology from McGill University, and second Masters in Counseling Psychology from the University of Ottawa. She completed continuing education in the psychology of leadership and has extensive experience in organizational psychology. After completing her education in Canada and working in many different settings, she moved to the Middle East and has worked in countries such as Bahrain, Lebanon, and Saudi Arabia. She is a Canadian licensed psychotherapist and a Canadian licensed suicide interventionist. She has been featured in magazines and newspapers as well as TV shows and is a regular expert psychologist on Dubai Eye. She has conducted many workshops and presented seminars on various topics pertaining to psychology and mental health. She currently has over fifteen years of experience in the field of psychology and mental health.

She has worked with a diverse client base including women with eating disorders, children with learning disabilities and those more clinically based (bipolar, clinically depressed, schizophrenics, anger management, suicide, etc). Her main expertise lies in working with adolescents (10-18) and early adults, however, she has much experience working with older adults as well. She moved to Lebanon to collect data for her Ph.D. dissertation examining the relationship between alcohol consumption and motivational factors as well as personality traits among Lebanese university students while concurrently working at the St. Georges Hospital with MIND clinic as a clinical psychologist. After its completion, she moved to Dubai to work as a clinical psychologist at the Human Relations Institute and Clinics. Dr. Thoraiya is also a lecturer at Middlesex University and the American University of Sharjah where she teaches undergraduate and graduate level psychology courses in the counseling and business streams. Dr. Thoraiya conducts seminars and workshops for organizations in regards to work-life balance, stress management, emotional intelligence effective communication training, assertiveness, resolution, team-building, smoking cessation, employee retention, and employee acquisition and selection.

### **SABINE SKAF**

### Co-Owner of HRIC Assessments Director Clinical Psychologist

Sabine Skaf is the co-owner and assessments director of the Human Relations Institute & Clinics. She is a clinical psychologist with a M.Sc. in Clinical Psychology and Psychopathology from the University of Rene Descartes (France).

Sabine has over 15 years of professional experience having worked in France, Egypt, Lebanon, and the UAE in a variety of clinical and counseling settings. Her focus is on child development, parental guidance, and different disorders that include learning disorders, attention deficit disorders, anxiety disorders and attachment disorders spanning different cultural and social settings. She is recognized as one of the leading clinical psychologists in Dubai, UAE, with a track record of work in child and adolescent psycho-educational assessments, as well as parent preparation sessions in adoption cases and post-adoptive counseling for parents and children alike. Sabine has been featured in different magazines and TV shows as well as is a regular expert psychologist on Dubai Eye.

Sabine's trilingual fluency in Arabic, English, and French has allowed her to work with several cultures and has built up a robust, culturally diverse experience working with Western expatriate families as well as Arab and GCC nationals. Sabine conducts seminars and workshops for organizations in regards to work-life balance, stress management, emotional intelligence, effective communication training, assertiveness, and conflict resolution.

The Human Relations Institute & Clinics is a close-knit family of internationally licensed clinical psychologists, psychotherapists, psychology practitioners, family consultants, life coaches, and organizational consultants experienced in a variety of psychotherapeutic practices and non-clinical approaches. We provide personal and organizational mental health services to individuals and businesses in the Middle East and abroad, regardless of age, location, and nationality. We provide clinical and counseling psychology (including support groups and workshops), forensic psychology (including adoption support), organizational and business psychology, assessments and educational psychology services.

Our team continues to grow and evolve according to the needs of the communities we serve, and we have recently expanded to provide life coaching, NLP services, additional personality inventories, and EAP orientations for personal and organizational needs all over the Middle East. We have a wide team of local as well international consultants that have expertise in many different areas that are beneficial to organizations.



### **OUR APPROACH**

At the Human Relations Institute and Clinics, we strive to implement an approach that allows our clients to increase the efficiency and effectiveness of their organizational goals with emphasis on their employees, managers, teams, and interactions. We assess our client's needs to ensure that they get the most out of our services based on their requirements. We do not believe in a one size fits all, therefore, we collectively plan a customized road-map that meets your organizational objectives. We assist in the execution and implementation of the plan, through training, workshops, and seminars, as well as coaching and consulting. We evaluate the results of the action plan and decide on the next step. Finally, we are constantly seeking feedback from our clients to continuously improve our services and ensure that our clients get the most value of their time with us.

# **CONFIDENTIALITY & NON-DISCLOSURE**

This Agreement and the terms and conditions herein are considered confidential. Neither party shall disclose this Agreement or its terms and conditions to any person or entity not a party hereto. Any disclosure in violation of the confidentiality clause shall be deemed an automatic breach of this Agreement. Both parties agree to treat the terms within this Agreement as strictly confidential. No information identified within this Agreement shall be disclosed to anyone else unless legally obligated.

Confidentiality is a material part of this Agreement, and this confidentiality clause shall be binding upon both parties. The existence, nature, terms, and conditions of this Agreement are strictly confidential and shall not be disclosed by either party in any manner or form.

In reference to one-on-one sessions, all communication with the practitioner is held in the strictest confidence. Nothing will be disclosed to any person(s) without the written consent of the client. There are, however, limits to confidentiality:

- 1) The practitioner determines that the client is in imminent danger to themself or others,
- 2) The client is involved in any legal/court issues and the medical records are subpoenaed,
- 3) If matters involving minor children (under 18 yrs. old) are to be communicated to parents for treatment and/or safety purposes.

Client cases are discussed with clinical supervisors and other clinical staff at HRI&C, strictly for professional purposes. The identity and any revealing information about the client is delicate and we respect your rights to confidentiality and privacy. We encourage the client to discuss any concerns or questions with their practitioner. Human Relations Institute & Clinics retains all title, ownership and intellectual property rights to the information, material and trademarks contained herein and in its services, including all supporting documentation, files, tools, and assessments.

# CORPORATE TRAINING & DEVELOPMENT

#### STRESS MANAGEMENT

Stress is the body's way of responding to any kind of demand or threat. When a person feels threatened, the nervous system responds by releasing a flood of stress hormones, including adrenaline and cortisol, which rouse the body for emergency action. The heart pounds faster, muscles tighten, blood pressure rises, breath quickens, and your senses become sharper. These physical changes can increase ones strength and stamina, speed, reaction time, and enhance focus.

This is known as the "fight or flight" stress response and is the body's way of protecting the person. When working properly, stress helps a person stay focused, energetic, and alert. In emergency situations, stress can save ones life—giving one the extra strength to defend oneself when faced with a threatening situation. Beyond one's comfort zone, stress stops being helpful and can start causing major damage to one's mind and body. Unfortunately, the body's autonomic nervous system often does a poor job of distinguishing between daily stressors and life-threatening events. This in due course leaves one extremely vulnerable to a host of mental and emotional problems, which have a tendency to creep into the workplace. The result is corporations are spending increasing sums to combat the negative effects of stress on workplace morale, attendance, accidents (85 percent of industrial accidents are said to be stress-induced), and employee health and productivity.

To combat stress in the work place 'Stress Management' programs begin with assessments given to the employees or individual's to gauge the stress-causing problems as well as their coping deficiencies and potentials. Depending on the results of the assessment, a number of different coping techniques are taught by way of interactive workshops, seminars, introduction and regular follow-up of stress management strategies and self-help techniques.





### **WORK LIFE BALANCE**

There is no perfect, one-size fits all, balance formula to be pursued. It differs from individual to individual based on each one's priorities at the stage of life they are currently in. However, at the core of an effective work-life balance definition are two key everyday concepts that are relevant to each of us. They are daily Achievement and Enjoyment; ideas almost deceptive in their simplicity.

Engraining a fuller meaning of these two concepts helps us come closer to defining a positive Work-Life Balance. Achievement and Enjoyment answer the big question "Why?" Why do you want a better income...a new house...the kids through college...to do a good job today...to come to work at all?

As part of a relevant Work-Life Balance definition, Enjoyment means pride, satisfaction, happiness, celebration, love, a sense of well-being ...all the joys of living. Achievement and Enjoyment are the front and back of the coin of value in life. You cannot have one without the other, no more than you can have a coin with only one side. Trying to live a one-sided life is why so many "successful" people are not happy, or not nearly as happy as they should be. You cannot get the full value from life without both and focusing on Achievement and Enjoyment every day in life helps you avoid the "As Soon As Trap", the life dulling habit of planning on getting around to the joys of life and accomplishment "as soon as...."

Employees who are healthy, happy and satisfied are more committed to their work and the company. Hence our work-life balance training program includes solutions to better help manage stress, time and personal and professional balance. Maintaining a balance will help build a "healthy" organization.



## PSYCHOLOGY OF LEADERSHIP TRAINING

The ultimate goal of leadership is to get things done by effectively influencing and leading other people. Possessing this ability is of utmost importance for both the leader's career path and the health of the organization. A deep understanding of the psychological mechanisms that drive the behaviors, motivation, and performance of leaders and their subordinates is essential in order to maximize the potential to lead. This training offers leaders the opportunity to delve into the essentials of becoming an effective leader. The training includes topics such as the psychology of getting things done, identifying and managing emotions, interpreting behavior of others, mastering essentials of influence, applying strategic influence, and designing and effective team structure.

## RELAXATION TECHNIQUES AND BREATH WORK

For centuries, breath work and relaxation strategies have been emphasized in order to benefit not only the physical body but also the mental processes. The benefits of such techniques include stress reduction, decrease in blood pressure and heart rate, reduction in depressive and anxious symptoms, management of chronic pain, increased concentration, improved immunity, and much more. Meditative breath work allows the mind to regulate emotions on the conscious level and positively reflect one's ability to maintain focus.



### **EMOTIONAL INTELLIGENCE**

Emotional intelligence (EI) is the ability to recognize, evaluate, and manage your own emotions as well as the emotions of others. Emotional intelligence is generally divided into three keys skills:

- **1- Emotional awareness:** The ability to perceive and identify emotions using verbal and nonverbal cues
- **2- Harnessing emotions:** The ability to utilize the appropriate emotions in problem-solving or decision-making tasks
- **3- Managing emotions:** The ability to regulate the emotions of others and your own, this includes being able to calm another person down or cheer them up.

Emotional intelligence has an impact on an individual's own understanding of their thoughts, behavior, and confidence. On a professional level, it affects employees' adaptability to change, adherence to commitments and deadlines, as well as proactivity. High emotional intelligence

also has a positive impact on employee relationships, team/group dynamics, workplace conflict resolution, communication, and inspiration and influence on others.

We all have an inner core of emotional intelligence. But we also have an element of emotional intelligence which we acquire and either develop or fail to develop, which means that we can train ourselves to improve certain aspects of that emotional intelligence for e.g. our empathy, willingness to listen etc.

The pressure of work, deadlines and interpersonal conflicts can cause employees and managers to react negatively towards each other. When these reactions are emotionally charged they can easily sabotage teamwork. Reactive behavior tends to be destructive, but it can be understood and changed. This can be achieved through seminars, training for managers and supervisors, understanding the four components of emotional intelligence.

### **ASSERTIVENESS**

Assertiveness is an important communication skill based on effective self-expression and mutual respect of others' opinions without aggression. Individuals who have a passive communication style may appear to be extremely shy, easy-going, or lacking self-esteem. This overly conflict-avoidant style dismisses the individuals' own desires as unimportant. At the other end, an aggressive communication style makes individuals appear self-righteous and inconsiderate, resulting in workplace relationships lacking trust and communication. Some people may be naturally assertive; however assertiveness is a learnable skill.

Assertiveness programs are aimed at individuals and employees looking to become more assertive in their daily, personal and professional, lives. They provide an understanding of what assertive behaviors are and alternatives to passive, manipulative, and aggressive behaviors. The programs also cover ways to develop effective communication skills and improve interpersonal understanding. Being assertive makes a positive impact on self-confidence, self-esteem, decision-making, honest relationships, and job satisfaction.



#### ORGANIZATIONAL CULTURE

An organizational culture can be seen as central to the success of any organization. It is identified as many things but most commonly as "the way things are done here" and on a more official bases, it is the sum of its vision, mission, values, beliefs, customs and systems. A corporate culture has the ability to bring employees together, build healthy teams, reward innovation and creativity or the complete opposite - promote hostility and unhealthy competition and backstabbing.

Regardless of the size of the organization, a culture begins to develop within it from day one. Many believe that the founders and CEOs have the strongest influence on the company culture and although that may be true, the accountability falls on everyone in the organization to uphold the values and beliefs of the organization and translate them into their daily "how things are done here". The organizational culture builds trust and loyalty which assists in employee retention and lowers turnover, therefore, saving money for the corporation.

In this workshop and exercise, we work on understanding the current culture, how it develops, and necessary areas of improvement. When the organization's culture is understood, employee turnover is reduced, employee satisfaction increases, and potentially the company's bottom line.

#### TIME & PRODUCTIVITY MANAGEMENT

Time management is the ability to plan and control how you spend the hours in your day to effectively accomplish your goals. Poor time management can be related to procrastination as well as problems with self-control. The biggest misconception about time management is that our time management is dependent on how we manage our time rather than our priorities; the clock versus compass discussion.

Time is the most limited and the one of the most under-utilized resources we acknowledge. We waste it without realizing that once we lost it we can never get it back. A significant factor of the essentiality of time is the fact that it is heavily dependent on our productivity. Above all, we all share the same quality of time, yet we see that many make the most out of their time while others do not.

This training helps delegates to identify their priorities, time wasters, interruptions and get them motivated to make the paradigm shift into more productive individuals. We will also introduce the delegates to new tools and mindsets that together will help them develop better time and productivity management skills.

### **EMPLOYEE RETENTION**

Retention is an effort by a business to maintain a working environment which supports current employees remaining with the company. No matter what stage or size of the organization, the efforts have to be made to ensure employees are in there for the long term and employee retention should be at the forefront of every company's radar.

Employee compensation, rewards and recognition, work-life balance, training and development, and a positive work environment are a few strategies that should comprise of any company's corporate culture.

Sometimes management in an organization becomes complacent with their employees. Over time this leads to a lack of motivation in the employees and affects their performance. Seminars introducing the strategies of retention and ways to keep the employees engaged and away from seeking greener pastures is the key to retaining talent. This needs to happen more regularly than it does.



## EMPLOYEE ACQUISITION & SELECTION

Choosing the right career is one of life's biggest decisions. Unfortunately, sometimes it is made with inadequate information. Whether selecting a first career, looking for a new career, planning career training or making college plans, assessment tools can be used to determine the right fit for a particular career. HRI&C Profiles is uniquely positioned to create the means for our business partners to make their revenue strategies happen. This is achieved through the development of practical productivity tools and assessments, appropriate competency and performance management processes and the fully integrated approach to understanding our business partner's business, goals and issues in order to ensure that we are providing tailor made solutions that meet our business partner's own individual needs and requirements.

Profile's solutions will help your organization achieve the following benefits:

Reduce employee turnover
Succession planning
Select the right person for every job
Select individuals who are willing to commit to a long term career
Improve employee morale and communication
Make better use of training finances
Build peak performance in productivity and profitability

Optimize succession planning with the right employee

Restructure the company to optimize profitable growth

HRI&C Profiles is a multi-purpose assessment that is used for selection, coaching, training, promotion, managing, and succession planning. It includes the Profile XT assessment as well as the Myers-Briggs Type Indicator questionnaire. The Profiles assessment measures Thinking and Reasoning, Behavioral Traits, and Occupational Interests. It is used to assess Placement, Cultural Fit, Promotion Fit, Coaching and Self-Improvement, Succession

The **Profile XT** is an assessment tool for pre-employment screening and job applicant selection. It helps you choose the best candidates to fill your job openings.

Planning, and Job Description Development.

Myers-Briggs Type Indicator (MBTI) is a psychometric questionnaire designed to measure psychological preferences in how people perceive the world and make decisions. This supports teams to understand how to communicate and interact better as well as creating more cohesive teams

### **WORKPLACE BULLYING**

The workplace bullying institute defines workplace bullying as the repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators. It is abusive conduct that is: threatening, humiliating, or intimidating, or work-interference, i.e. sabotage, which prevents work from getting done. Although we may believe that bullying is restricted to the playgrounds and amongst young children, it is sadly not the case. Where there are people, there is a potential of bullying. One of the main differences between schoolyard bullying and workplace bullying is that it tends to be less physically harmful and more psychological and verbal in nature. It's subtler than schoolyard bullying but is quite distinctive from normal workplace stress. According to the Workplace Bullying Institute (WBI), bullying is four times more common than either sexual harassment or racial discrimination on the job.

It impacts individuals on a professional and personal level. It affects the well-being of the individual being bullied as well as the wellbeing of those connected to the person. Research suggests that workplace abuse is linked to stress — and stress is linked to a laundry list of mental and physical ailments, including higher body weight and heart disease. In extreme cases, workplace bullying has even been linked to suicide, much as schoolyard bullying has been linked to a rash of suicides among young people.

This workshop creates awareness around workplace bullying such as defining it, key components of it, the impact on the organization, and how to identify bullying in the workplace and ways of dealing with it.



Leadership is the ability of a company's management to set and achieve challenging goals, take swift and decisive action, outperform the competition, and inspire others to perform well. Leadership provides direction for a company which is essential because employees need to know the direction in which they are headed and who to follow to reach the destination. Leadership involves showing workers how to effectively perform their responsibilities and regularly supervising the completion of their tasks. Forbes identifies eight essential qualities that effective leaders should possess: sincere enthusiasm, integrity, great communication

There are numerous factors that play a significant role in molding a leader. Personality types, personality traits, locus of control, general self-efficacy, effective communication, emotional intelligence, cultural

individuals in the organization possess to make an 'effective leader'. Based on the findings, an in-depth course is designed which aims to provide the individuals with all the necessary tools to become an effective leader within the organization. This workshop provides full support in assessing the leadership requirements of organizations, identifying future leadership requirements and developing leaders.



### **TEAM BUILDING & MANAGEMENT**

Team building is a systematic process that is created to assist team members to work better and more efficiently especially when it comes to problem-solving, decision-making, communication and conflict resolution. The bigger picture of team building is working for a common vision and goals for a healthier organization. When building teams, the concepts of alignment, synergy and collaboration reside at the heart of it.

The benefits and results of team building makes this process essential to the well-being of any organization regardless of size and stage. Some of the well-known reasons that organizations engage in team building activities and workshops are the following:

- Helps team members get to know each other better outside of the scope of the job which improves trust and vulnerability between the team. Studies have shown that trust is usually the glue that holds the team together.
- It boosts team performance as it allows team members to understand each other's strength, weaknesses and synergy
- Developing a team spirit strengthens and nurtures our need for belonging
- Fostering collaboration, innovation and creativity. Where there is trust there is little ego and silos and that usually opens up the door to better collaboration and higher sense of innovation and creativity.



### **GROUP VERSUS TEAM WORK**

A group in the workplace is usually made up of three or more people who recognize themselves as a distinct unit or department, but who actually work independently of each other. A team consists of three or more people who may come from different departments within a business, but collaborate on the same purpose, goal or project. Every team is a group but not every group is a team. What differentiates the two from each other and what the impact of either is on the organization is necessary to acknowledge. Recognizing when to assemble a group versus a team facilitates a healthier environment and organization.

This workshop/seminar creates awareness around the dynamics of groups vs. teams, the different types of groups and teams available in the workplace, and how to develop them. This workshop will also highlight the benefits of teams or groups and factors that would affect the cohesiveness of groups and teams providing techniques and strategies on developing cohesive and aligned groups and teams.

### **CONFLICT RESOLUTION SKILLS TRAINING**

Conflict in the workplace is not uncommon in any organization, nor is it always unhealthy. When a situation between two or more parties arise that lead to a disagreement and conflict, it sheds light on the needs, values, interests and goals that are interfering with one another. Often conflict affects everyone – from those engaging in the conflict, to those indirectly linked to the individuals. If not dealt with properly, the risk of building resentment, animosity and hard feelings increases, which leads to a toxic work environment.

Nevertheless, conflict is an important and integral part of any relationship (work or otherwise). Hence, our aim in this workshop is not to eliminate conflict but to make sure that conflict is productive and effective. The essence behind successful conflict is effective communication.

The workshop will assist participants understand the difference between productive conflict and destructive conflict. The participants will learn:

- How to avoid character attacks and focus on an undesired action or behavior
- Minimize politics
- Solve real problems in a timely manner
- Address critical topics and bring them forward

Through input, discussion, and small group exercises, delegates will be able to add to their soft skill toolbox and utilize strategic tools and techniques to help them conflict more effectively with their team members and strengthen the connection after the conflict.

### **ONE-ON-ONE SESSIONS**

### **Therapeutic Sessions**

These types of sessions are geared more towards counseling individuals regarding difficulties in their lives (family conflict, marriage issues, depression, anxiety, functional coping strategies, etc).

### Coaching

These involve 60-minute sessions where the client addresses various difficulties (personal and professional). The coaching consultant works with the individual on changing their mental pathways, removing limiting beliefs that stand in their way of succeeding in their life (personal and professional). It is a holistic approach since the personal life of an employee will affect their professional work and vice versa. Due to the corporate commitment and on issues highlighted by the manager of the employee, there will be an agreed upon reporting system on the progress of the client (back to the company) while respecting the confidentiality of the client.

### **Executive Coaching**

This is a coaching journey for an executive that helps in identifying hidden talents, career aspirations and coping with the demands of their senior level job. Executives are at a disadvantage because they are expected to portray a certain image yet they experience multi-faceted pressures, while in certain cases, lacking the right support to discuss their difficulties. Executive coaching allows them to address their concerns with a professional who is trained to combat the issues most executives face.

### **Workplace Coaching**

Workplace coaching addresses the teams. The coaching consultant first meets with the team leader and identifies goals that need to be addressed and achieved. The next step is to create group sessions with the team leader and the team to discuss the goals and identify action plans and more importantly team alignment.

#### TAILOR-MADE SERVICES

In addition to the services observed in this brochure, HRI&C offers customized services to tailor to each organization's needs and scope of goals. HRI&C professionals will work with your team to accommodate the requirements that your organization desires.

