

MINUTES OF MRM

Meeting:	Management Review	Date & Time	13.12.2025 15:15
Compliance	ISO 9001: 2015; OPITO; ISO 17020, ACTVET		
Location:	NCMT Meeting Room		
Agenda:	1. Follow-up actions of previous review meetings 2. Organizational Performance Overview 3. Operational Performance 4. Sales & Marketing Review 5. Quality & Compliance 6. Results of Audits/ visits – Both Internal and External and Status of Preventive / Corrective Actions 7. Review of safe systems of work to ensure safety is being maintained 8. Customer satisfaction analysis and Handling of complaints 9. Appeals on assessments 10. QHSE Performance and status of process objectives 11. Course performance status, Training & Assessment results, quarterly assessors's meeting and OPITO Conformity 12. Status of Inspection & maintenance Services and its reports 13. Changes in the QHSE Management Systems 14. Change in legislation, changing circumstances 15. Results of Legal and other compliances 16. Change relevant to HSE risks 17. Near miss/accident/incident Reports 18. Communication from external parties 19. Results of participation and consultation 20. Review of OPITO training program 21. Resource requirements if any 22. Recommendations for Improvement 23. Emergency Response Drill reports 24. Initial & Ongoing Staff Competence status 25. Internal Self Assessments (ISA) & OPITO Visits		
Prepared by	Sajitha Sabir – Centre Manager / Management Representative		

Reviewed & approved by:	Jaisher Abdul Kader – Business Head
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Attendees

Name	Position
Jaisher Abdul Kader	Business Head
Shahid Farook	Operations Head
Mohammed Shaheer	Accounts Team Lead
Gireesh Suresh	Training Manager
Mohammed Baobaid	General Manager- Sales & Operations
Amina Salim	Sales Team Lead
Aseetha Amanullah	Operations Team Lead
Rengini Pradeesh	International Sales Team Lead
Sajitha Sabir	Centre Manager

The following items are discussed and decided.

1. Follow-up action of previous review(s) Presented by Shahid Farook

NCMT made satisfactory progress in implementing previous review actions, despite facing several operational and external challenges. The organization successfully achieved multiple ADNOC approvals, including ADSD LV & HV, Onshore Induction, Basic First Aid, and Basic Fire Fighting, reflecting steady compliance and operational diligence.

A notable achievement during this period was the attainment of key ADNOC certifications, marking significant milestones for the organization.

While progress was commendable under challenging circumstances, the review also highlighted areas requiring continued focus, structured corrective actions, and ongoing monitoring to ensure consistency, efficiency, and sustained compliance across all departments.

Sr. No.	Pending Points	Action Decided	Status
1.	ADSD ADNOC approval for one more instructor	Coordinate with ADNOC for dry run schedule	Operations Director coordinated with ADNOC Successfully completed and achieved ADSD Heavy & Light vehicle approval for Muhammed Ismail
2.	Basic First Aid	Coordinate with ADNOC for dry run schedule	Successfully completed the Train the trainer for HABC & ASHI First courses by ADNOC and approval awarded
3.	Basic Fire Fighting	Coordinate with ADNOC for dry run schedule	ADNOC Approval achieved
4.	ADNOC onshore induction	Coordinate with ADNOC for dry run schedule	ADNOC Approval achieved
5.	ADNOC approval for Lifting Inspection	Upload documents in ADOC Hub, together with Centre Manager	Work in progress, upload completed. Waiting for feedback

2. Organizational Performance Overview

Presented by - Jaisher Abdul Kader

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Overall organizational performance during the year was satisfactory, despite operating under several external adversities. The organization successfully maintained stable revenue generation and achieved key accreditations. However, performance remained at a moderate level, with evident opportunities for improvement in consistency, operational efficiency, and overall effectiveness.

A notable achievement during the year was the successful approval of ADSD LV & HV for Mr. Muhammed Ismail, representing a significant milestone for the organization.

All department level reporting is to be implemented from the beginning of the year 2026

While meaningful progress was made under challenging circumstances, the year also highlighted certain gaps that require structured corrective and improvement actions. Accordingly, the following improvement points were identified for each department.

Operations Department

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date
1.	Inefficiencies in the filing system and difficulty in retrieving course documents during authority spot checks	Review and restructure the document filing system; implement standardized indexing and periodic internal checks	Operations Team Lead & General Manager Sales & Operations	31.03.2026
2	Inadequate follow up on client training feedback	Establish a formal process for reviewing feedback, assigning actions, and monitoring closure effectiveness	Operations Team Lead & General Manager Sales & Operations	31.03.2026
3	High staff attrition rate within Operations Department	Conduct a root cause analysis and develop retention and engagement measures	HR & Operations Team lead	31.03.2026
4	Inefficiencies in training opening and closing times	Review current schedules and implement standardized operating procedures to improve time management	Operations Team Lead & General Manager Sales & Operations	31.01.2026
5	Training quality inconsistencies	Introduce enhanced monitoring through audits, trainer evaluations, and learner feedback analysis	Operations Team Lead, Training Manager & Centre Manager	On going
6	ADNOC contractors' training bookings not consistently aligned with compliance and commercial considerations	Ensure booking decisions are reviewed against compliance requirements and commercial viability prior to confirmation	Sales & Operations Team	Immediate/ongoing

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Training Department

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date
1.	Training department is operating in isolation, with limited alignment to overall organizational processes	Reinforce that the Training Department is an integral part of the organization and must operate in full compliance with company policies including HR policies	Training Manager, Centre Manager	31.01.2026
2	Need for structured development of trainer efficiency, capability, and capacity	Develop and implement a trainer development plan covering competence, efficiency, and capacity building	Training Manager, Centre Manager	31.01.2026
3	Inconsistent alignment with established company working hours and operational availability requirements	Reinforce adherence to company working schedules and ensure availability is aligned with operational needs and organizational policies	Training Manager, Centre Manager/ HR	31.03.2026
4	Lack of regular structured communication impacting operational efficiency	Initiate regular meetings and structured updates to improve coordination and achieve operational efficiency	Training Manager, General Manager Sales & Operations, Operations Team Lead, Centre Manager	31.03.2026

Sales Department

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date
1.	OPITO approvals are not being utilized effectively, resulting in limited business generation	Develop and implement a focused sales strategy to leverage OPITO approvals and target relevant clients	Sales Team	Immediate & ongoing
2	Limited engagement with industry leading organizations	Identify and actively pursue key industry players through structured business development initiatives	Sales Team	Immediate & ongoing

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3	Excessive flexibility in training rates leading to price erosion	Establish minimum and maximum pricing limits for each course and enforce pricing controls	Sales Team	Immediate & ongoing
4	Client onboarding process lacks standardization	Formalize and implement a standardized client onboarding procedure, including customer registration, credit terms, and approval hierarchy	Sales / Finance	31 Jan 2026
5	Limited portfolio of international courses	Identify, evaluate, and introduce additional international courses to strengthen the course portfolio	International Sales Lead/ Sales & Operations Manager	Immediate & ongoing
6	Sales team to consistently involve in payment collections	Define sales responsibility/ JDs in the collection process and integrate collection follow-up into sales KPIs	General Manager Sales & Centre Manager	31.01.2026
7	Quotation approval hierarchy to re organize	Review and reorganize the quotation approval hierarchy to ensure clarity, control, and compliance	General Manager Sales/ Business Head	31.01.2026

Quality, HR & Administration

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date
1	Quality checks are to be implemented consistently	Establish and implement a structured quality monitoring and audit mechanism	Centre Manager / Business Head	31.01.2026
2	Policies require review and effective implementation	Review, update, approve, and communicate all organizational policies; monitor implementation	Centre Manager / Business Head	31.03.2026
3	Need for tools to improve organizational behaviour and culture	Introduce employee engagement, performance management, and culture-building initiatives	Centre Manager / Business Head	30.04.2026
4	Inadequate document backup for HR and Operations record	Implement systematic document backup procedures with defined access control	HR / Operations	30.04.2026
5	Lack of an effective filing and document tracing system	Design and implement a centralized filing and document traceability system	HR/ Centre Manager	30.04.2026

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6	Multi level timekeeping controls	Introduce multi-level timekeeping and attendance validation controls	HR/ Accounts	31.01.2026
7	Need to pursue additional approvals	More international approvals	Centre Manager	31.03.2026
8	ADNOC inspection approval not yet obtained	Expedite actions required to secure ADNOC inspection approval and track progress	Centre Manager/ Operations Director	31.03.2026

Accounts

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date
1	Timely response to finance related requests from stakeholders	Define standard turnaround times and escalation protocols for finance requests	Accounts team lead	31.01.2026
2	Timely invoicing upon availability of complete supporting documents	Ensure invoicing is processed promptly once all required documentation is verified	Accounts Team	31.01.2026
3	Active involvement in payment follow up and collections as per company collection policy	Ensure active involvement of Finance in payment follow up and collections in line with the company's collection policy	Accounts Team	31.01.2026
4	Effectiveness of coordination between Finance and IT	Enhance coordination mechanisms for ERP and system-related support	Accounts team lead	31.01.2026
5	ERP user access and responsibility controls	Review and strengthen ERP access controls, roles, and authorization levels	Accounts team lead	31.01.2026
6	Efficiency of petty cash management	Implement improved petty cash handling, approval, and reconciliation controls	Accounts team lead	31.01.2026

3. Operational Performance Presented by Mohammed Baobaid

Starting from 8 months of joining organization presented a considerable improvement in terms of revenue generation. News approvals are in place and working towards betterment

An upward trend in client enquiries was noted, reflecting improved market interest and engagement. We are using freelance trainers to fulfil the client requirements for courses like Incident investigation & root cause analysis.

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Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date
1	Procurement through accounts department	This need to be discussed & decided for the smooth flow of work	Business head, Centre Manager	31.01.2026
2	Identifying the root cause of staff attrition	Conduct root cause analysis to identify contributing factors	General Manager sales & operations, Centre Manager	31.03.2026
3	More staff engagement and development	Implement enhanced staff engagement and development initiatives	General Manager sales & operations, Team lead operations	31.03.2026

4. Sales & Marketing Review Presented by Mohammed Baobaid

Sales and marketing performance demonstrated a positive and sustained improvement during the review period. Overall sales increased, supported by effective marketing initiatives and proactive client engagement. A notable number of new clients were onboarded, contributing to revenue growth and strengthening the organization's market presence.

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date
1	PO matching with sales quotations	Ensure all purchase orders are cross-verified against approved sales quotations prior to acceptance	HSE Sales Team lead, sales team	Ongoing
2	Sales involvement in payment collections	Define and implement sales responsibility in payment follow up and collections	General Manager sales & operations, Business Head	31.01.2026
3	Agressive marketing for OPITO courses	Strengthen and intensify follow up with clients for OPITO course bookings	General Manager sales & operations, sales team	On going
4	Addition of new courses to portfolio	Evaluate and introduce new courses such as CSP, ASP, Food Safety, EFST, RPO (with FANAR approval), and IWCF	Business head, Operations Director, Centre Manager	31.03.2026
5	Increase NEBOSH PSM course bookings	Develop focused sales initiatives to increase PSM course bookings	General Manager sales & operations, International Sales Lead	On going

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5. Quality & Compliance Presented by Sajitha Sabir

To ensure standardization, consistency, and fairness across all operations, it has been decided that comprehensive Standard Operating Procedures (SOPs) shall be developed and implemented for all departments within the organization. The SOPs will cover key operational processes, quality checks, compliance requirements, safety measures, administrative procedures, and mechanisms to ensure fair treatment for all interested parties, including employees, clients, and stakeholders. Once developed, these procedures will be formally communicated to all staff members, accompanied by structured training sessions to ensure understanding and effective application. The training will enhance staff competency, promote adherence to standardized processes, and support the organization's commitment to continuous improvement and equitable practices. Periodic reviews of the SOPs will be conducted to ensure relevance, alignment with best practices, and compliance with regulatory or client requirements. Management will monitor implementation and effectiveness to ensure alignment with organizational goals and overall performance objectives.

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date
1	Development and implementation of SOPs	Develop and implement SOPs across all departments, conduct staff training, and ensure fair treatment for all interested parties	Centre Manager, Business Head	31.03.2026

6. Results of Audits/ visits – Both Internal and External and Status of Preventive / Corrective Actions

Sr. No.	Audit / Visit Type	Observations / Findings	Preventive / Corrective Action	By Date
1	External Audit (ISO)	Minor non-conformities identified	Corrective actions implemented to address non-conformities; preventive measures reviewed to avoid recurrence	completed
2	OPITO Audit	Audit for Basic H2s, AGT, driving courses	All NC closed and certificate of approval awarded	Completed
3	ENAS audit	ISO 17020	All NC closed and certificate of approval awarded	Completed

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7. Review of safe systems of work to ensure safety is being maintained

Presented by Sajitha Sabir

The review focused on ensuring that all safe systems of work are effectively implemented and maintained across the organization. Work procedures, safety protocols, and risk assessments were evaluated to confirm compliance with regulatory requirements and internal safety standards. Observations from inspections, near-miss reports, and staff feedback were considered to identify potential hazards and areas for improvement. Corrective and preventive actions were discussed to mitigate risks and enhance workplace safety. Emphasized continuous monitoring, regular audits, staff training, and ongoing risk assessment updates to maintain a high level of safety performance.

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date
1	Trainers who are delivering Scaffolding training are not using PPE	Staff need to encourage using PPE	Training Manager	31.01.2026
2	Risk assessment to be conducted for scaffolding practical training delivery	The assessment will consider potential risks to staff, learners, and visitors, including hazards related to equipment use, working at heights, site setup, and emergency preparedness. Identified risks will be evaluated for severity and likelihood, and appropriate preventive and control measures will be implemented to mitigate them.	Training Manager	31.01.2026

8. Customer satisfaction analysis and Handling of complaints

Presented by Sajitha Sabir

The review focused on evaluating customer satisfaction across all services provided by the organization. Feedback from clients, survey results, and any complaints received were analyzed to identify trends, strengths, and areas requiring improvement. Corrective and preventive actions were discussed to address complaints effectively and enhance service quality. Emphasized timely resolution of all complaints, clear documentation of actions taken, and follow up to ensure customer concerns are fully addressed. Continuous monitoring and analysis of customer feedback will support improvements in service delivery, strengthen client relationships, and contribute to overall organizational performance.

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date
1	Bi Annual customer satisfaction survey need to be conducted	Sales team to initiate and conduct this. Any complaints need to be addressed and closed with in a preferred timeline. Action records need to be available for audit	General Manager Sales & Operations, Sales team	31.01.2026

9. Appeals on assessments

Presented by Sajitha Sabir

NIL

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date

10. QHSE Performance and status of process objectives

Presented by Sajitha Sabir

The review focused on the organization's Quality, Health, Safety, and Environment (QHSE) performance and the progress of process objectives. Key performance indicators, including safety incidents, compliance with procedures, audit findings, and corrective/preventive actions, were evaluated. Progress against defined process objectives was assessed to determine effectiveness and alignment with organizational goals. Management highlighted areas of strong performance as well as opportunities for improvement, emphasizing continuous monitoring, corrective measures, and ongoing training to enhance QHSE outcomes. The review ensures that objectives remain relevant, measurable, and achievable, supporting continual improvement, regulatory compliance, and the organization's commitment to a safe and highquality work environment.

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date

11. Course performance status, Training & Assessment results, quarterly assessors' meeting and OPITO Conformity

Presented by Sajitha Sabir

The review covered the overall performance of training courses, including learner enrollment, completion rates, and assessment outcomes. Training effectiveness was evaluated through assessment results and feedback from learners and trainers. The outcomes of the quarterly assessors' meeting were discussed, highlighting observations, recommendations, and improvements in assessment practices. Compliance with OPITO requirements was reviewed to ensure all courses and assessments conform to the relevant standards.

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date
1	Quarterly assessor-verifier standardization meeting	Standardization meeting will be conducted every 3 months	Training manager – Centre Manager	Every quarter starting 2026

12. Status of Inspection & maintenance Services and its reports

Presented by Sajitha Sabir

The status of inspection and maintenance activities was reviewed to ensure operational readiness and compliance with safety standards. All EBAs have been inspected as per the maintenance schedule. In addition, quarterly BA air quality checks are to be conducted, and the corresponding certificates are to be obtained from Alroumi in compliance with BS EN 12021 standards. Emphasized the importance of timely inspections, proper documentation of maintenance activities, and adherence to scheduled checks to ensure equipment reliability, safety, and regulatory compliance. Corrective actions from previous inspections have been addressed, and ongoing monitoring will ensure continuous operational effectiveness.

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1	BA air quality certificate to be obtained	BA air quality certificate to be obtained every 3 months	Operations Team lead	Immediate
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13. Changes in the QHSE Management Systems

Presented by Sajitha Sabir

NIL

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date

14. Change in legislation, changing circumstances

Presented by Sajitha Sabir

NIL

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date

15. Results of Legal and other compliances

Presented by Sajitha Sabir

NIL

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date

16. Change relevant to HSE risks

Presented by Sajitha Sabir

NIL

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date

17. Near miss/accident/incident Reports

Presented by Sajitha Sabir

Trainer Richu had seizer and fall down. Emergency first aid was given. He was taken to hospital by calling the ambulance. He went through a surgery and was on medical leave for 45 days.

Sr. No.	Points Discussed raised	Incident clarification	Action Taken	Responsibility	Status

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1	Trainer Richu experienced a seizure and fell during a training session	Lost Time Injury (LTI)	- Immediate first aid on site - Transported to hospital via ambulance - Medical treatment and surgery provided - Incident documented in LTI register - Root cause analysis conducted - Corrective and preventive measures implemented	MER Lead/ Centre Manager	Closed
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18. Communication from external parties

Presented by Sajitha Sabir

NIL

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date

19. Results of participation and consultation

Presented by Sajitha Sabir

NCMT's participation in ADIPEC exhibition, was reviewed. Attendance and engagement at such exhibitions provide opportunities for stakeholder consultation, market intelligence, networking, and business development. Outcomes from participation, including contacts made, leads generated, and feedback received, were documented and considered for strategic planning and improvement initiatives. Emphasized leveraging these opportunities to enhance organizational visibility, strengthen client relationships, and support continual improvement of services.

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date

20. Review of OPITO training program

Presented by Sajitha Sabir

OPITO training program was reviewed to evaluate its effectiveness, compliance, and alignment with organizational and regulatory standards. Key performance indicators such as learner enrollment, assessment outcomes, and feedback were analyzed. The review included the evaluation of trainers' performance, course delivery quality, and adherence to OPITO requirements. Opportunities for improvement were identified, including enhancing learner engagement, updating training materials, and ensuring timely scheduling of courses. Emphasized continuous monitoring, corrective and preventive actions, and compliance with OPITO standards to maintain certification integrity, improve learner outcomes, and support overall organizational performance.

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date

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21. Resource requirements if any

Presented by Mohammed Baobaid, Amina Salim, Aseetha Amanullah

Insisted the necessity of recruiting more training staff

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date

22. Recommendations for Improvement

As mentioned in Organizational plans

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date

23. Emergency Response & Drill reports

Presented by Sajitha Sabir

Emergency response and drill activities are to be planned and conducted in accordance with OPITO medical emergency procedures. Reports from these drills will be documented, reviewed, and analyzed to evaluate the effectiveness of emergency preparedness, staff response, and adherence to safety protocols. Emphasized the importance of regular drills, timely reporting, and corrective actions to ensure readiness for actual emergencies. Continuous improvement measures will be implemented based on drill outcomes to enhance safety awareness, response times, and compliance with OPITO & ACTVET standards.

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date

24. Initial & Ongoing Staff Competence status

Presented by Sajitha Sabir

Both initial and ongoing competence of all staff to ensure they are qualified, trained, and capable of performing their roles effectively. Training records, certifications, performance evaluations, and refresher courses were assessed to confirm compliance with internal standards and regulatory requirements. Gaps in knowledge or skills were identified, and corrective actions such as targeted training, mentoring, or reassessment were implemented. Emphasize continuous monitoring of staff competence, regular updates to training programs, and documentation of all competence related activities to support organizational performance, safety, and compliance objectives.

- NFPA Fire instructor Train the trainer completed and subsequently trainers are approved by ADNOC for Basic Fire fighting training
- Instructor Chandan was registered and successfully completed LEEA offshore container course
- Swalih is registered for LEEA various courses and progress is monitored
- A new Learning partner Polaris is identified for completion of SQA Assessor Qualification: CLDLD09 John & Lesley completed their Assessor certification
- Muhammed Ismail & Pradeesh are about to complete their OPITO Assessor course soon.

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date
1	More trainers to be developed to deliver OPITO courses	Basic H2S & AGT	Training Manager	28.02.2026

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25. Internal Self Assessments (ISA) & OPITO Visits

Presented by Sajitha Sabir

Review the results of Internal Self-Assessments (ISA) and OPITO external visits to ensure compliance with organizational procedures, regulatory requirements, and certification standards. Findings from ISAs will be analyzed to identify areas for improvement, and corrective and preventive actions will be implemented as required. OPITO visits will provide external validation of processes, training delivery, and assessment practices. Emphasize timely closure of non conformities, proper documentation of observations, and implementation of continuous improvement initiatives. Lessons learned from both internal and external assessments will be applied to enhance operational efficiency, training quality, and adherence to OPITO standards.

Sr. No.	Points Discussed raised	Action Decided	Responsibility	By Date
1	As per OPITO Guidance document, ISA will be completed	1 month prior to site visit	Centre Manager	On going