

Ecole Des Hautes Etudes Commerciales d'Alger

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Major: human resources management

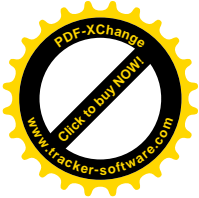
**The evaluation of recruitment
process
CASE STUDY: LABORATORY EL
HIKMA**

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Dedication

For the ones who have always been there for me, and made me the person I am today

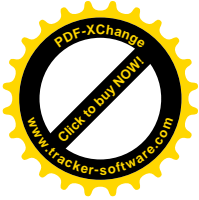
For my parents who gave me all the love , the support , the encouragement and who sacrificed for me to get this far

I can never say thank you enough

For my precious siblings : SARA, ILYES, SELSABIL, ISLAM

For my friends in general and HASNA TAGUIG in particular who reduced the stress and made every step more pleasant and fun

Thankyou



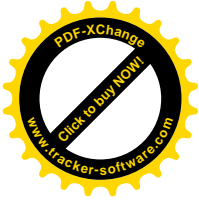
Acknowledgments:

Am gratfull to all the EHECfamily who contributed in all the study journey

For all my teachers ; for all the knowledge and expertise threw these years

For my supervisor Mr KANDI MOHAMED AMINE for his guidance and supervision and providing the necessary informations for me to complete this thesis

My thanks and appreciations also go to my colleagues and people who have helped me out with there abilities



Résumé

La gestion des ressources humaines est devenue aujourd'hui un sujet d'étude auquel s'intéressent de plus en plus les chercheurs, son ensemble de pratiques à pour but de mobiliser et de développer les ressources humaines pour une plus grande efficacité et efficacité car elle représente la principale source de richesse mais aussi le principal facteur de coût.

L'acquisition du capital humain se fait par l'une des pratiques de gestion des ressources humaines appelé le recrutement, un processus incontournable dans la vie de toute entreprise.

Le recrutement constitue un enjeu majeur dans toutes les organisations, pour être certaine de ne pas commettre d'erreur dans leur recrutement les entreprises font appel aux différents moyens de sélection comme l'analyse de curriculum vitae (CV), l'entretien et les tests et les évaluations, afin de sélectionner des bons candidats qui peuvent répondre aux exigences des postes.

Les différents moyens de sélection mesurent certains aspects pour des objectifs bien précis.

Laboratoire EL HIKMA comme toutes les entreprises économiques, a investi dans les moyens de sélection, nous avons pu analyser la politique de recrutement propre à cette entreprise et les moyens de sélection dont elle dispose et comment on les applique.



Summary

Human resources management has now become a subject of study in which researchers are increasingly interested, its set of practices aimed at mobilizing and developing human resources for greater efficiency and efficacy because it represents the main source of wealth but also the main cost factor.

The acquisition of human capital is done through one of the human resource management practices called recruiting, an essential process in the life of any business.

Recruitment is a major issue in all organizations, to be sure not to make a mistake in their recruitment, companies use different means of selection such as resume analysis (CV), interview and tests and evaluations, in order to select good candidates who can meet the requirements of the positions.

The different means of selection measure certain aspects for specific objectives. EL HIKMA laboratory like all economic companies, has invested in the means of selection, we were able to analyze a recruitment policy specific to this company and the means of selection at its disposal and how they are applied



ملخص

أصبحت إدارة الموارد البشرية الآن موضوع للدراسة يهتم به الباحثون بشكل متزايد حيث تهدف مجموعة ممارساتها الى تعبئة الموارد البشرية و تنميتها لزيادة الكفاءة لأنها تمثل المصدر الرئيسي للثروة و لكن أيضا عامل التكلفة الرئيسي.

يتم اكتساب رأس المال البشري من خلال إحدى ممارسات إدارة الموارد البشرية تسمى التوظيف و هي عملية أساسية في حياة أي عمل تجاري .

يعد التوظيف قضية رئيسية في جميع المنظمات للتأكد من عدم ارتكاب خطأ في التوظيف تستخدم الشركات وسائل مختلفة للاختيار مثل تحليل السيرة الذاتية و المقابلة و الاختبارات و التطورات من اجل اختيار المرشحين الجيدين القادرين على تلبية متطلبات الوظائف .

محددة لاهداف معينة جوانب مختلفة للاختيار ووسائل تقيس .

متحليل سياسة التوظيف الخاصة تمكننا و الاختيار و وسائلها استثمار الاقتصادية الشركات كجميعها للحكمة معمل

بهذه الشركة و وسائل الاختيار المتاحة لها و كيفية تطبيقها



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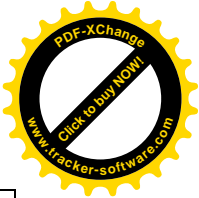
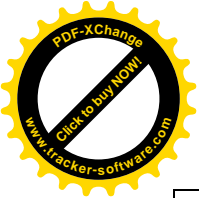
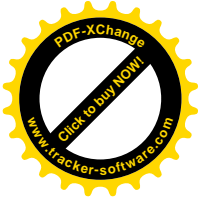
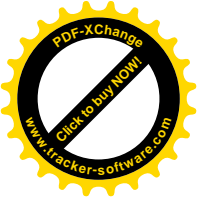
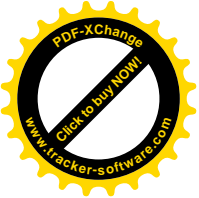


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List of abbreviations

HRM	Human resources management
HR	Human resources
HRD	Human resources direction
CEO	Chief executive officer
O&HR	Organization and human resources
ANEM	national employment agency
GJM	Group Job Market
CSP	professional security contract
CBI	competency based interview



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Introduction

The importance given by companies to the management of human resources is relatively recent. The personal function emerged in the first half of the XXth century and the professionalism in the second half, which became a function of human resources and also recognized as a strategic function at the end of this century.

Currently within the company, work is a multidimensional activity which tends to affect the well-being of the employee. Human resources management is considered to be the most important element of the company's strategy, which is performing at the height of the development of human resources occupying a place in the company's strategy, because it makes it possible to satisfy all the requirements and the questionings in order to master the implementation of an evolving management system in the socio-economic framework.

The organization must better manage its available human resources by trying to develop a recruitment process that meets their needs.

This procedure is both delicate and important, because the future of the company is at stake.

Among the starting points experienced by human resources management are the recruitment and selection of candidates which are necessary elements to make a good choice.

It is a mission of HRM which aims to provide the company with individuals proceeding the qualifications closest to the ones required for the vacant job position

In this context, the company must be demanding and objective during a recruitment operation, and this one depends on a rigorous process.

As such we want to clearly analyze the conduct of an act of recruitment which is based on objective criteria within the private company EL HIKMA.

The reasons of choosing the theme:

The choice of the topic on recruitment within a company is due to several objective reasons:

I opted for recruitment in my preparation of end of cycle thesis for its importance in the field of HRM and the importance of the human factor for the development of the company, and because this study is an attempt to know the system and the recruitment policy applied in the Algerian company

- Find out if the Algerian company uses modern or traditional methods during a recruitment process.
- As a young person ready to work , I am curious to know how recruitment is carried out within a company

the research objectives:

All scientific research has an objective, it is to find a solution to an existing problem, and therefore we want to discover the bases and the criteria of the candidates.

The objective of the theme is to identify, analyze, assess and forecast the bases and human workforce needs, while respecting the objectives of the organization and those of the employees in the short, medium and long term.

- How Algerian companies in general and private companies in particular exercise the recruitment function.
- Show the bases and criterias on which the company relies to recruit its employees.
- The objective of our survey is to verify the adequacy of the recruitment practices with the strategic directions of the company.
 - Check whether private companies use the subjective criteria in the recruitment process

Problematic:

The human resources dimension in the strategy of the company today is a recognized necessity; the general management know that the structures and the men give a competitive advantage to their organization, they adopt a strategy of human and social development in harmony with their economic strategy and their social responsibility. So the company is a place of accumulation of wealth and production of good or service, it brings together three essential factors : capital and financial means in general and human resources and material and logistical means

The company expects from the human resources function a strong added value to the services of competitiveness, the HRD become a business partner; it helps the company to meet all challenges, to adapt to its environment to become agile and competitive therefore human resources management is the set of activities that allow an organization to have human resources corresponding to its needs in quality and quantity

The activity in question is recruitment, which is the most visible human resources management practice outside the organization since not only the candidates, but also the general public can see tangible manifestation; the two main ones are the communication related to recruitment and the selection to which the most media-intensive candidates are subjected.

Among the practices of human resources management the quality of a recruitment and the result of the existing adequacy between the recruited person and the immediate need and the future of the company, it is based on a realistic definition of the position to be filled on the identification of the corresponding profile, on the future search for the competent candidate

Recruitment and selection of candidates are one of the starting points experienced by HRM , which are necessary elements to make a good choice

« Recruitment is one of the activities which consists on a set of actions used by the organization to attract potential candidates , claims to immediately fill a vacant position in the future

The choice of a candidates is indeed too serious matter to leave room for too much improvisation, companies in summer gradually led to measure the stakes and the consequences of their choice and understand better today the importance of the precaution that some of them take while recruiting. «contrary to an idea often answered , recruitment covers a set of operations which are articulated around three main phases :

the identification and specification of the need, the recruitment campaign and the selection procedures and integration into the workstation it is at the end of these three phases that we can evaluate the success of an recruitment

Therefore the company, whatever its size must set itself the objectives that must not be limited to a set of a function to achieve these objectives should combine and manipulate several factors to its advantage

The aim of this research is to know how to carry out and evaluate the recruitment process based on its criteria for selection candidates by the company EL HIKMA

Therefore this research relates to the bases of recruitment of workers or the selection criteria of it

Is the recruitment process implemented by el hikma efficient?

In order to best respond to this problem, we will try through this modest work, to answer the following questions:

- Are the provisional recruitment programs in line with real needs?
- Are the results and choice of recruitments in line with The quantitative recruitment needs?
- What are the dysfunctions? And how can it be remedied?

the hypotheses:

The hypotheses is a proposition of answers to the question asked, it tends to formulate a relationship between significant facts.

The first hypothesis

The provisional recruitment plan may not be in line with the real needs of the business,

The second hypothesis

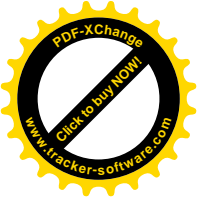
Gaps exist between the results obtained and the strategic recruitment orientations,

The third hypothesis

There is a gap between the results obtained and the actual expected needs.



I. Chapter01 : human resources management



I. Chapter01 : human resources management

In this part devoted to the conceptual framework of our research, we have based ourselves on theoretical foundations from management and management sciences, where the objective is to describe the recruitment process and the tests used

Section01 : concept on human resources management

1.1– the definitions of human resources management:

There are several definitions of human resources management as its role and organization have evolved over time

A- «human resources management is the set of activities which allows an organization to have the human resources corresponding to its needs in quantity and quality»¹, these activities are: recruitment, remuneration, mobility and career management, training, and collective negotiation

B- «human resources management is the set of policies and practices of an organization to identify, acquire, integrate, organize, develop and mobilize the individual and collective skills that are necessary to achieve its objectives»²

Human resource management is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives. Storey (1989) believes that HRM can be regarded as a 'set of interrelated policies with an ideological and philosophical underpinning'³

1.2-Human resources system

Human resource management operates through human resource systems that bring together in a coherent way:

- *HR philosophies* describing the overarching values and guiding principles adopted in managing people.
- *HR strategies* defining the direction in which HRM intends to go.
- *HR policies*, which are the guidelines defining how these values, principles and strategies should be applied and implemented in specific areas of HRM.
- *HR processes* consisting of the formal procedures and methods used to put HR strategic plans and policies into effect.
- *HR practices* comprising the informal approaches used in managing people.
- *HR programmers*, which enable HR strategies, policies and practices to be implemented according to plan.

1.3- The matching model of HRM

One of the first explicit statements of the HRM concept was made by the Michigan School (Fombrun *et al*, 1984)⁴. They held that HR systems and the organization structure should be

¹ - Cadin Loic and others, human resources management, 3rd Edition, Dunod, paris, 2007, p05.

² - Jean Marie Peretti, human resources management, Edition, Dunod, paris, 1998, p06

³ ARMSTRONG (Michael) a handbook of human resources management 10 th edition , London , philadelphia

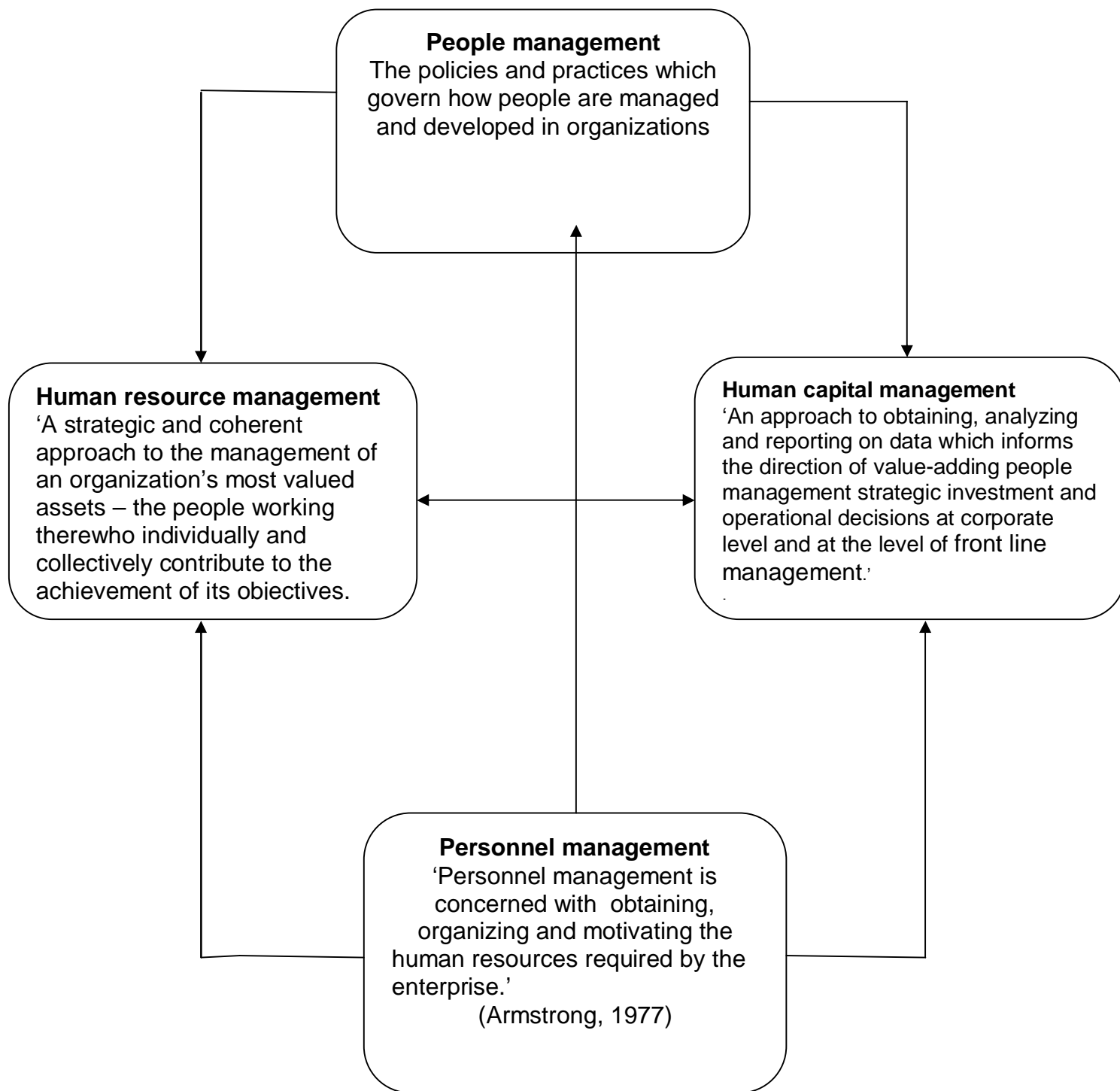
⁴ Fombrun, C J, Tichy, N M, and Devanna, M A (1984) *Strategic Human Resource Management*, Wiley, New York

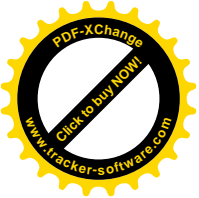


managed in a way that is congruent with organizational strategy (hence the name ‘matching model’). They further explained that there is a human resource cycle , which consists of four generic processes or functions that are performed in all organizations. These are:

1. *selection*– matching available human resources to jobs;

¹Figure 0.1 Relationship between aspects of people management





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2. *appraisal* – performance management;
3. *rewards* – ‘the reward system is one of the most under-utilized and mishandled managerial tools for driving organizational performance’; it must reward short as well as long-term achievements, bearing in mind that ‘business must perform in the present to succeed in the future’;
4. *development* – developing high quality employees.

1.4- Aims of HRM :

The overall purpose of human resource management is to ensure that the organization is able to achieve success through people. As Ulrich and Lake (1990)⁵ remark: ‘HRM systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities.’. Specifically, HRM is concerned with achieving objectives in the areas summarized below.

Table 01: Outcomes of research on the link between HR and organizational performance

Researcher(s)	Methodology	Outcomes
Arthur (1990, 1992, 1994) ⁶	Data from 30 US strip mills used to assess impact on labor efficiency and scrap rate by reference to the existence of either a high commitment strategy* or a control strategy*.	Firms with a high commitment strategy had significantly higher levels of both productivity and quality than those with a control strategy.
Huselid (1995)	Analysis of the responses of 968 US firms to a questionnaire exploring the use of high performance work practices*, the development of synergies between them and the alignment of these practices with the competitive strategy	Productivity is influenced by employee motivation; financial performance is influenced by employee skills, motivation and organizational structures.

⁵Ulrich, D and Lake, D (1990) *Organizational Capability: Competing from the inside out*,

⁶Wil Arthur, J (1990) *Industrial Relations and Business Strategies in American Steel Minimills*, Unpublished PhD dissertation, Cornell University

Huselid and Becker (1996) ⁷	An index of HR systems in 740 firms was created to indicate the degree to which each firm adopted a high performance work system.	Firms with high values on the index had economically and statistically higher levels of performance
Becker <i>et al</i> (1997)	Outcomes of a number of research projects were analyzed to assess the strategic impact on shareholder value of high performance work systems	High performance systems make an impact as long as they are embedded in the management infrastructure. ⁸
Patterson <i>et al</i> (1997)	The research examined the link between business performance and organization culture and the use of a number of HR practices.	HR practices explained significant variations in profitability and productivity (19% and 18% respectively). Two HR practices were particularly significant: (1) the acquisition and development of employee skills and (2) job design including flexibility, responsibility, variety and the use of formal teams.
Thompson (1998)	A study of the impact of high performance work practices such as team working, appraisal, job rotation broad-banded grade structures and sharing of business information in 623 UK aerospace establishments	The number of HR practices and the proportion of the workforce covered appeared to be the key differentiating factor between more and less successful firms.

⁷Huselid, M A and Becker, B E (1996) *Methodological issues in cross-sectional and panel estimates of the human resource-firm performance link*, *Industrial Relations*, 35(3), pp 400–22

Arthur, J (1994) *Effects of human resource systems on manufacturing performance and turnover*, *Academy of Management Review*, 37(4), pp 670–87ey, New York

The 1998 workplace employee relations survey (as analyzed by Guest <i>et al</i> 2000a)	An analysis of the survey which sampled some 2,000 workplaces and obtained the views of about 28,000 employees	A strong association exists between HRM and both employee attitudes and workplace performance.
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1.4.1 -Organizational effectiveness

‘Distinctive human resource practices shape the core competencies that determine how firms compete’ (Cappelli and Crocker-Hefter, 1996)⁹. Extensive research has shown that such practices can make a significant impact on firm performance. HRM strategies aim to support programmes for improving organizational effectiveness by developing policies in such areas as knowledge management, talent management and generally creating ‘a great place to work’. This is the ‘big idea’ as described by Purcell *et al* (2003)¹⁰, which consists of a ‘clear vision and a set of integrated values’

More specifically, HR strategies can be concerned with the development of continuous improvement and customer relations policies

1.4.2-Human capital management

The human capital of an organization consists of the people who work there and on whom the success of the business depends.

Human capital can be regarded as the prime asset of an organization and businesses need to invest in that asset to ensure their survival and growth. HRM aims to ensure that the organization obtains and retains the skilled, committed and well-motivated workforce it needs. This means taking steps to assess and satisfy future people needs and to enhance and develop the inherent capacities of people – their contributions, potential and employability – by providing learning and continuous development opportunities. It involves the operation of ‘rigorous recruitment and selection procedures, performance-contingent incentive compensation systems, and management development and training activities linked to the needs of the business’ (Becker *et al*, 1997)¹¹. It also means engaging in talent management – the process of acquiring and nurturing talent, wherever it is and wherever it is needed, by using a number of interdependent HRM policies and practices in the fields of resourcing, learning and development, performance management and succession planning.

⁹ CAPPELLI & CROCKER (-hefter) *Distinctive human resources are firms’ core competencies*, *Organizational Dynamics*, Winter, pp 7–22

¹⁰ Purcell, J, Kinnie, K, Hutchinson, Rayton, B and Swart, J (2003) *People and Performance: How people management impacts on organisational performance*, CIPD, London

¹¹ Becker, B E, Huselid, M A, Pickus, P S and Spratt, M F (1997) HR as a source of shareholder value: research and recommendations, *Human Resource Management*, Spring, 36(1), pp 39–47

The process of human capital management (HCM) is closely associated with human resource management. However, the focus of HCM is more on the use of metrics (measurements of HR and people performance) as a means of providing guidance on people management strategy and practice.

1.4.3-Knowledge management

Knowledge management is 'any process or practice of creating, acquiring, capturing, sharing and using knowledge, wherever it resides, to enhance learning and performance in organizations's (Scarborough *et al*, 1999). HRM aims to support the development of firm-specific knowledge and skills that are the result of organizational learning processes.

1.4.4-Reward management

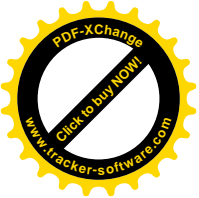
HRM aims to enhance motivation, job engagement and commitment by introducing policies and processes that ensure that people are valued and rewarded for what they do and achieve and for the levels of skill and competence they reach.¹²

1.4.5-Employee relations

The aim is to create a climate in which productive and harmonious relationships can be maintained through partnerships between management and employees and their trade unions.

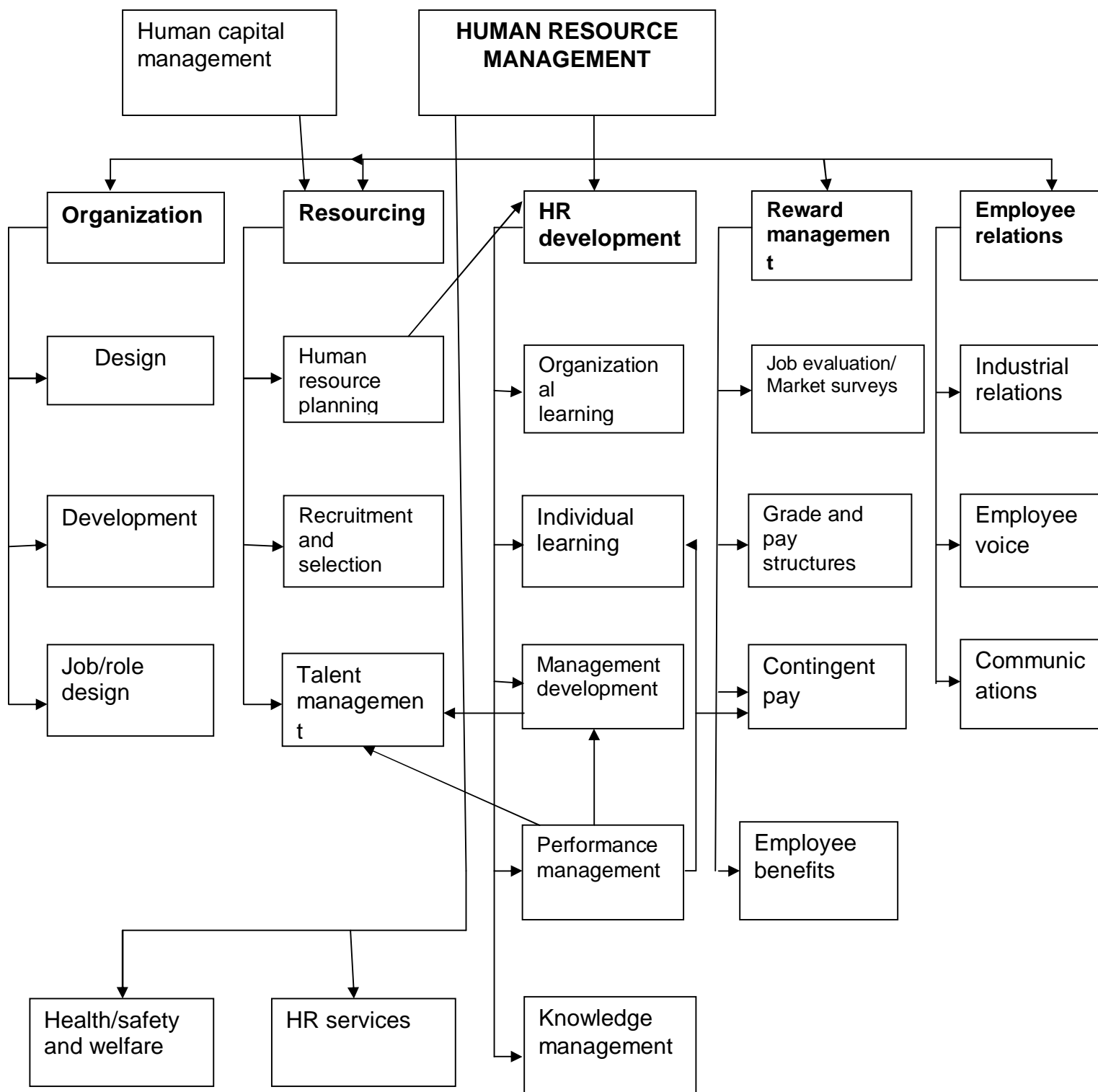
1.4.6-Meeting diverse needs

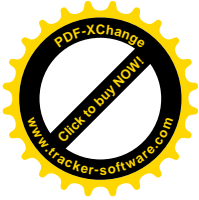
aims to develop and implement policies that balance and adapt to the needs of its stakeholders and provide for the management of a diverse workforce, taking into account individual and group differences in employment, personal needs, work style and aspirations and the provision of equal opportunities for all.¹³



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¹Figure 0.2 HRM activities





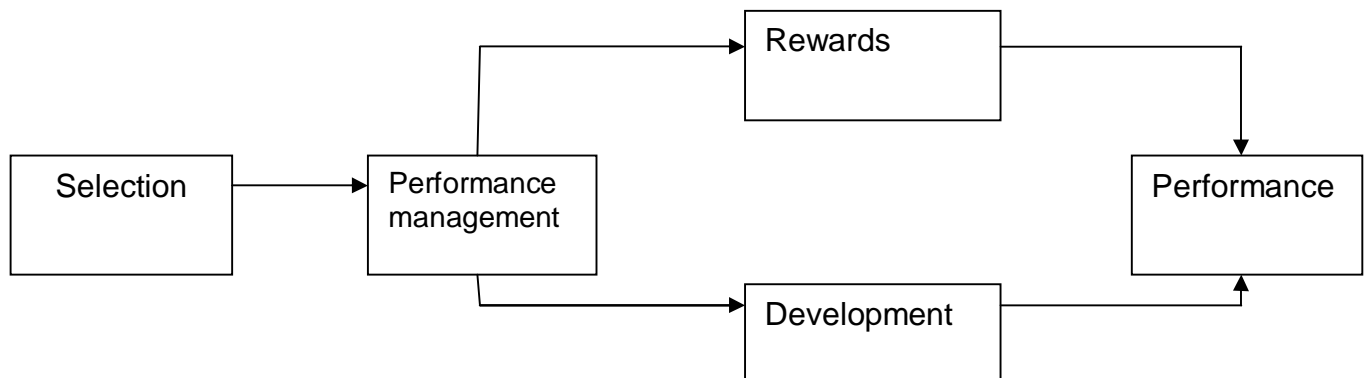
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1.5- Policy goals of HRM :

The models of HRM, the aims set out above and other definitions of HRM have been distilled by Caldwell (2004) into 12 policy goals:

1. Managing people as assets that are fundamental to the competitive advantage of the organization.
2. Aligning HRM policies with business policies and corporate strategy.
3. Developing a close fit of HR policies, procedures and systems with one another.
4. Creating a flatter and more flexible organization capable of responding more quickly to change.
5. Encouraging team working and co-operation across internal organizational boundaries.
6. Creating a strong customer-first philosophy throughout the organization.
7. Empowering employees to manage their own self-development and learning
8. Developing reward strategies designed to support a performance-driven culture.
9. Improving employee involvement through better internal communication.
10. Building greater employee commitment to the organization.
11. Increasing line management responsibility for HR policies.
12. Developing the facilitating role of managers as enablers¹⁵

¹Figure 0.3 The Human Resource Cycle (adapted from Fombrun *et al*, 1984)



Fombrun, C J, Tichy, N M, and Devanna, M A (1984) *Strategic Human Resource Management*, Wiley, New York

1.6-the constituent elements of HRM :

- management practices : recruit, mobilize, evaluate, remunerate, train...
- rules and standards : legal, collective agreement, company branch agreements, standards produced, regulations, HRM tools



- business management policies : determined by business strategies based on external contexts : markets, products, business structure and internal contexts : organizational mode, level of qualification, work routine and dominant culture
- multiple actors : internally : management, HR department, manager, staff representative ; externally : public authority, union consultant, principal shareholders

1.7- the place of recruitment in HRM :

Human resources management gives the recruitment practice a capital importance :this will partly determinethe long-term success or failure of the company. Because it is a question of maximizing the adequacy between the needs of the company on the plans of position to be able and the individuals available on the labor market

A good recruitment policy is therefore vital for the company, recruitment is considered as a long term investigative practice , because Hyman resources is the body of knowledge, talent and technical capacities

HRM is fundamentally about matching human resources to the strategic and operational needs of the organization and ensuring the full utilization of those resources. It is concerned not only with obtaining and keeping the number and quality of staff required but also with selecting and promoting people who ‘fit’ the culture and thestrategic requirements of the organization.

HRM places more emphasis than traditional personnel management on finding people whose attitudes and behavior are likely to be congruent with what management believes to be appropriate and conducive to success. In the words of Townley (1989), organizations are concentrating more on ‘the attitudinal and behavioral

section02 : recruitment process

2.1 –Aims of human resources planning:

The aims of human resource planning in any organization will depend largely on its context but in general terms, the typical aims might be to:

- attract and retain the number of people required with the appropriate skills, expertise and competencies;
- anticipate the problems of potential surpluses or deficits of people;
- develop a well trained and flexible workforce, thus contributing to the organization’s ability to adapt to an uncertain and changing environment;
- reduces dependence on external recruitment when key skills are in short supply by formulating retention, as well as employee development strategies;
- improve the utilization of people by introducing more flexible systems of work.

2.2–Objective

The objective of HRM resourcing strategy, as expressed by Keep (1989)¹⁶, is ‘To obtain the right basic material in the form of a workforce endowed with the appropriate qualities, skills, knowledge and potential for future training. The selection and recruitment of workers best suited to meeting the needs of the organization ought to form a core activity upon which most other HRM policies geared towards development and motivation could be built.’ The concept

¹⁶₂ KEEP , *E Corporate training strategies, (1989) in J Storey (ed) New Perspectives on Human Resource Management, Blackwell, Oxford*



that the strategic capability of a firm depends on its resource capability in the shape of people (resource based strategy, as explained in provides the rationale for resourcing strategy. The aim of this strategy is therefore to ensure that a firm achieves competitive advantage by employing more capable people than its rivals. These people will have a wider and deeper range of skills, and behave in ways that maximize their contribution. The organization attracts such people by being 'the employer of choice'. It retains them by providing better opportunities and rewards than others, and by developing a positive psychological contract which increases commitment and creates mutual trust. Furthermore, the organization deploys its people in ways that maximize the added value they supply.

2.3 -Analysing demand and supply forecasts

The demand and supply forecasts can then be analysed to determine whether there are any deficits or surpluses. This provides the basis for recruitment, retention, and if unavoidable downsizing, plans. Computerized planning models can be used for this purpose. It is, however, not essential to rely on a software planning package. The basic forecasting calculations can be carried out with a spreadsheet that sets out and calculates the number required for each occupation where plans need to be made

A-ACTION PLANNING

Action plans are derived from broad resourcing strategies and more detailed analysis of demand and supply factors. However, the plans often have to be short term and flexible because of the difficulty of making firm predictions about human resource requirements in times of rapid change. Plans need to be prepared in the areas of resourcing, flexibility and downsizing.

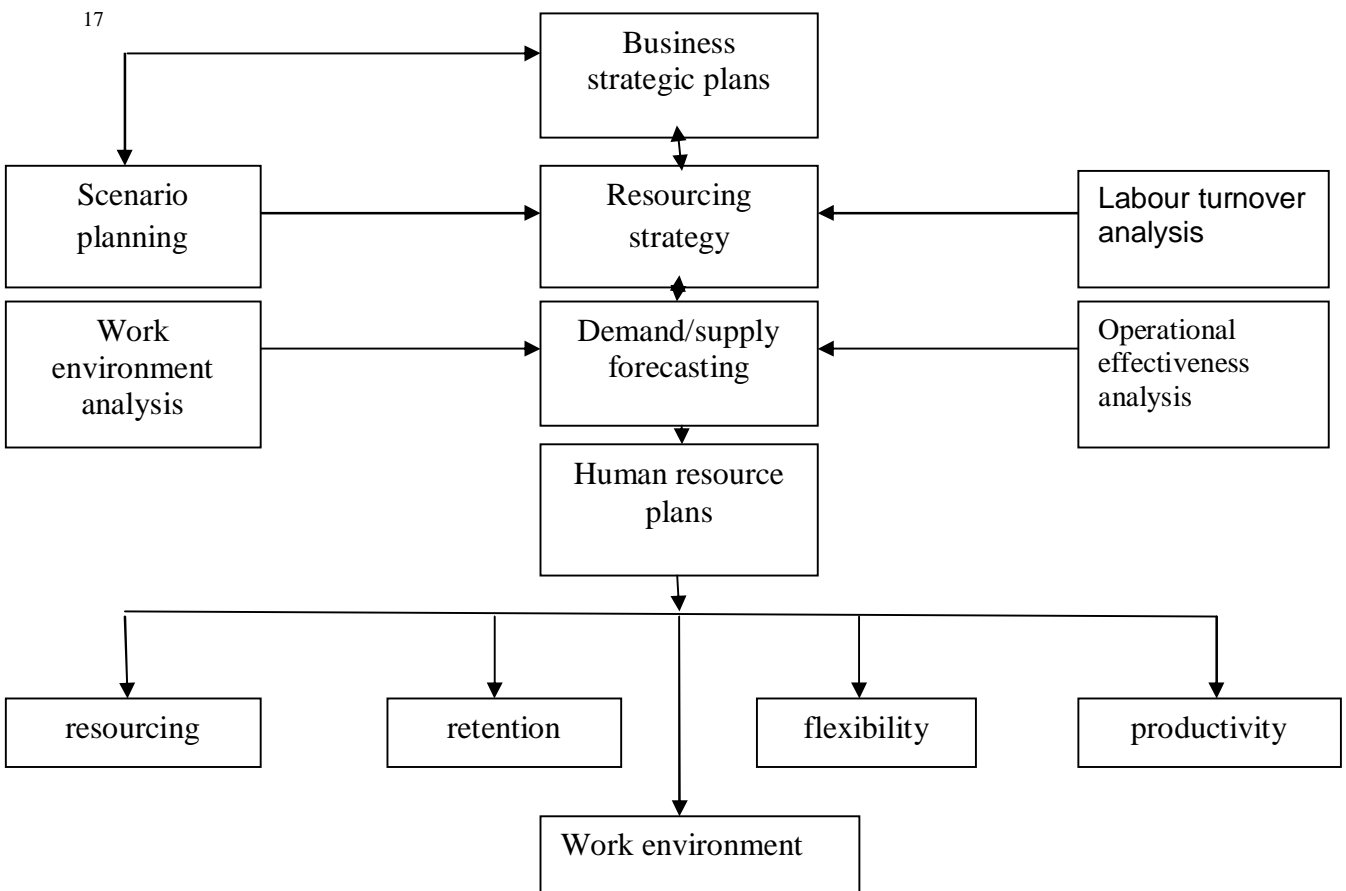
B-The resourcing plan

This needs to consider approaches to obtaining people from within the organization, to recruiting them externally, and to attracting high quality candidates (becoming 'the employer of choice')

2.4--Internal resourcing

The first step is to analyse the availability of suitable people from within the organization, by reference to assessments of potential and a skills database. The latter should contain a regularly updated list of employees with the sort of skills needed by the organization. Decisions are then made on what steps should be taken to promote, redeploy, and as necessary provide additional experience and training to eligible staff. Plans can also be made to make better use of existing employees, which may include flexibility arrangements as discussed later, or home working.

¹Figure 0.4 The process of human resource planning



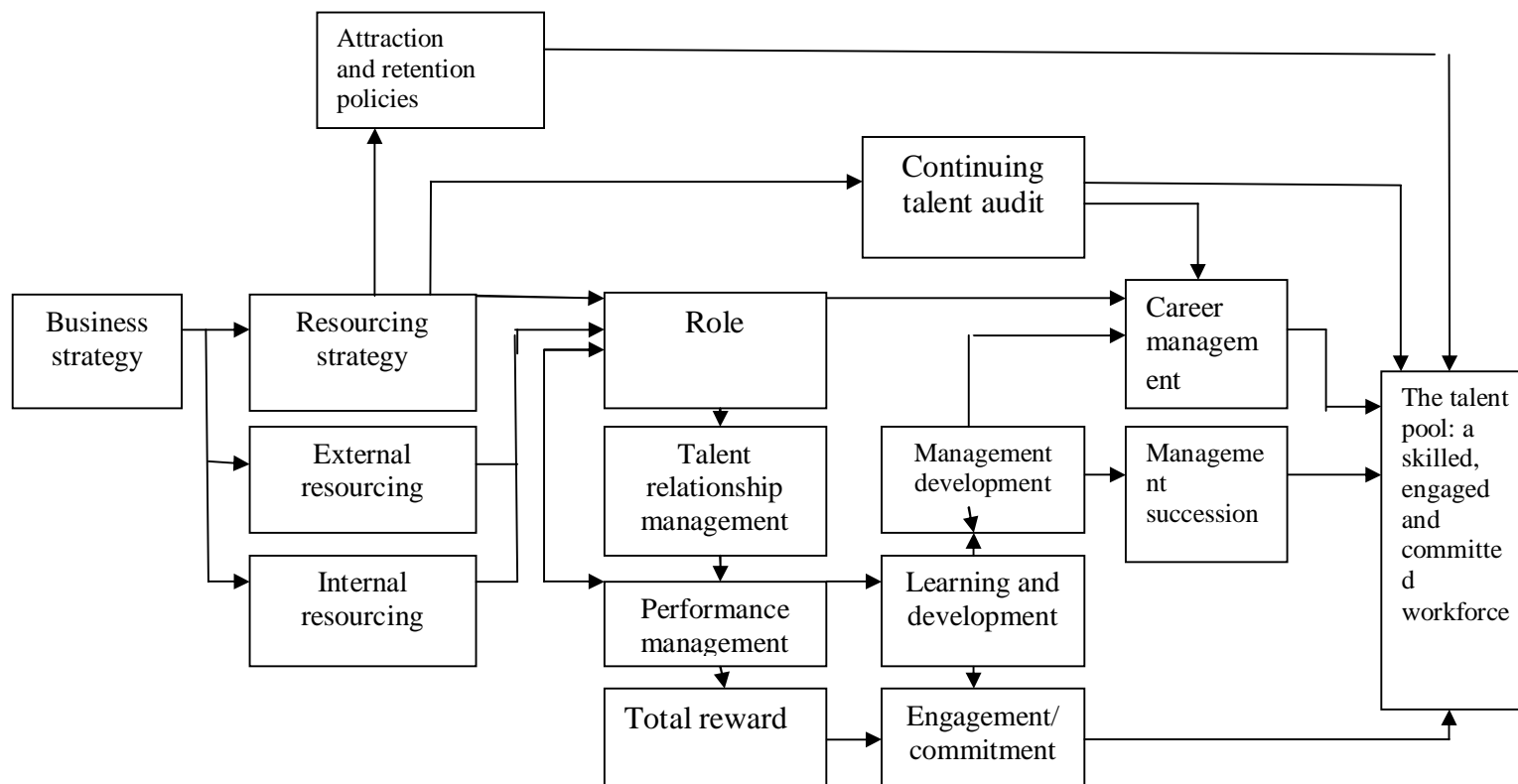
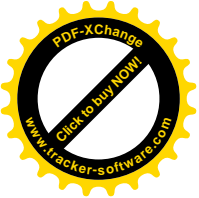
A handbook of human resources management by Armstrong Michael

2.4-The recruitment plan

This will incorporate:

- the numbers and types of employees required to make up any deficits, when they are needed;
- the likely sources of candidates – schools, colleges of further education, universities, advertising, the internet etc;
- plans for tapping alternative sources, such as part-timers, or widening the recruitment net to include, for example, more women re-entering the labour market;
- how the recruitment programme will be conducted.

Figure 05: The elements of talent management



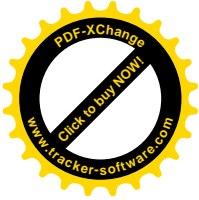
A handbook of human resources management by ARMSTRONG MICHAEL

2.5-Employer of choice plans

The recruitment plan should include plans for attracting good candidates by ensuring that the organization will become an ‘employer of choice’. This could be achieved by such means as generally improving the image of the company as an employer (the employer brand) and by offering:

- better remuneration packages;
- more opportunities for learning, development and careers;
- enhanced future employability because of the reputation of the organization as one that employs and develops high quality people, well as the learning opportunities it provides;¹⁸
- employment conditions which address work–life balance issues by, for example, adapting working hours and arrangements and leave policies, and providing child care facilities or vouchers to meet the needs of those with domestic responsibilities;
- better facilities and scope for knowledge workers, such as research and developmentscientists or engineers or IT specialists;
- ‘golden hellos’ (sums of money paid upfront to recruits);
- generous relocation payments

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2.4.1-The recruitment process :

2.4.1.1-recruitment definition:

Recruitment is generally defined as the process of providing a sufficient number of qualified candidates, from which the organization can choose the most suitable for the position to be filled. In other words the main objective of recruiting is to attract qualified individuals . Moreover, recruitment is dependent on the organization to retain its employees, retaining its competent and productive employees.

The number and categories of people required should be specified in the recruitment program, which is derived from the human resource plan. In addition, there will be demands for replacements or for new jobs to be filled, and these demands should be checked to ensure that they are justified. It may be particularly necessary to check on the need for a replacement or the level or type of employee that is specified.

Requirements for particular positions are set out in the form of role profiles and person specifications. These provide the basic information required to draft advertisements, brief agencies or recruitment consultants, and assess candidates. A role profile listing competence, skill, educational and experience requirements produces the job criteria against which candidates will be assessed at the interview or by means of psychological tests.

The overall aim of the recruitment and selection process should be to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the company

2.4.1.2-Recruitment objectives

- provide the staff and skills that the organization need
- increase the chances of success of the human resources selection and integration process
- take into account legal, social and economic consideration throughout the process
- reduce the risk of employee departure linked to the incomparability between job profiles, individual needs and organizational values
- increase the efficiency of the organization , in particular the human resources function

2.4.1.3-Role profiles for recruitment purposes

Role profiles, define the overall purpose of the role, its reporting relationships and key result areas. They may also include a list of the competencies required. These will be technical competencies (knowledge and skills) and any specific behavioral competencies attached to the role. The latter would be selected from the organization's competency framework and modified as required to fit the demands made on role holders. For recruiting purposes, the profile is extended to include information on terms and conditions (pay, benefits, hours of work), special requirements such as mobility, travelling or unsocial hours, and training, development and career opportunities. The recruitment role profile provides the basis for a person specification.

- Person specifications

A person specification, also known as a recruitment, personnel or job specification, defines the education, training, qualifications and experience. The technical competencies as set out in

the role profile may also be included. A person specification can be set out under the following headings:

- Technical competencies– what the individual needs to know and be able to do to carry out the role, including any special aptitudes or skills required;
- *behavioral and attitudinal requirements* – the types of behaviors required for Successful performance in the role will be related to the core values and competency framework of the organization to ensure that cultural fit is achieved when selecting people. But role-specific information is also needed, which should be developed by analyzing the characteristics of existing employees who are carrying out their roles effectively. By defining behavioral requirements it is possible to elicit information about attitudinal requirements, ie what sort of attitudes are likely to result in appropriate behaviors and successful performance.
- Qualifications and training – the professional, technical or academic qualifications required, or the training that the candidate should have undertaken;
- Experience – in particular, categories of work or organizations; the types of achievements and activities that would be likely to predict success;
- Specific demands – where the role holder will be expected to achieve in specified areas, eg develop new markets, improve sales, or introduce new systems;
- organizational fit – the corporate culture (eg formal or informal) and the need for candidates to be able to work within it;
- Special requirements – travelling, unsocial hours, mobility, etc;
- meeting candidate expectations– the extent to which the organization can meet candidates' expectations in terms of career opportunities, training security etc.

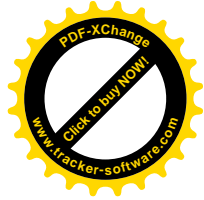
The behavioral and attitudinal parts of the person specification are used as the basis for structured interviews (As reported by *Competency and Emotional Intelligence* (2004), Britannia Building Society recruits on the basis of the candidates' attitudes first, and skills and abilities second. Developing the process involved mapping the Society's values to its core competencies, identifying the sort of competency- based questions that should be asked by interviewers, defining the typical types of responses that candidates might make, and tracking those back to the values.

A role profile will set out output expectations and competency requirements for interviewing purposes. But more information may be required to provide the complete picture for advertising and briefing candidates on terms and conditions and career prospects. The biggest danger to be avoided at this stage is that of overstating the competencies and qualifications required. It is natural to go for the best, but setting an unrealistically high level for candidates increases the problems of attracting them, and results in dissatisfaction when they find their talents are not being used. Understating requirements can be equally dangerous, but it happens much less frequently. The best approach is to distinguish between essential and desirable requirements. When the requirements have been agreed, they should be analyzed under suitable headings. There are various ways of doing this. A basic approach is to set out and define the essential or desirable requirements under the key headings of¹⁹ competencies, qualifications and training²⁰ and experience. Additional information can be provided on specific demands. It is necessary to spell out separately the terms and conditions of the job.

2.4.1.4-People resourcing

- . Technical competencies:

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- *Essential in:*
 - all aspects of recruitment including test administration;
 - interviewing techniques;
 - job analysis;
 - inputting data to computers;
 - administering fairly complex paperwork processes.
- *Desirable in:*
 - administering OPQ test;
 - job evaluation;
 - counseling techniques;
 - Conducting training sessions
 - . Behavioral competencies:
 - Able to relate well to others and use interpersonal skills to achieve desired objectives;
 - Able to influence the behavior and decisions of people on matters concerning recruitment and other personnel or individual issues;
 - Able to cope with change, to be flexible and to handle uncertainty;
 - able to make sense of issues, identify and solve problems and ‘think on one’s feet’;
 - Focus on achieving results;
 - able to maintain appropriately directed energy and stamina, to exercise self-control and to learn new behaviors;
 - Able to communicate well, orally and on paper.
 - . Qualifications/experience:
 - Graduate Member of the Chartered Institute of Personnel and Development plus relevant experience in each aspect of the work

2.4.1.5-Using a competency-based approach

A competency-based approach means that the competencies defined for a role are used as the framework for the selection process. As described by Taylor (2002)²¹: ‘A competency approach is person-based rather than job-based. The starting point is thus not an analysis of jobs but an analysis of people and what attributes account for their effective and superior performance.’ Roberts (1997)²² suggests that: The benefit of taking a competencies approach is that people can identify and isolate the key characteristics which would be used as the basis for selection, and that those characteristics will be described in terms which both can understand and agree... . The competencies therefore become a fundamental part of the selection process.

A competencies approach can help to identify which selection techniques, such as psychological testing or assessment centers, are most likely to produce useful evidence. It provides the information required to conduct a structured interview in which questions can focus on particular competency areas to establish the extent to which candidates meet the specification as set out in competency terms.

²¹Taylor, *S People Resourcing*, (2002) CIPD, London

²²Roberts, *G Recruitment and Selection: A competency approach*, (1997) Institute of Personnel and Development, London

The advantages of a competency-based approach have been summarized by Wood and Payne (1998)²³ as follows:

- It increases the accuracy of predictions about suitability.
- It facilitates a closer match between the person's attributes and the demands of the job.
- It helps to prevent interviewers making 'snap' judgments.
- It can underpin the whole range of recruitment techniques – application forms, interviews, tests and assessment centers.

The framework can be defined in terms of technical or work-based competencies, which refer to expectations of what people have to be able to do if they are going to achieve the results required in the job. It can also include definitions of required behavioral competencies, which refer to the personal characteristics and behavior required for successful performance in such areas as interpersonal skills, leadership, personal drive, communication skills, team membership and analytical ability.

The competencies used for recruitment and selection purposes should meet the following criteria:

- They should focus on areas in which candidates will have demonstrated their competency in their working or academic life – eg leadership, teamwork, initiative.
- They are likely to predict successful job performance, eg achievement motivation.
- They can be assessed in a targeted behavioral event interview in which, for example, if team management is a key competence area, candidates can be asked to give examples of how they have successfully built a team and got it into action.
- They can be used as criteria in an assessment centre

A competency approach along these lines can provide the most effective means of identifying suitable candidates as part of a systematic selection process.

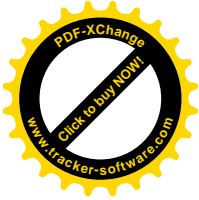
2.4.1.6-Attracting candidates:

Attracting candidates is primarily a matter of identifying, evaluating and using the most appropriate sources of applicants. However, in cases where difficulties in attracting or retaining candidates are being met or anticipated, it may be necessary to carry out a preliminary study of the factors that are likely to attract or repel candidates – the strengths and weaknesses of the organization as an employer.

2.4.1.7-Analysis of recruitment strengths and weaknesses

The analysis of strengths and weaknesses should cover such matters as the national or local reputation of the organization, pay, employee benefits and working conditions, the intrinsic interest of the job, security of employment, opportunities for education and training, career prospects, and the location of the office or plant. These need to be compared with the competition in order that a list of what are, in effect, selling points can be drawn up as in a marketing exercise, in which the preferences of potential customers are compared with the features of the product in order that those aspects that are likely to provide the most appeal to the customers can be emphasized. Candidates are, in a sense, selling themselves, but they are also buying what the organization has to offer. If, in the latter sense, the labor market is a buyer's market, then the company that is selling itself to candidates must study their needs in relation to what it can provide ;The aim of the study might be to prepare a better image of the organization (the employer brand) for use in advertisements, brochures or interviews. Or it

²³Wood, R and Payne, T *Competency-based Recruitment and Selection*, (1998) Wiley, Chichester



might have the more constructive aim of showing where the organization needs to improve as an employer if it is to attract more or better candidates *and* to retain those selected.²⁴

The study could make use of an attitude survey to obtain the views of existing employees. One such survey mounted by the writer in an engineering company wishing to attract science graduates established that the main concern of the graduates was that they would be able to use and develop the knowledge they had gained at university. As a result, special brochures were written for each major discipline giving technical case histories of the sort of work graduates carried out. These avoided the purple passages used in some brochures survey and proved to be a most useful recruitment aid. Strong measures were also taken to ensure that research managers made proper use of the graduates they recruited²⁵

2.4.1.8-Analyse the requirement, likely sources and job features :

First it is necessary to establish how many jobs have to be filled and by when. Then turn to the job description and person specification to obtain information on responsibilities, qualifications and experience required.

The next step is to consider where suitable candidates are likely to come from; the companies, jobs or education establishments they are in; and the parts of the country where they can be found.

Finally, define the terms and conditions of the job (pay and benefits) and think about what about the job or the organization is likely to attract good candidates so that the most can be made of these factors in the advertisement. Consider also what might put them off, for example the location of the job, in order that objections can be anticipated. Analyse previous successes or failures to establish what does or does not work

2.4.1.9-E-Recruitment :

E-recruitment or online recruitment uses web-based tools such as a firm's public internet site or its own intranet to recruit staff. The processes of e-recruitment consist of attracting, screening and tracking applicants, selecting, and offering jobs or rejecting candidates. It has been estimated by Cappelli (2001)²⁶ that it costs only about one-twentieth as much to hire someone online, if that is the only method used, as it does to hire the same person through traditional methods.

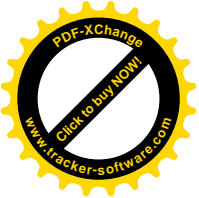
Advantages

E-recruitment not only saves costs but also enables organizations to provide much more information to applicants, which can easily be updated. There is more scope to present the 'employment proposition' in terms that increase the attractiveness of the company as a place in which to work. The options available for online selection include self-assessments, online screening and psychometric testing online. Online tests can be standardized and scored easily.

²⁴ ARMSTRONG(Michael) *A handbook of human resources management 10th edition* , London, philadelphia

²⁵ ARMSTRONG (Michael) *a handbook of human resources management 10th edition london & philadelphia*

²⁶ Cappelli, P *Making the most of on-line recruiting*, (2001) *Harvard Business Review*, 70(3), pp 134-48



Usage

An IRS (2004a)²⁷ survey established that 84 per cent of employers made some use of electronic recruitment. It was noted by IRS that the internet is now a fundamental part of the recruitment process. At the very least, employers are utilizing the internet and e-mail systems to communicate with candidates and support their existing hiring

Practices. Many organizations also use their corporate website.

The IRS survey found that organizations have made a strategic decision to cut the costs of their recruitment processes and get better value for money, and have turned to the internet to achieve this. However, a significant proportion of users still encounter

Problems with the use of e-recruitment, generally receiving too many unsuitable candidates. Some organizations address this through the use of self-selection tools such as a self-selection questionnaire to discourage unsuitable applicants. IRS

Comments that this approach means that: 'Subtly and sensitively, organizations can let candidates know that this may not be the role for them, while maintaining their goodwill and self-esteem.'

2.4.2-Outsourcing recruitment:

There is much to be said for outsourcing recruitment – getting agencies or consultants to carry out at least the preliminary work of submitting suitable candidates or drawing up a short list. It costs money, but it can save a lot of time and trouble.²⁸

- Using agencies

Most private agencies deal with secretarial and office staff. They are usually quick and effective but quite expensive. Agencies can charge a fee of 15 per cent or more of the first year's salary for finding someone. It can be cheaper to advertise, especially when the company is in a buyer's market. Shop around to find the agency that suits the organization's needs at a reasonable cost.

Agencies should be briefed carefully on what is wanted. They produce unsuitable candidates from time to time but the risk is reduced if they are clear about your requirements.

- Using recruitment consultants

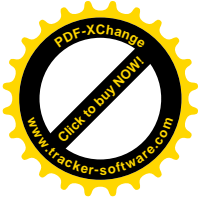
Recruitment consultants generally advertise, interview and produce a short list. They provide expertise and reduce workload. The organization can be anonymous if it wishes. Most recruitment consultants charge a fee based on a percentage of the basic salary for the job, usually ranging from 15 to 20 per cent.

The following steps should be taken when choosing a recruitment consultant:

- Check reputation with other users.
- Look at the advertisements of the various firms in order to obtain an idea of the quality of a consultancy and the type and level of jobs with which it deals.
- Check on special expertise – the large accountancy firms, for example, are obviously skilled in recruiting accountants.
- Meet the consultant who will work on the assignment to assess his or her quality.

²⁷ IRS (2004a) *Recruiters march in step with online recruitment*, *Employment Review* no 792, 23 January, pp 44–48

²⁸ ARMSTRONG(Michael) *a handbook of human resources management 10th edition*, London, Philadelphia



● Compare fees, although the differences are likely to be small, and the other considerations are usually more important.

When using recruitment consultants it is necessary to:

- agree terms of reference;
- brief them on the organization, where the job fits in, why the appointment is to be made, terms and conditions and any special requirements
- give them every assistance in defining the job and the person specification, including any special demands that will be made on the successful candidate in the shape of what he or she will be expected to achieve – they will do much better if they have comprehensive knowledge of what is required and what type of person is most likely to fit well into the organization;
- check carefully the proposed programme and the draft text of the advertisement;
- clarify the arrangements for interviewing and short-listing;
- clarify the basis upon which fees and expenses will be charged;
- ensure that arrangements are made to deal directly with the consultant who will handle the assignment

2.5-Selection methods:

The main selection methods are the interview, assessment centers and tests

Type of interviews:

2.5.1-Individual interviews

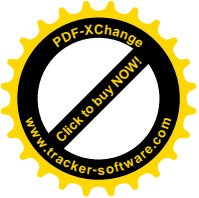
The individual interview is the most familiar method of selection. It involves face-to-face discussion and provides the best opportunity for the establishment of close contact – rapport – between the interviewer and the candidate. If only one interviewer is used, there is more scope for a biased or superficial decision, and this is one reason for using a second interviewer or an interviewing panel.

2.5.2-Interviewing panels

Two or more people gathered together to interview one candidate may be described as an interviewing panel. The most typical situation is that in which a personnel manager and line managers see the candidate at the same time. This has the advantage of enabling information to be shared and reducing overlaps. The interviewers can discuss their joint impressions of the candidate's behavior at the interview and modify or enlarge any superficial judgments

Selection boards

Selection boards are more formal and, usually, larger interviewing panels, convened by an official body because there are a number of parties interested in the selection decision. Their only advantage is that they enable a number of different people to have a look at the applicants and compare notes on the spot. The disadvantages are that the questions tend to be unplanned and delivered at random, the prejudices of a dominating member of the board can overwhelm the judgments of the other members, and the candidates are unable to do justice to themselves because they are seldom allowed to expand. Selection boards tend to favor the confident and articulate candidate, but in doing so they may miss the underlying weaknesses of a superficially impressive individual. They can also underestimate the qualities of those who happen to be less effective in front of a formidable



board, although they would be fully competent in the less formal or less artificial situations that would face them in the job.

2.6-Improvingthe effectiveness of recruitmentand selection:

An HRM approach can be adopted to recruitment, which involves taking much more care in matching people to the requirements of the organization as a whole as well as to the particular needs of the job. And these requirements will include commitment and ability to work effectively as a member of a team.

Examples of this approach in Japanese companies in the UK include the establishment of the Nissan plant in Washington and Kumatsu in Newcastle. As described by Townley (1989)²⁹, both followed a conscious recruitment policy with rigorous selection procedures. Aptitude tests, personality questionnaires and group exercises were used and the initial pre-screening device was a detailed 'biodata'-type questionnaire, which enabled the qualifications and work history of candidates to be assessed and rated systematically.

Subsequent testing of those who successfully completed the first stage was designed to assess individual attitudes as well as aptitude and ability. As Wickens (1987)³⁰ said of the steps taken at Nissan to achieve commitment and team working: 'It is something which develops because management genuinely believes in it and acts accordingly – and recruits or promotes people who have the same belief.'

The need for a more sophisticated approach to recruitment along these lines is characteristic of HRM. The first requirement is to take great care in specifying the competences and behavioral characteristics required of employees. The second is to use a wider range of methods to identify candidates who match the specification.³¹

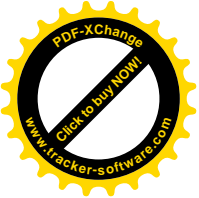
the predictive quality of the traditional interview is very limited. At the very least, structured interviewing techniques should be adopted. Wherever possible, psychological tests should be used to extend the data obtained from the interview. Well-planned and administered assessment centers are the best predictors of success in a job, but they are only practical for a limited number of more complex or demanding jobs or for selecting graduates and entrants to training programs

- in this chapter we have presented essentially the management of human resources as a system with its various activities, and we have observed that the integration of the human resource dimension into the company's strategy is now a recognized necessity. this management is a parameter which must verify the performance of the company and consists in mobilizing the efforts of human factor which contributes in the achievement of performance.

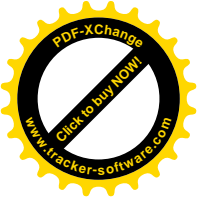
having this good human resource consists in carrying out several activities which are related to the general strategy of the company. recruitment is one of the essential activities of HRM, it constantly ensures the supply of skills needs quantitatively and qualitatively .

²⁹Townley, B *Selection and appraisal: reconstructing social relations? in New Perspectives in Human Resource Management, (1989) ed J Storey, Routledge, London*

³⁰Wickens, P *The Road to Nissan, (1987) Macmillan, London*



II. Chapter02 : presentation of recruitment process of EL HIKMA



II. Chapter02 : presentation of recruitment process of EL HIKMA

section01 : presentation of the enterprise EL HIKMA

Through this section we will present the missions, professions, vision and values of EL HIKMA as well as its strategic ambitions in Algeria.

1.1- El hikma group in brief:

el hikma is a global company with a local presence in Algeria. el hikma group uses its unique vision to transform scientific progress into innovative solutions that have the power to revolutionize the lives of people across the country.

In Algeria thanks to their 4 manufacturing plants for general formulation, penicillin, oncology, and cephalosporins, they manufacture quality medicaments and provide access to it to all the people who need it.

1.2- Group missions and vision:

At hikma, the vision is of a healthier world that will enrich all of our communities over the past 40 years, thanks to its conviction, they have been providing people with top quality medicines that can transform their lives.

Today they have more expertise and network needed to revolutionize the lives of more people and in a rapidly changing world, their vision is increasingly important, not only to hikma but also to the millions of people they helped around the world.

1.3- El hikma in Algeria :

Over 25 years, el hikma is one of the main players in pharmaceutical products in Algeria, strong in its long expertise, the company is now the leader in antibiotics in particular cephalosporin

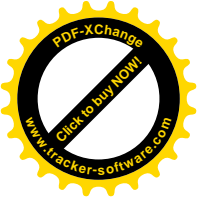
All generations combined for more than 20 years; hikma, a committed and well-guarded company, participates today in the realization of the Algerian state project aiming to promote local pharmaceutical production

The company concretizes its commitment with the launch of its 3rd factory in BABA ALI specialized exclusively for the local manufacture of the dry forms of cephalosporin antibiotics

The factory will have a strong production capacity to cover the needs of the Algerian market.

1.4- The values of el hikma in Algeria :

- Better health within reach every day
- Quality: limitless quality; the quality in everything we do, and in everything we deliver to our society.
- Accessibility: global expertise, local solutions; by translating our global experience and local presence into adequate solutions
- Innovation: adapted creativity; thanks to our creativity and our agility we develop solutions that allow access to better health at affordable prices.
- Commitments : commitment toward society; we are fully committed to provide for our patients and those who serve them with the support and the solutions they need.



1.5- El hikma's ambitions :

- Contribute to economic progress, human development and social progress in Algeria
- Achieve operational excellence in its factories to increase production and better respond to the expansion of the pharmaceutical market
- Generate value for its customers
- The transfer of know-how and skills: allowing its units to benefit from the best international standards and practices.

1.6- Eh hikma's strategy over the 05 years :

Establish hikma as a market leader by offering the best value quality-price to the customer

The brand is catalyst for hikma group , in the execution of their 05 years strategy

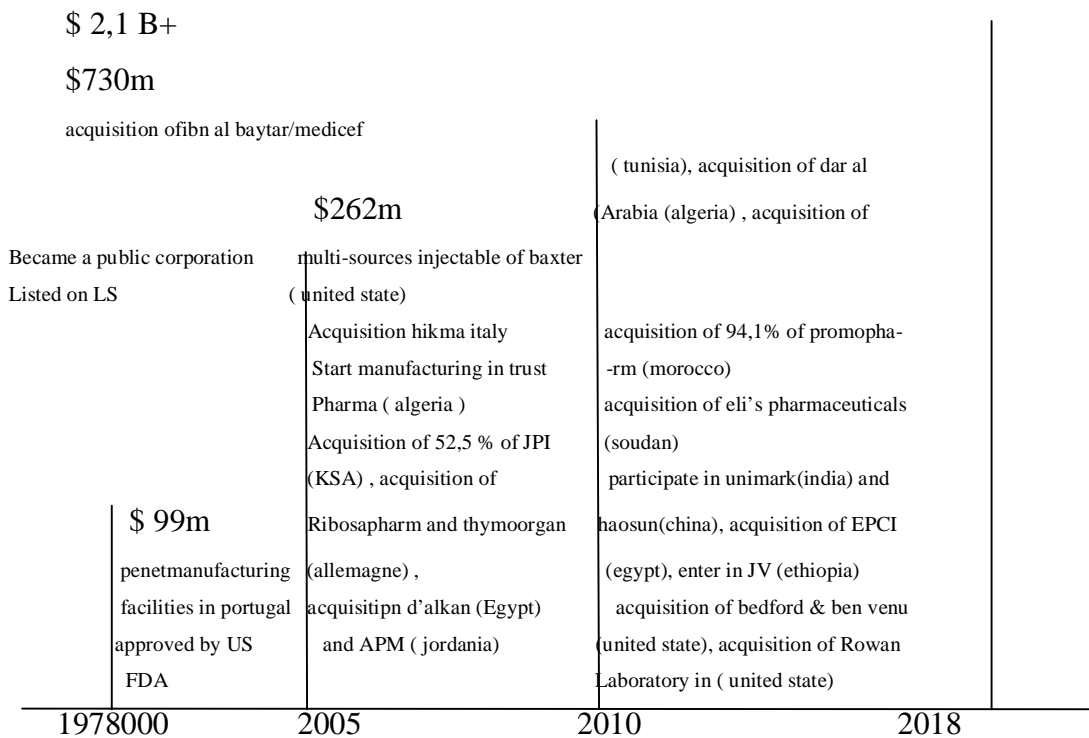
People:ensure effective organization, leadership, talent management and recruitment

Business development: expand to new geographies , acquire new infrastructure and technology products.

Research and innovation : develop more couples and differentiated products and use innovative technologies to meet the needs of doctors / patients

Productivity: optimize operations and improve efficiency

Commercial excellence: maximize the potential of their existing portfolio in the markets.





1.7-Its growth :

Hikma is an exceptional company that has managed to evolved and be part of the rank of large multinationals

Since its launch in 1978 as a family business, hikma has experienced tremendous growth, thanks to its commitment to the whole community.

1.8-The entities :

After several acquisitions, hikma invested in the development of new brands:

HIKMA QUALITY

HIKMAVENTURES

HIKMA CONSUMERHEALTHCARE (quality of life)

PLP PHARMALAND pharmaceuticals

THYMOORGANpharmazieGmbH / HIKMAQULITY

PROMOPHARM S.A.

WEST-WARD a hikma company

Hikma ANTI-INFECTIVES trust worthy

PHARMA

MEDICEF

RIBOSEPHARM

JPI

APM

1.8.1-Different entities in different countries:

growth resulting from acquisition translated into greater activity through brand strength

USA ———> WEST-WARD a hikma company

TUNISIA ———> PHARMA

KSA ———> JPI

EGYPT ———> ALKAN PHARMA

JORDAN ———> APM

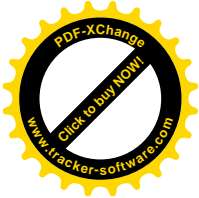
MOROCCO ———> PROMOPHARM S.A.

The ability of hikma to create a solid reputation among external stakeholders and to form a common goal for all employees.

1.9-More modern, and more united hikma :

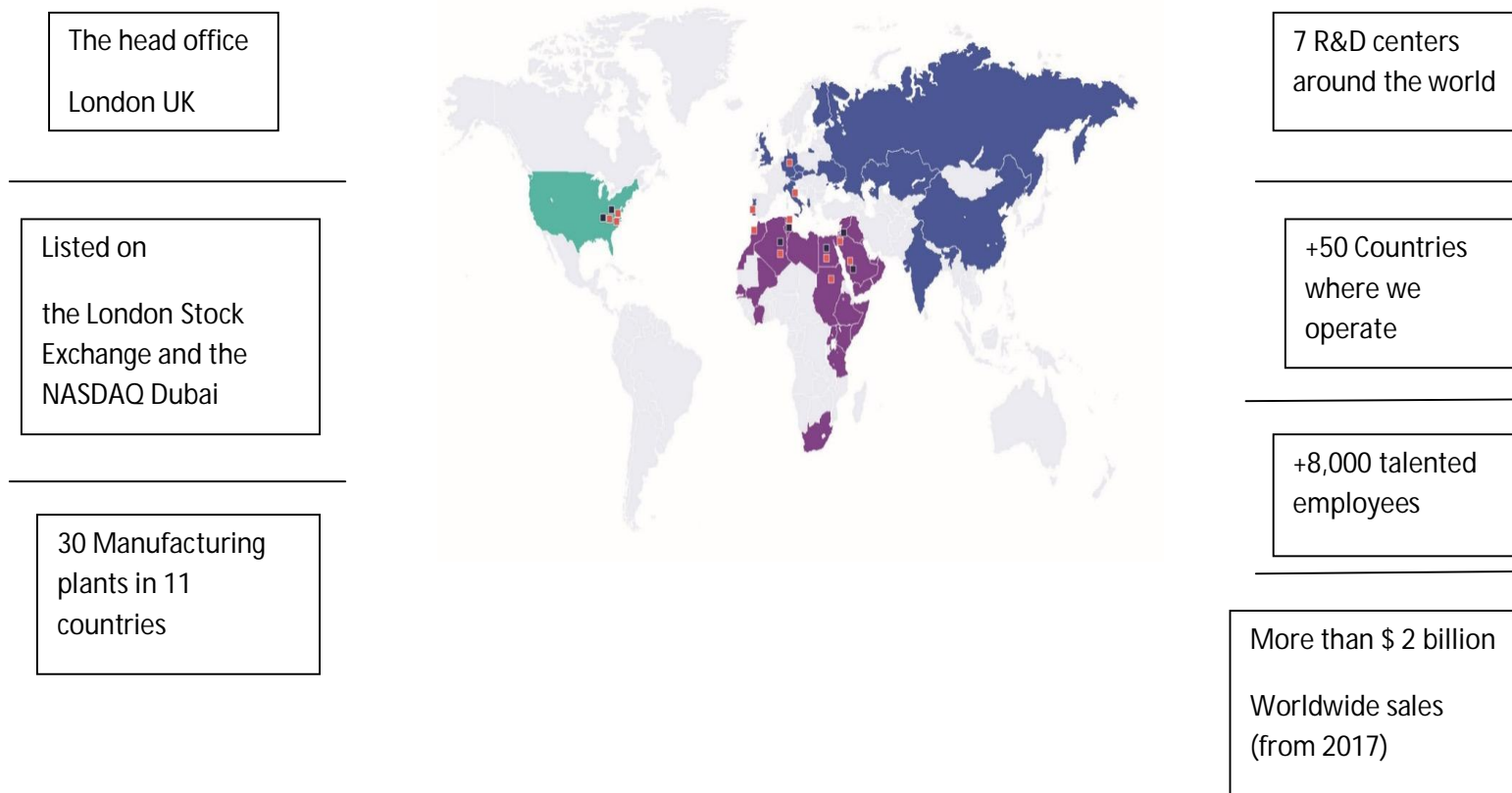
Following a number of acquisitions , hikma has invested heavily in the creation of several brands.³²

³² internal document of the company el hikma



- The switch to a single global brand has strong advantages for the group
- Construct an internal unity through a culture, a vision and a coherent communication positioning hikma as a global brand, in the same category as ³³multinationals
- Reduce the complexity and confusion created by multiple brands improve the clarity, consistency and the impact of the message.

1.10-Their global operations :



³³ internal document of the company el hikma

section02 : HR organization of EL HIKMA

The purpose of this section will be to present the vision and HR policy of el hikma group

2.1 – HR vision of el hikma:

Eh hikma's HR vision is to have « the best teams, and the most efficient organizations». In order to achieve this vision, eh hikma has identified 05 key points which are the basis of its HR strategy :

- Nurture the talent pool with high potential ana/or highly qualified people who reflect the global imprint of el hikma's ambitions.
- Develop their talents to become exemplary leaders, particularly in term of innovation, and people development
- Develop diversity (gender and international) as a competitive advantage
- Ensure that highly effective organizations are in place, enabling collective agility, entrepreneurial spirit , performance and innovation.
- Make HR highly efficient by being a strategic business partner to encourage development management and be responsible for producing measurable value.
-

2.2- el hikma's HR policy :

2.2.1-Annual evaluation interview:

Delegation, feedback and evaluation of results are an integral part of the daily activity of all managers. It is important to discuss and validate the commitment and contribution of each individual on a periodic and formalized basis

Each manager must have at least once a year an interview with his hierarchical superior in order to review his performance, identify potential problems , establish his personal goals and review the development plan.

2.2.2-Appointment and review of remuneration:

Local units of el hikma are generally small in size and can only offer limited career opportunities

In order to ensure the best options, hikma believes that career managements must be handled by managers with global vision of the opportunities offered by the group

In the case of appointments , to functional positions , the managers of the functional concerned must be informed of the functional or the technical positions to be filled, help the HR function to identify potential candidates and make recommendations to N+1 & N+2

2.2.3-Vacant position:

In order to offer employees a wider range of employment opportunities , all positions must be published on the intranet of the group job market in the country concerned

All vacant positions must be filled giving priority to qualification for internal candidates

2.2.4-Integration into the group :

El hikma believes that success depends on sharing common values

In order to contribute to the achievement of this objective, newly hired managers must participate in « meet the group » session, during their first two years at el hikma

2.2.5-Evaluation 360°:

The development of the leadership capacities of each manager is a fundamental element in achieving el hikma's performance objectives.

It starts with a better understanding of the strength and weaknesses of each individual as well as the way they are perceived by the people with whom they work.

2.2.6-Junior high potential / high potential development programs:

In order to prepare the next generation of group leaders , el hikma must accelerate the career paths of the most promising individuals in the organization

Development programs Junior High Potential³⁴ / High Potential ensure that the company has a sufficient number of people internally with the necessary potential to become country managers or more.

2.2.7-Internationalization:

El hikma considers that the internationalization of its executives is essential to consolidate its leadership role in its sector as well as to continue its international growth

The executive committee of each branch must include at least one member from another country

2.2.8-Expatriation:

In order to insure a coherent and fair approach within the group the expatriation conditions as well as the rules for allocating costs between the departing unit and the host unit must be respected.

These principles are based on the fact that an expatriate must be able to maintain a standard of living comparable to that which he had in his country of origin they include the rules of total remuneration, taxation, medical coverage and family benefits.

2.2.9-pension plan :

any significant modification of the pension plan within an operational unit must be approved by the HR department of the branch concerned .

depending on its financial impact, the approval of the finance department may be necessary.

section03 :the recruitment at EL HIKMA

We will discuss through this section , strategic orientation , policy and recruitment process at el hikma

3.1- strategic recruitment orientation :

The critical analysis of el hikma's recruitment practices in recent years , the creation of branches , the new dimension of the group , the desired change in behavior and profiles, the international development of its activities and the flexibility it requires require a marked and organized effort in term of recruitment.

It will revolve around the five following strategic directions :

3.1.1-Targeting the best:

by being ambitious about the long-term potential of managers; their ability to progress or adapt to new functions is a selection criteria , whatever the starting level . el hikma does not recruit for one only purpose of the first position in the group, whatever the level and environment of the position may be, for this reason the group adopts a voluntary and ambitious approach with regard to the potential of its candidates.

- Personality and interpersonal skills must weigh in the hiring decision as much as technical skills, el hikma favors individuals with personal qualities such as flexibility , the ability to work transversally and effectively in a multi-local environment and with an international profile. The leadership profile, competency profile should inspire any effort to recruit new managers.

³⁴ internal document of the company el hikma



- The integration of managers with high development potential, capable of occupying , when the time comes , a key position at the level of the operational units of the branches ; or the group must be systematically carried out
this objective must be pursued by all operational units and branches more than before.

3.1.2-Anticipate the needs of tomorrow :

by selecting the profiles necessary for the development and change of the group, el hikma must, In particular:

- Equates its recruitment programs with the group's strategy and development.
- Anticipate more , by giving the time to prepare the managers that in need, by regularly recruiting a sufficient number of newbie and monitoring their integration .
- Continue its effort strengthen its “ customer orientation” approach.

3.1.3-Develop the internationalization of our employees :

- Each operational unit must prepare international managers for the branches and for the groups .
- A multicultural approach and interest in an international career must be systematic selection criteria, except for positions where purely local characteristics are predominant

3.1.4-Promote diversity :

- each profession of the group have its specificities , el hikma must seek the diversity and complementarities of its future employees rather than a “typical profile “ el hikma.
- El hikma must always consider diversity as an asset , the group currently wishes to change its way of attracting, retaining and developing employees in its organization.

3.1.5-Continuously improve the efficiency of the recruitment process:

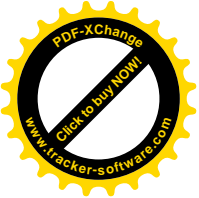
for more efficiency , the group has adopted rules of conduct for recruitment:

- It is a joint process between the hierarchy and the human resources department of the operational unit , with the support of the branch and the corporate, if necessary. The final choice of the candidate is up to the hierarchy concerned in agreement with his human resources department (rules N+2 & N+1)
- In order to be competitive , no more than six weeks should elapse between the start of the selection of candidates and the decision making.

El hikma is also committed to reducing the number of interviews and managers associated with the process (there should not be more than 3 or 4 interviews for positions).

3.2- el hikma's recruitment policy :

- El hikma's recruitment policy gives a preference to promoting employees rather than external recruitment, but to be promoted ; employees must show that they have the required professional skills or the potential to acquire them quickly.
- In order for the position to be filled, it must be published via (job market group) in order to promote internal mobility, even if a candidate is more strongly approached, it is essential to allow other interested internal candidates to be revealed and to ensure that the right choice is made.
- In the event of an inter-unit transfer , the unites are required to communicate their assessment of the capacities and potential of the persons to be transferred to other units.



- All units should view internal candidates differently from external candidates and the interview process should be different. If an internal candidate has been refused, the reasons for this refusal must be clearly explained to the HRD of the original unit, who is responsible for informing the employee who applied.
- If HR cannot find its candidates internally, it turns to external prospecting
- The final choice of the candidate is up to the hierarchy concerned in agreement with the human resources department.
-

3.3- the recruitment process of el hikma:

In order to recruit candidates corresponding to the needs of the company, el hikma has set up a set of organized and coordinated actions thus, the recruitment process of el hikma goes through 3 important phases : planning, operational phase and finalization

3.3.1- planification:

3.3.1.1-Needs detection and assessment:

The organization and human resources review is an element of the management cycle, its objective is to ensure that organizations are able to achieve their strategic orientation and that they have the adequate resources carrying out a review that:

- Assesses the organization in relation to the business context and describes its evolution
- Identifies the challenges facing the BU
- Ensure that the BU has the resources capable of carrying out the strategic orientations
- And proposes succession and recruitment plans for key position

3.3.1.2-Validation and establishment of annual monthly provisional budgets:

The recruitment plan is examined and validated by the HRD then submitted to the recruitment managers for establishment of the provisional budgets

3.3.1.3-Receipt of the recruitment request :

Any request not appearing on the validated provisional plan must be submitted to a form for study, it only takes effect after having been validated by the N+1 of the support structure and the HRD.

3.3.1.4-Definition of job descriptions :

After making their requests, the n+1 must meet with the recruiting officers to discuss the position to be filled, an essential step allowing the :

- N+1 to describe with precision the criteria for selecting candidates (access conditions, diplomas, experience, attitude and skills, place in the organization, missions and tasks as well as details)
- The job description of el hikma is complete and more focused on skills and behaviors
- Identify the profile of the person to be recruited

3.3.1.5-Preparation of a research plan :

After having identified the profile of the people to be recruited, the team in charge of recruitment proceeds to the development of a research schedule (source, date/ time and cost) that it will submit to it in n+1 (HRD) for validation.

3.3.2- operational phase :



Taking into account the internal procedures and the legislative and regulatory provisions to which the recruitment of el hikma is subject, the operational phase must go through several stages, which are : internal posting, posting at ANEM and finally external prospecting

- All positions must be published on the group’s intranet (job market) . all positions must be filled giving priority , with equal qualification, to internal candidates.
- Before proceeding with any external prospecting , positions must be posted for 21 days at ANEM

3.3.2.1-External prospecting:

The company uses the recruitment firms with which it is contracted (emploitic, team consulting , halkorb) for recruitment missions (when it comes to profile with specific criteria , eg : management controller)

	e-sourcing
emploitic	cabinet mission
	annual access to the Cvtheque
<hr/>	<hr/>
halkorb	recruitment service for a tax manager
	recruitment presentation of an industrial controller
teamconsulting	presentation of recruitment of a legal advisor
	recruitment presentation of a transport manager

3.3.2.2-sorting CV :

the CVs that reach the company are systematically sent to the human resources department . after a first sorting operation, they are classified by specialty . recruitment prior to a CV preselection , choose the applications they deem the most relevant to the defined profile.

3.3.2.3-Interview :

Recruitment managers prepare their CBI (competency based interview) questionnaire , i.e.a skills evaluations questionnaire before any interview

To identify the required skills, recruiters use the skills dictionary.

The interview consists of asking questions following the skills repository , through conversation, the recruiter tries to detect the temperament of the person concerned , their degree of commitment , their spontaneity , their dynamism , their sociability, their communication skills, motivation and at the end he gives him a general outline of what his job will be .

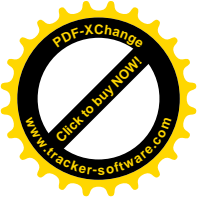
At the end of the interview , the recruiters submit their applications and comments

If the recruiter judges that the application is interesting , the applicant will be short listed, i.e. subsequently directed to the manager of the department concerned by the recruitment, who will in turn take care of carrying out a second interview , in order to identify their technical knowledge and ensure that their profile matches the position sought.

3.3.3- finalization phase :

After what, if twi interviews prove to be conclusive , the candidate is redirected again to the recruiters , who take charge of the negotiation part of the salary, the benefits linked to the position (service vehicle, accommodation, telephone....) , and the nature of the contract and the clauses constituting it.

The recruitment decision rests with the director of the requesting department , i.e. N+2



III. Chapter03 : practical case : analysis of the effectiveness of EL HIKMA'S recruitment process

III. Chapter03 : practical case : analysis of the effectiveness of EL HIKMA'S recruitment process

Section 01: Analysis of the provisional recruitment plan:

Through this analysis, we will try to verify, on the one hand, the consistency of the recruitment objectives with the ambitions of the group in Algeria, and on the other hand, the adequacy of the provisional recruitment program with the objectives of the company. The methodological approach is based on observation, analysis and deduction.

1.1- el hikma's recruitment objectives:

El hikma has set out ambitions for a new organization focused on its markets and customers (Vision Ex-tramail), more agile and more responsive, to accelerate the group's development and the growth of its results. The organization by activity will thus be replaced by an organization by country.

This project foresees three main measures:

1. The establishment of an organization by country, with country managers with responsibilities, aggregates and concrete activities and which would be based on common support functions,
2. The reduction of a hierarchical level, with the objective of eliminating the regional level,
3. Innovation & performance:

- Performance (Increase in production capacities),
- Innovation (In terms of customer management and the distribution chain).

The new organization by country of el hikma Group aims in particular to facilitate the development of a range of products and solutions adapted to the needs of local markets.

1.2. The annual recruitment plan:

1.2.1. Industrial and commercial recruitment needs:

As part of the company's performance improvement project, which aims to:

- Increase volumes and profitability and develop the regional commercial position of the company.

1.2.2. Marketing recruitment needs:

Through the new organization by country, el hikma Algeria clearly shows its ambitions to do even more for the sustainable economic development in local communities.

To do this, el hikma has launched several actions in this direction within the framework that aims:

- To increase the differentiation of its products developed in a manner adapted to the needs of the local market,

While the company expressed a total of 27 marketing skills needs, O&HR magazine did not identify any.

1.2.3. Supply Chain recruitment needs:

El hikma launched the Supply Chain, a project that involved all of the company's departments from the outset (Supply Chain, Commercial, Purchasing, Marketing, Production).

This project carries important values: Security of operations, customer orientation, fluidity of work which aims to advance el hikma Algeria

1.2.4. "Finance and IT" recruitment needs:

The establishment of a Treasury function, and the strengthening and enhancement of the quality control aspect made it possible to identify a total of 5 forecast needs while the company actually expressed a total of 17 needs

I.3. Collection and synthesis of results:

In order to select the profiles necessary to achieve its objectives, el hikma has set objectives in line with the group's ambitions in Algeria.

However, and through the table below, we see that the provisional recruitment program that the O&HR magazine has tried to anticipate does not in any way reflect the real needs of the business of the company.

Table 1: Summary table of the differences between forecasts & actual recruitment needs

	Anticipated Needs	Real needs	difference	difference in %
IndustriAls	10	37	27	73%
Supply Chain	8	55	47	85%
Marketing	0	27	27	100%
Commercial	12	25	13	52%
Fiances & IT	5	17	12	71%
	35	161	126	78%

This table indicates the existence of a considerable gap between forecasts and actual recruitment needs. Estimated at 78%, this gap is certainly justified by el hikma's move from a multinational organization to a multi-local organization (organization by country). This organizational instability of the company often leads recruiters to face emerging needs (ad hoc needs, short deadlines), thus preventing them from rigorously following the plan initially planned.

we note that the real needs of el hikma are certainly oriented towards growth, customer satisfaction and sustainable development, but not their anticipation.

In conclusion of this analysis, we can say the following: The mismatch between the provisional recruitment plan & the real needs of the business does not allow the company to anticipate the needs of tomorrow which has a rather negative effect on the progress of the recruitment process and therefore on the quality of the final offer.³⁵

³⁵ internal document of the company el hikma

Section 2: Analysis of the recruitment process vs. El hikma's recruitment policy

We will try, through this section, to study el hikma's recruitment process in the field.

The purpose of this survey is to verify the effective application of internal recruitment procedures and to analyze the company's recruitment practices in order to identify their strengths, but also the weaknesses on which action must be taken to improve performance.

In order to carry out this investigation, we opted for two techniques: observation and deduction.

When processing recruitment requests, recruiters must take into account the following elements:

- The job description: to identify the profile sought.
- The recruitment request: which must be approved by the N + 1 as well as the department director, then validated by the Human Resources Director and the CEO.
- Internal posting according to group policy.
- The publication of all recruitment requests to the national employment agency
- The rules of conduct of recruitment concerning: the hierarchy deciding the final choice of the candidate, the delays between the start of the selection of candidates and the decision-making to be respected and the number of interviews to be foreseen in the process.

The results will be summarized at three levels:

1. To that of the planning phase,
2. To that of the operational phase,
3. And finally to that of the final phase.

2.1. Summary of observations during the planning phase:

- The organization of the company is unstable (continuously fluctuating), recruiters find themselves subject to significant gaps between forecasts and actual demand, which incurs additional costs and time.
- Needs not appearing in the recruitment plan are carefully submitted to the recruitment request form which is first singled out by the N + 1 as well as the director of the department (member of the executive committee), then validated by the Director of human resources and the Director General.
- The meeting of recruiters with the n + 1 of support functions to define the job description: Although essential, this step is not always respected, due to the unavailability of the internal client. This undeniably affects the quality of the job description. As the desired profile is not well understood by recruiters, this generates considerable differences - between the profiles selected and those expected by internal clients - which are strongly felt during interviews.

2.2. Summary of observations during the operational phase:



2.2.1. The internal display:

Posting internally as well as on GJM (Group Job Market) is a well respected step.

2.2.2. ANEM:

The compulsory passage through ANEM is a slow step and above all very often unnecessary.

The observation is that:

- 99% of successful candidates do not meet the needs.
- In 2 years, more than 150 needs were submitted to the ANEM office, and only 3 candidates were recruited
- All in all, the chances of recruitment by ANEM are very rare.

This mandatory step has a negative effect on the time limit of the request (especially during urgent staffings), committing, in order to make up for these additional delays, costs and time (by calling on firm assignments or other types of sourcing).

2.2.3. Cabinets:

Going through recruitment firms is proving to be a step that is as efficient as it is slow and expensive.

- Efficient: Offer corresponding to needs,
- Slow: Some missions can range from two weeks to a month.
- Expensive: Some firms take up to 20% of the gross annual salaries of confirmed candidates.

In addition to these costs, there are other types of costs: (Annual access to the Emploitic database, Publication of advertisements (broadcast for 8 weeks), Exceptional subscription (1 week of unlimited access to the Emploitic database).

2.2.4. Business Partners:

El hikma Business Partners are intermediaries between the HR department and internal customers. They were recruited to strengthen the recruitment department (TASK FORCE)

Business Partner 1 was responsible for recruiting the COMMERCIAL and MKG departments,

Business Partner 2 was responsible for recruiting the Industrial Finance IT, Development and Strategy departments.

The tasks of the Business Partner:

- Obtain recruitment needs from the applicant,
- Present a needs report to the recruitment team,
- Present the state of play to the applicant,
- Present the short list to the requesting service.

Business Partners, although they actively participate in the recruitment process, do not appear on the organizational chart of the Recruitment Process.

Business Partners often confuse their tasks with those of recruiters.

2.2.5. The selection :

Preselection (Sorting of CVs), Solicitation of the candidate's performance from his $n + 1$ (in the case of internal recruitments), Interview with HR, Final selection (Short list), Submission of the final selection to $n + 1$, are all perfectly respected stages.

2.2. 6. Final decision: Director of the requesting department.

2.2.7. Recruiters:

El hikma recruiters are two in number. Manager and recruitment officer.

Both have business science degrees.

2.3. Summary of observations during the Finalization phase:

The dysfunctions of this phase are especially noted during the creation of new posts for categories from H to K (executives) whose salaries can be negotiated.

The creation of a new position for these categories implies the duty to weigh it, ie, to position it on the salary grid.

Given the number of participants (Recruiters, CompBen Service (pay), HRD, $n + 1$), this process can be slow (can take up to 3 weeks).

If we consider the availability of the candidate, the slowness that this process can take can be harmful to the recruitment process, for the following reasons:

- If the candidate is available immediately, this could discourage him from waiting and push him to accept elsewhere, thus wasting time and money on recruitment.
- In the event that the candidate is not immediately available, this will further slow down the process, thus negatively affecting the deadline criterion of the request.
- Also, the unavailability of some managers to validate or approve the offer during the final phase (which can take up to months) also contributes to the slowing down of the process.

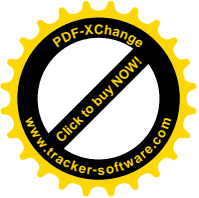
Section 3: Analysis of results and choice of recruitments:

3.1-Analysis of results vs strategic recruitment orientations:

We will try through this analysis to assess to what extent the quantitative objectives of recruitment have been achieved.

By quantitative objectives, the objectives meet the real recruitment needs.

3.1.1-.Analysis of results vs. the development of diversity, internationalization and internal mobility:



Through this section, we will study the development of internationalization and diversity (criteria 3 and 4 required in el hikma's strategic orientations in terms of recruitment) as well as the possibilities of internal mobility (Mandatory procedure in the recruitment policy)

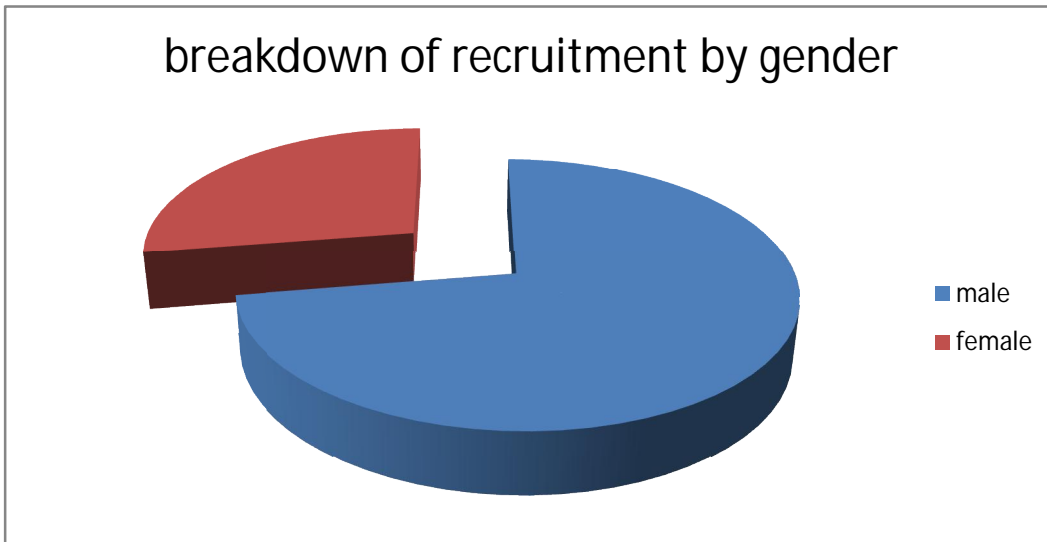
3.1.1.1-Analysis of recruitment results vs. diversity development.

Table 2: Breakdown of recruitments by gender

SEX	WORKFORCE
Male	50
female	19
total	69

Graph 1: Breakdown of recruitments by gender³⁶

³⁶ *internal document of the company el hikma*



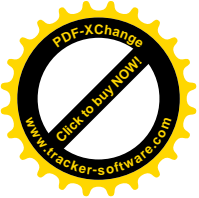
The graph reveals that 72% of hired employees are men and only 28% are women

Table 3: Recruitment rate of female executives vs. the entire recruited population

Female managers / recruited workforce	workforce
Women Executives	1
Recruited population	69
total	70

Graph 2: Recruitment rate of female executives vs. the entire recruited population





We see through this graph that the recruitment of women in management positions only represents 1,45% of the recruited population.

Table 4: Recruitment rate of male executives vs. the entire recruited population

Male managers / recruited workforce	workforce
executives	5
Recruited population	69
total	74

Graph 3: Recruitment rate of male executives vs the entire recruited population



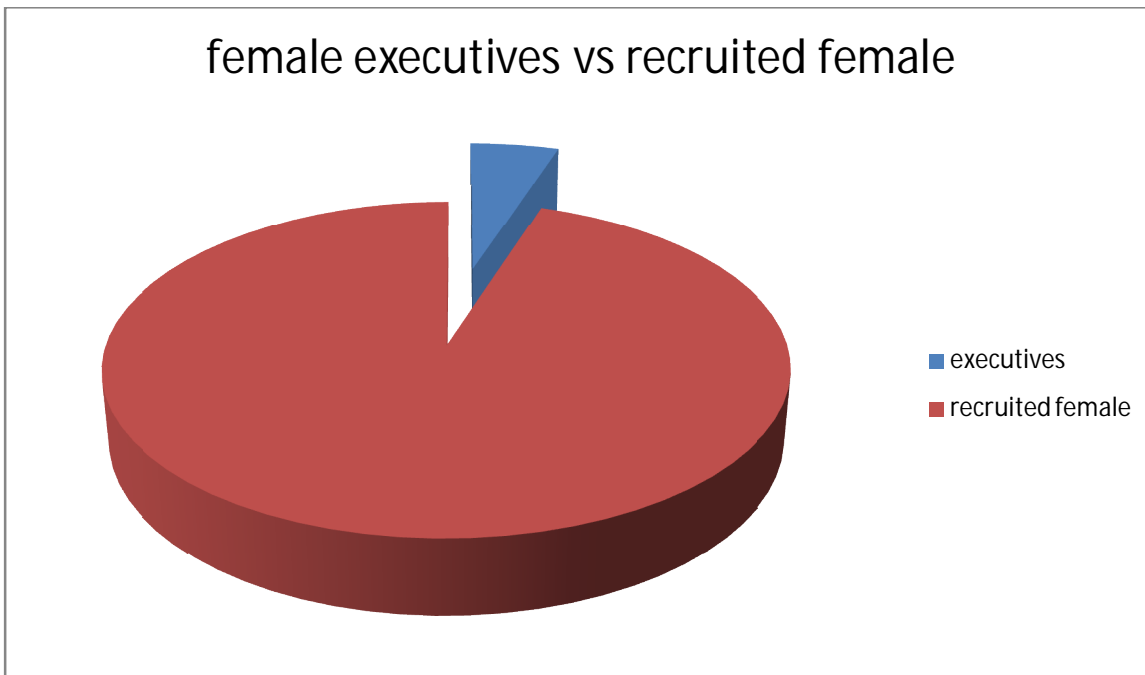
We note through this diagram that the recruitment of men in management positions represents a rate of 07% of the recruited population,

Table 5: Recruitment rate of female executives vs recruitment of women

CSP F	Effectives
exécutives	1
Mastery and Execution	18
Total	19



Graph 4: Recruitment rate of female executives vs recruitment of women



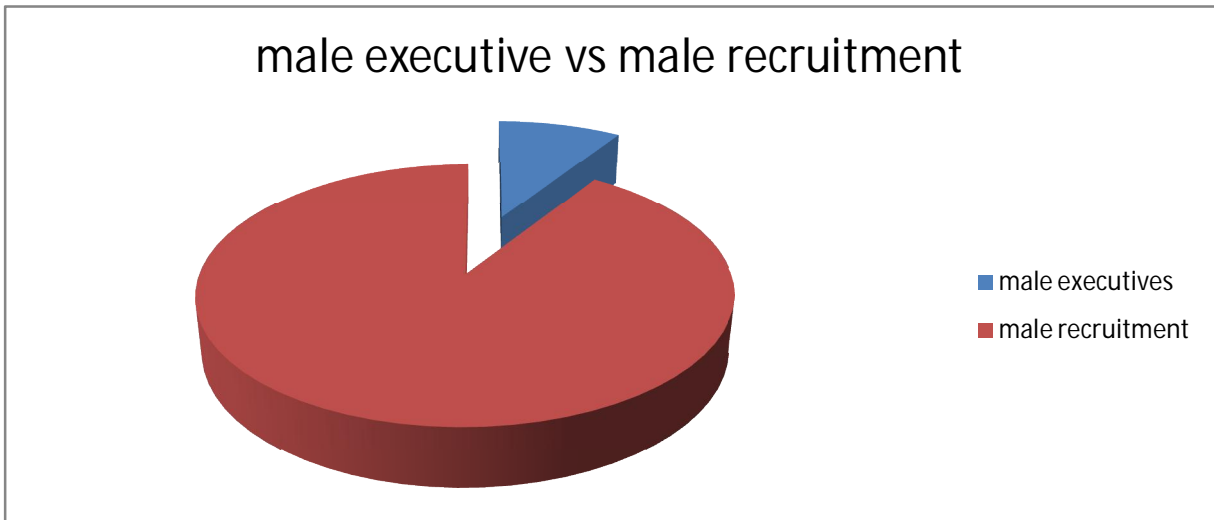
We note that only 5,25% of female recruitments are for executives.

Table 6: Recruitment rate of male executives vs recruitment of men

CSP M	Effective
executives	5
Mastery and Execution	45
Total	50

Graph 5: Recruitment rate of male executives vs recruitment of men

³⁸ internal document of the company el hikma



Statistics show that 10% of male recruitments are for executives

3.2-Analysis of the results vs. the development of internationalization:

Table 7: Table showing the development of the internationalization of recruitment

Departments	local	expatriate
finance	0	1
Sale & marketing	24	0
operation	37	1
Regulatory affaires	2	0
legal	1	0
R&D	2	0
Administration	3	0

The results of this table show that the rate of recruitment of locals is higher than that of expatriates. In order to better understand these results, we have broken them down into 3 parts, namely:

Breakdown of the recruited population by gender (locals and expatriates), then repair of locals recruited by CSP, and finally, breakdown of expatriates recruited by CSP.

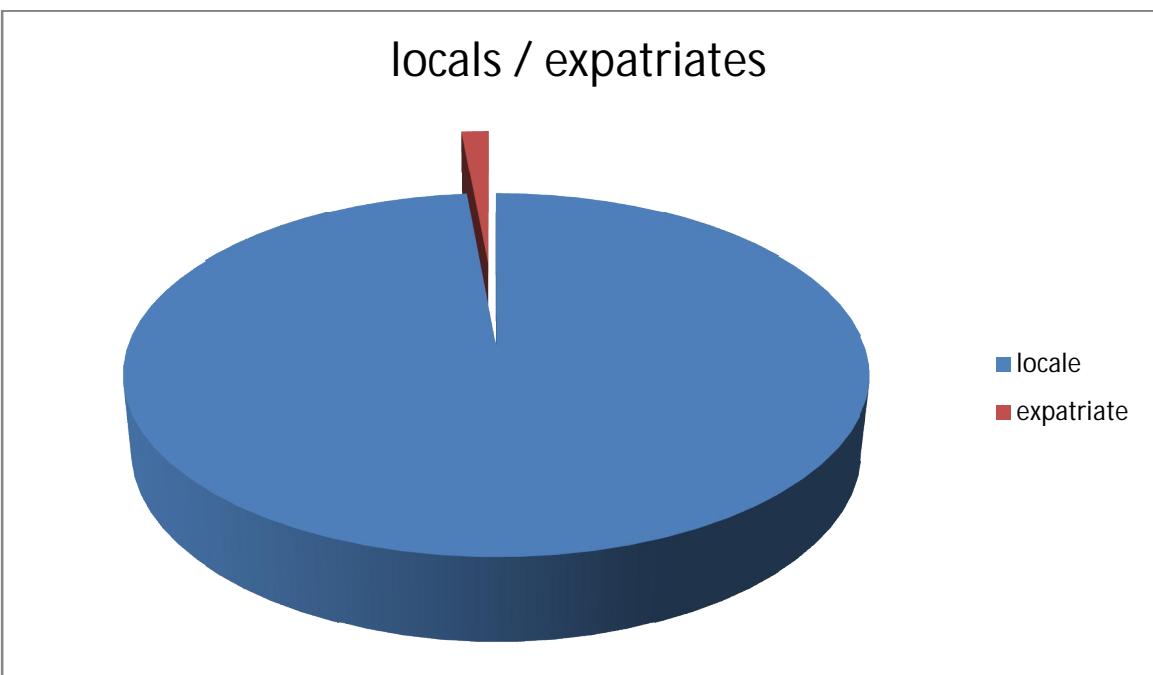
Table 7: Breakdown of recruitments by gender

Gender (Locals / Expatriates)	<u>effectives</u>
locale	<u>68</u>
expatriate	<u>1</u>
total	<u>69</u>

39

³⁹ internal document of the company el hikma

Graph 6: Breakdown of recruitments by gender



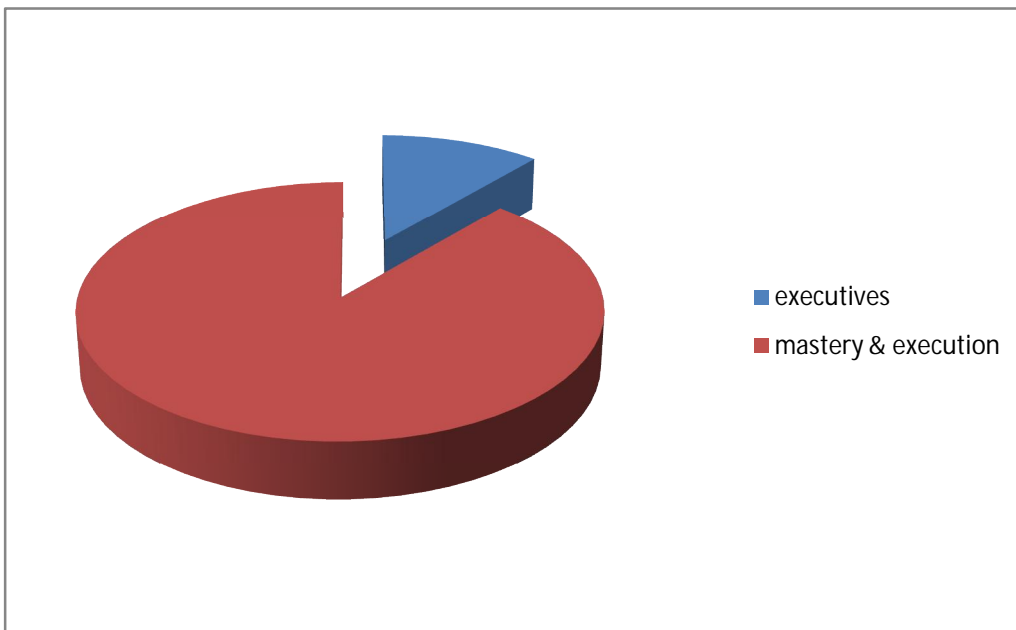
The results of this graph show us that 98% of recruited are locals and 2% expatriates

Table 8: Breakdown of expatriate recruitments by CSP

Expatriates/CSP	effectives
executives	7
Mastery & Execution	55
total	62

Graphe 06: breakdown of expatriate recruitment by CSP⁴⁰

⁴⁰ internal document of the company el hikma



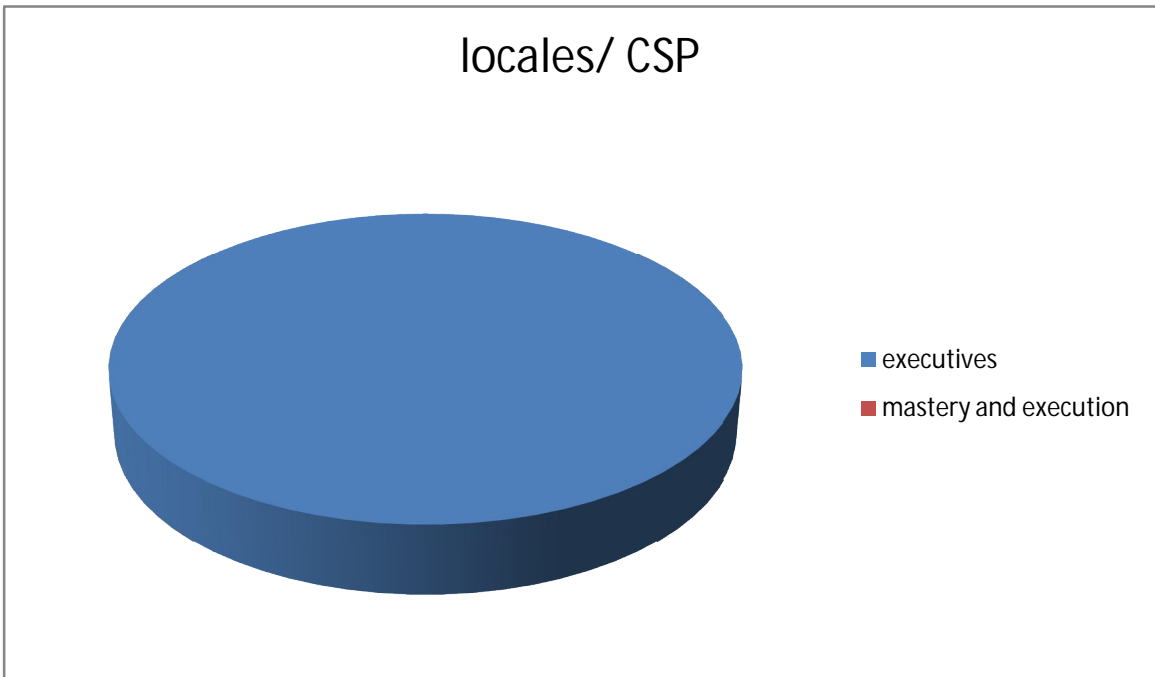
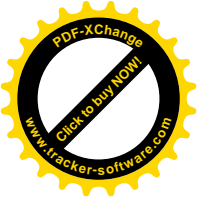
The results of this graph show that 11.29% of expatriates recruited are in management positions.

Table 9: Breakdown of local recruitments by CSP

locales/ CSP	Effectives
executives	2
Mastery & Execution	0
Total	2

Graphe 07: breakdown of local recruitment by CSP ⁴¹

⁴¹ internal document of the company el hikma



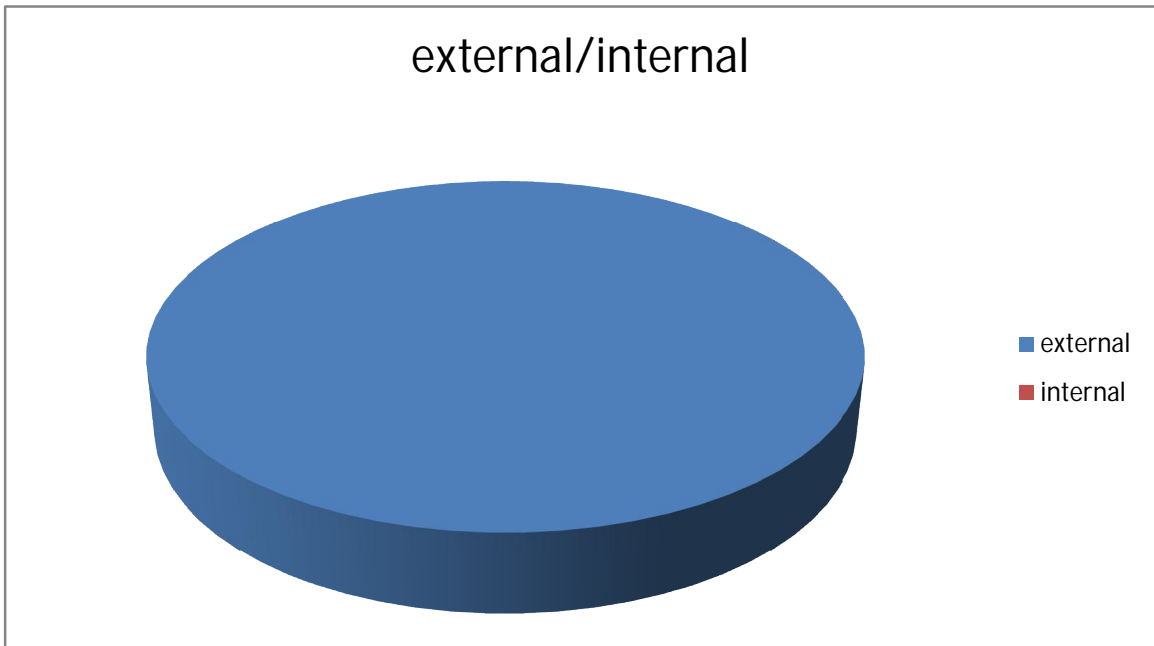
The results of this graph show that all local recruited are in management positions.

Table 10: Breakdown of recruitments by source

source	workforce
external	69
internal	0
total	69

Graph 9: Breakdown of recruitments by source⁴²

⁴² internal document of the company el hikma



With a rate of 100% we note that the all of local recruitments have been external. Internal recruitments therefore represent 0%.

3.3. Analysis of results vs actual recruitment needs:

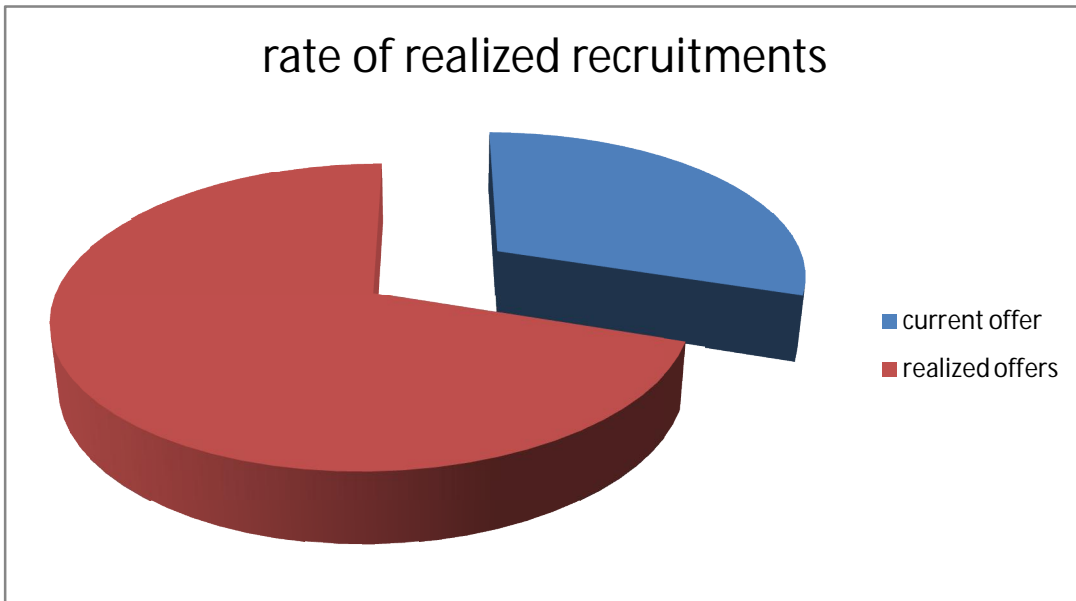
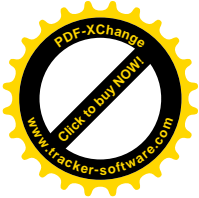
We will try through this analysis to assess the extent to which the quantitative recruitment objectives have been achieved and to understand the reasons for any deviations.

Table 11: Table representing the rate of completion of recruitments vs. actual recruitment needs

department	Anticipated Needs	Realized Offer	Completion rate
finance	0	0	0
Sale & marketing	34	24	70%
operation	37	36	97%
Reglumantary affaires	3	2	66,66%
legal	1	1	100%
R&D	2	2	100%
Administration	3	2	100%

Graphe 10: rate of realized recruitments⁴³

⁴³ internal document of the company el hikma



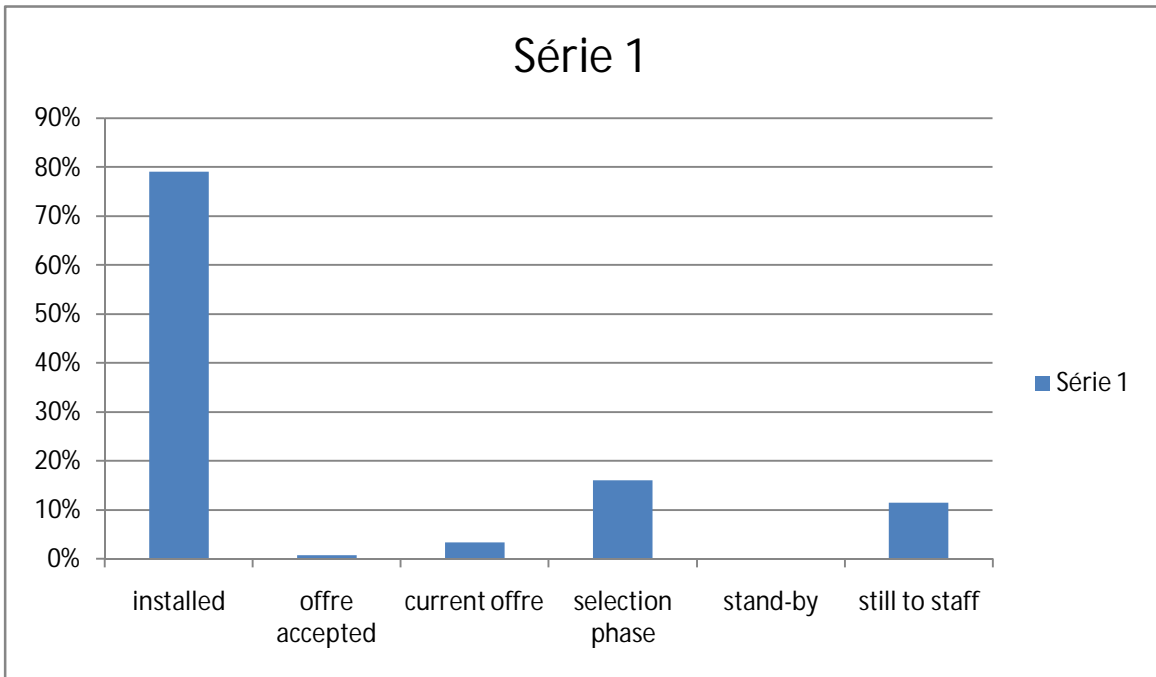
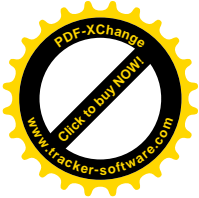
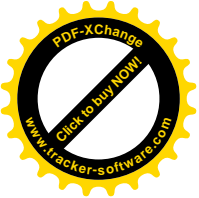
The completion rate for recruitments in 2020 was 70%, which means 30% of needs remain pending.

Table 12: Status of pending recruitments

	total	Total in %
installed	69	79%
Offre accepted	1	0,84%
Current offre	3	3,44%
Selection phase	14	16,09%
Stand-by	-	-
Still to staff	10	11,49%
	17	19,54%

Graph 10: Status of pending recruitments⁴⁴

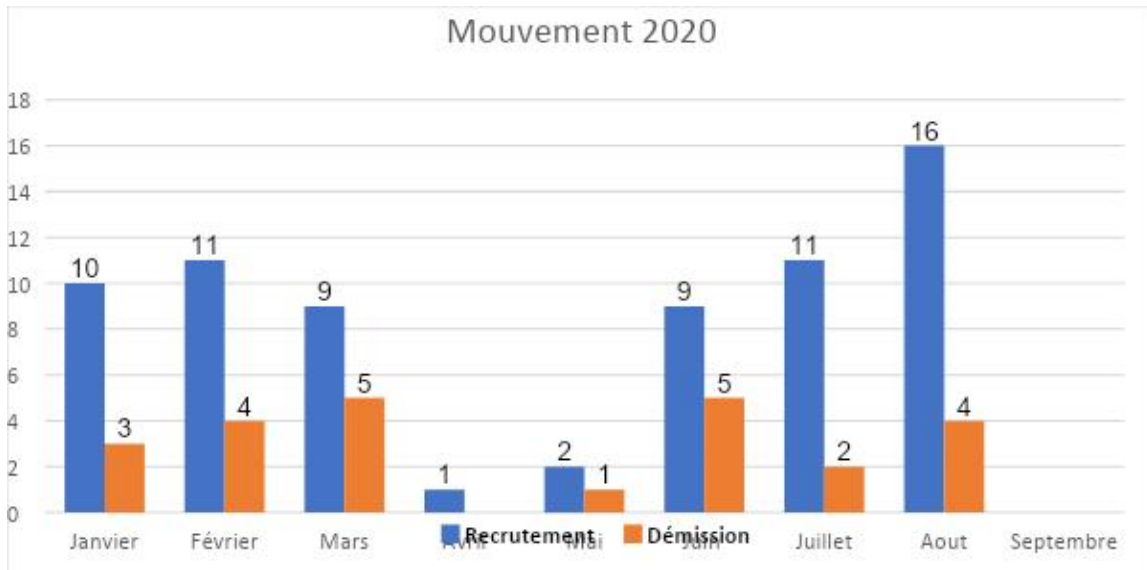
⁴⁴ internal document of the company el hikma



This graph reveals that of the 11,49% of recruitments that remain to be staffed, 16,09% relating to needs in marketing, sales, finance, chain and industry) are in the research phase.

Table13 : table determines recruitments and resignations made in 2020

Month	Recruitment	Resignation
January	10	3
February	11	4
March	9	5
April	1	0
May	2	1
Jun	9	5
July	11	2
August	16	4
September		
October		
November		
Décember		
Total	69	24



Section 4: General summary & recommendations:

In this section, we will present a general summary of all the analyzes carried out.

4.1- Summary of section 1 (Analysis of the provisional recruitment plan)

- Inadequacy of the recruitment plan to the real needs of the business of the company due to the virtual absence of a forecasting process.
- Currently, although it exists at EL HIKMA , the approach to forecasting skills and employment needs remains very modest.

4.2- Summary of section 2 (Analysis of the recruitment process vs. El hikma's recruitment policy)

- Without a forward-looking approach, recruiters find themselves having to work in an emergency, which has repercussions on the quality of recruitment.
- The compulsory passage through ANEM is a heavy step which has an unfavorable effect on the time,
- Recruitment officers have not been prepared for working with the new function of Business Partner. This situation, in addition to generating conflicts of interest, often contributed to slowing down the process.
- External prospecting for candidates is not very rich. The non-exploitation of the media (press and internet), the absence of contracts with the grandes écoles and universities adversely affect the quality of output.

Result :



Delay on deadlines, prospecting not rich enough and expensive.

4.3- Summary of section 3 (Analysis of results and choice of recruitments):

Summary of the analysis of recruitment results vs. diversity development.

The recruitment of women, representing only 27% of the recruited workforce, is very timid

Of these 27% of female hires, only 5% represent managerial positions.

With only 1,44% of the population recruited, the recruitment of female executives continues to be very timid.

4.3.1-Summary of the analysis of recruitment results vs. the development of internationalization

With a rate of 98%, recruitments of locals are greater than those of expatriates.

All of the expatriates recruited occupy managerial positions. 63% of these expatriate executives recruited occupy positions in the industrial department (performance manager, methods manager, project engineer, BU investment director, maintenance and process director, maintenance manager, new works manager, etc.) and 37 %

In the Sales (Plant Quality Management Director), Marketing (Strategic Marketing Manager) and Health (Health and Safety Director) departments.

The choices of these recruitments fully contribute to the development of local skills through cultural exchange and the sharing of knowledge and know-how.

4.3.2-Summary of the analysis of recruitment results vs the development of internal mobility:

Although priority is given to external transfers, 100% of local recruitments are external against 0% internal

Conclusion: diversity and internal mobility are not sufficiently developed.

Result :

- Increase in the Turnover rate.
- Cost: External surveys are more expensive than internal ones

4.4. Suggestions & recommendations:

In order to help improve the hikma recruitment process, here are our suggestions and recommendations:

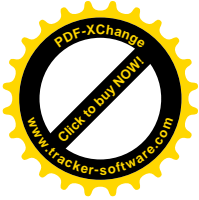
1. Make sure that the (human) resources are at the level of the needs of the company both quantitatively (workforce) and qualitatively (through skills) by adopting a forecasting approach by setting up a GPEC function , this will have the following objectives:

- To motivate and retain employees by offering them professional development opportunities,
- With better visibility of demand, recruiters will be able to effectively trace their work plans.

This will undoubtedly improve working conditions which will systematically affect the quality of output,

• To promote the development of internal mobility: the objectives of this are:

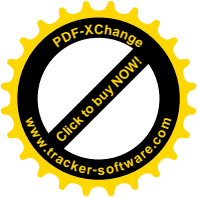
- Win time,
- Reduce the risk of mismatching the job and the company,
- Reduce costs: By avoiding calling on firms. Also, when an internal appointment is made, a 5-10% increase is often sufficient. This is not the case if the person comes from outside and



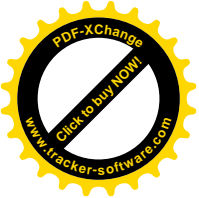
more particularly if he or she is in post this hiring bonus can be very expensive, especially as it can result in inconsistencies with internal remuneration and salary increases

2. Change search methods:

- By building a rich and varied CV database through the multiplication of meetings with grand schools and universities,
- Find and fish for future Talents by moving towards skills and not waiting for them to come to the company: For example, the participation of HRDs in end of study thesis defenses.
- By announcing in different media (major dailies, professional magazines and on the Internet) that:
 - Give visibility to the company and show its dynamism.
 - Provide rapid access to a large pool of candidates.
 - Promote the image of the company,
- Encourage recruitment via the Internet (social media, sponsorship links on employment sites and professional sites),
- Use application software for sorting CVs.



General conclusion



Conclusion

Today we are witnessing an evolution of the human resources function in companies to meet the new demands of the job market. They are therefore obliged to use new methods and new technologies to remain competitive in an increasingly competitive market, where all means are good to recruit the best talents available on the market.

For the management of international human resources, participating in the development of the firm's competitive advantage requires going beyond a technical, legal and fiscal dimension, absorbed by expatriation contracts, to ensure a strategy and the globalization of resources. Just as financial control systems must ensure management, consistency of plans and motivation, The GRH function must ensure the overall coherence of a dispersed staff who carry knowledge, and develop forms of encouragement for cooperation and the implementation of individual and collective skills stimulating coordination and organizational learning, locally adapted.

The GRH is currently in a period of transition: many processes global strategies responding to the company's strategy have been initiated and affect many themes such as recruitment, career management and skills, particularly in aim to identify, attract and retain talent

Recruitment includes all information activities concerning the vacant position within the company, its main objective, to provide the company the largest possible member of the candidates and it also aims to keep them with the company once they've been hired.

The results bear witness to the difficulties associated with recruiting labor. It tells us about the circumstances surrounding the existence of such difficulties and highlights the diversity of situations experienced by HRD

We were able to analyze the recruitment process at EL HIKMA LABORATOIRE and define your strengths and weaknesses

The recruitment process for EL HIKMA could be more or less characterized by some weaknesses which affect quality time and quantity unfavorably.

Through the fieldwork with the participant observation, I was able to get an early response to my hypotheses. Indeed, they turned out to be confirmed as I might have thought during my research,

During the investigation, I identified two main shortcomings: Lack of employment forecasting and lack of diversity in the methods of searching for candidates.

During our study, we noted a considerable gap between the provisional recruitment plan and the real needs of the company, which forced recruiters to work in an emergency, thus affecting the quality of performance.

Therefore, hypothesis 1 that consist that : The provisional recruitment plan may not be in line with the real needs of the business "is affirmed.

Internal recruitments and female recruitments were carried out very timidly, which is contrary to what is provided for in the strategic recruitment guidelines of EL HIKMA. This leads us to assert Hypothesis 2 according to which: "There are gaps between the results obtained and the strategic orientations of recruitment".

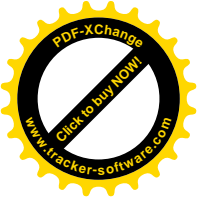
It would be wise for the company to develop an HR communication strategy, especially online. Increase your online notoriety and create an e-reputation, into the extent that this is gradually becoming a determining issue in recruitment.

But the company must also improve the tools at its disposal, and monitor them using various indicators

This research paper has been interesting work for me on several points. Indeed, it allowed me, through the literature review, to deepen my knowledge on a subject that has always interested me. Thanks to this, I was able to understand the difficulties and

The importance of recruiting within an organization. Indeed, even if the news is not conducive to this, recruitment remains and will remain an integral part of the organization, whether it is carried out by the organization itself or not an external intermediary.

I would like to point out that my study, although limited, undoubtedly has the merit of having tried to assess the effectiveness of the hikma recruitment process.



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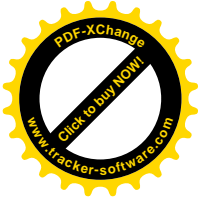
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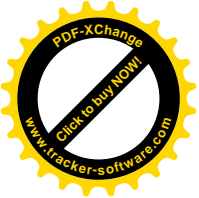
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