



## EMPLOYEE/POSITION BEST MATCH

# Synchronising HR Development and Business Development

The explosion of demand forced a company to integrate its subcontractors and temporary personnel to rapidly fill 200 positions. The applicants and the needs were identified - BPI had to qualify them and organise the «best match» process by reconciling the HR department's priorities and those of the business development needs.

### ► Context

#### TWO HUNDRED POSITIONS TO FILL ASAP

This company is the French anchor-point of a group that has become multinational. **Refocused on a high-growth sector**, the enterprise discovered new-found growth large new markets were filling the order book. To organise its development, the company created 200 new positions, to be filled as quickly as possible. On the margins of the company, subcontractors and temporary staff were already technically involved in the company's activity. Once integrated they would participate fully in the firm's development.

Extracts from a television interview of the group's president

Q: "Recently, record deficits. Now, excellent profits...»

A: "The deficit was, for a large part, provisions required to relaunch and restructure the enterprise."

Q: "Recentering the company's activity?"

A: "It was a major strategic initiative. At the time, this activity accounted for less than 40% of the group. Today it accounts for 85% of our turnover and we have started to redevelop the company."

### ► Task

#### IDENTIFY THE POSITIONS TO FILL

The number of positions was significant. The decisions would be a strong commitment on the part of the company. Management and unions were demanding guarantees for objective selections. These requests convinced the Human Resources management to involve a consulting firm in the operation. On the site, the consultants from the BPI regional office first met all of the line managers and defined with them the positions to be filled.

#### BEST MATCH PEOPLE/POSITIONS/COMPANY OBJECTIVES

Over a five-month period, the BPI team interviewed the 400 people who had applied for the positions created. Observations were cross-referenced with a series of behavioural questionnaires that established **profiles** in a reliable fashion. These were placed on the same grid as that used to define the prerequisites for the position. This made it easier to analyse the potential fit between the people and the positions. Each week, the consultants and the HR department reviewed the applicants that had been interviewed. Position by position, they transmitted a dossier presenting several applicants and a comparative appraisal of their match with the position to the line manager concerned. On this basis, the line manager conducted the necessary technical interviews. The final decision had to be based on consensus. At the beginning, the departments often gave precedence to technical and short term aspects, whereas the HR department intended to implement a consistent policy of human resources planning in terms of jobs and skills. Occasionally opinions were divided, in which case the consultants looked for compromise solutions.

Eight items for qualifying the profile of positions and people.

- Organisation
- Data processing
- Implication/standards
- Relational capacities
- Communication
- Leadership
- Openess to change
- Resistance to stress

Specific technical requirements are analysed at line management level.

### End of Project Summary

BPI fulfilled its contract. Two contributions that were not marked down in the specifications ensured that the collaboration will continue in the long term - trustworthiness and a capacity for finding the right compromises.

### ► Perspectives

#### ASSIGNMENT COMPLETED

The 200 positions were filled within the given timeframe - a third by subcontractors and another third by temporary personnel. The remaining third? The broadcasting of positions within the company created sufficient internal mobility..