

**Management Human Resource consulting: Case of the society of SOMIZ****التسيير الاستشاري للموارد البشرية: دراسة حالة SOMIZ****Reziga Amina<sup>1</sup>**<sup>1</sup>Ahmed Ben Ahmed Oran 2 university, LARAFIT laboratory (Algeria) reziga.amina@univ-oran2.dz**Received:** 14/11/2022**Accepted:** 31/12/2022**Published:** 31/12/2022**Abstract:**

The purpose of this article is to analyze the role of the human resource consulting process in SOMIZ. This project is named the GPEC project. It is divided into four steps: adoption of performance and competence appraisal system, elaboration of competence referential, career system, and job and skills forecasting management. To answer our question, we deal with the theory part of the management consultancy market: definition, process, and types. Secondly, we treat human resource consulting. In the practical part, we apply a descriptive analysis to describe the role of consultants in SOMIZ. We conclude that consultants have helped SOMIZ to integrate the new project. Additionally, this project involves a huge transformation in the human resource department and creates a new unit to manage and develop competencies. Consulting is a way to learn methods and tools for management. The consultants are the change agent.

**Keywords:** Human resource; Management consulting; consultants; GPEC project; SOMIZ.**JEL Classification Codes:** M12**ملخص**

الغرض من هذه المقالة هو تحليل دور عملية استشارات الموارد البشرية في SOMIZ. يسمى هذا المشروع مشروع GPEC. وهي مقسمة إلى أربع خطوات: اعتماد نظام تقييم الأداء والكفاءة، وتطوير مرجعية الكفاءة، والنظام الوظيفي، وإدارة التنبؤ بالوظائف والمهارات. للإجابة على سؤالنا، نتعامل مع الجزء النظري من سوق الاستشارات الإدارية: التعريف والعملية والأنواع. ثانيًا، نتعامل مع استشارات الموارد البشرية. في الجزء العملي، نطبق تحليلًا وصفيًا لوصف دور الاستشاريين في SOMIZ. نستنتج أن الاستشاريين ساعدوا SOMIZ على دمج المشروع الجديد. بالإضافة إلى ذلك، يتضمن هذا المشروع تحولًا كبيرًا في قسم الموارد البشرية وإنشاء وحدة جديدة لإدارة وتطوير الكفاءات. الاستشارات هي طريقة لتعلم طرق وأدوات الإدارة. المستشارون هم وكيل التغيير

**كلمات مفتاحية:** المورد البشري، إدارة الاستشارات، المستشارين، مشروع GPEC، صوميز**تصنيفات JEL:** M24

## INTRODUCTION:

The consultancy is used in different domains. We can find it in politics, economics, sports...etc. It becomes a product where market consulting had developed and spread around the world.

The business world becomes complex and unexpected. On The enterprises need help to solve management issues. The management consultancy covers different fields: financial, strategy, human resources, marketing, technology...etc. in this article, we deal with human resource consulting. This domain is very attractive and varied. It needs experience and high qualities. Management consulting is still not discussed and undeveloped. This study comes to illustrate the role of consultants in business management and discovers how they work.

In this case, SOMIZ enterprise decides to call for consultants to adopt a new project GPEC. This project is a way to integrate competence logic. This logic has emerged in 1980. According to this logic, the human resource department focuses on individual capacity and not on work essentially.

This project includes different steps: adoption of performance and competence appraisal system, elaboration of competence referential, career system, and the last one job and skills forecasting management. It is managed by collaboration between the human resource department of SOMIZ and consultants.

This study comes to answer the question below:

***What is the role of management consulting HR in the adoption of the GPEC project in SOMIZ?***

To answer this question, we propose the hypothesis below:

**H1:** the consultants are an external accompagnatore to integrate the GPEC project at SOMIZ

**H2:** the enterprise SOMIZ acts like a learner an organization in front of consultants

Our study is divided into two parts: the theory part and the practical part.

In the theory part, we define a management consulting market. After, we deal with the consulting process and how we choose the right consultant. Before ending our part, we treat the types of management consulting and different issues of management which emphasize enterprise to calls for consultants. In the end, we focus on human resource consulting.

In the practical part, we adopt a descriptive study to describe the new project GPEC on SOMIZ, decline the consulting process, analyze the tendency of the project, and how the enterprise SOMIZ becomes a learner organization. This information was present according to our practical internship in SOMIZ for three months where we observe the consulting process

### **1- Consulting management market:**

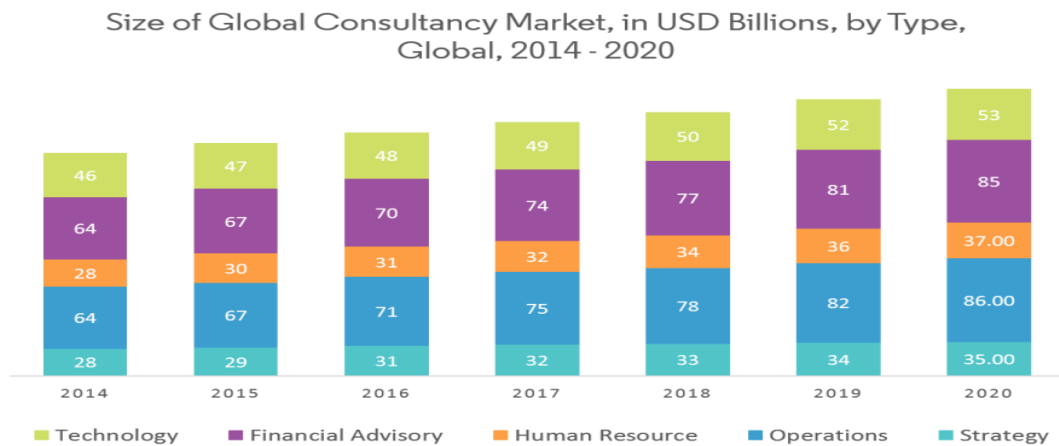
Organization Environment change all the time. And it finds incapability to make off these changes away. The organization starts to look for help externally. Consulting is one of the solutions which it can take. According to Larry Greiner and Robert, Metzger management consulting:” *is an advisory service contracted for and provided to organizations by specially trained and qualified persons who assist, in an objective and independent manner, the client organization to identify management problems, analyze such problems, and recommend solutions to these problems, and help, when requested, in the implementation of solutions*” (Kubr, 2002, p. 3). Another definition is proposed by International Council of Management Consulting Institutes (ICMCI):” *management consulting is the provision of independent*

advice and assistance about the process of management to clients with management responsibilities” (Kubr, 2002, p. 3). A third definition: “Consulting can be defined as professional support of the company’s managers in analyzing and solving practical problems. It enables the transfer of successful management system from one company to another or from one organization to another.” (Svetlana Vukotić, 2017, p. 72). According to these definitions, we conclude that consulting is one of the ways used by enterprises to solve management problems. And the enterprise benefit by consulting to add or make some changes in the system. The consulting realize by the exchange between enterprise and consulting.

In general, management consultancy becomes over time one of the income sources as other classics activities sources such as touristic, industry ...etc. It participates in economic growth.

We figure out in the two figures below the evolution of the management consultancy market

**Fig 01: Evolution of management consultancy market in USD Billions**



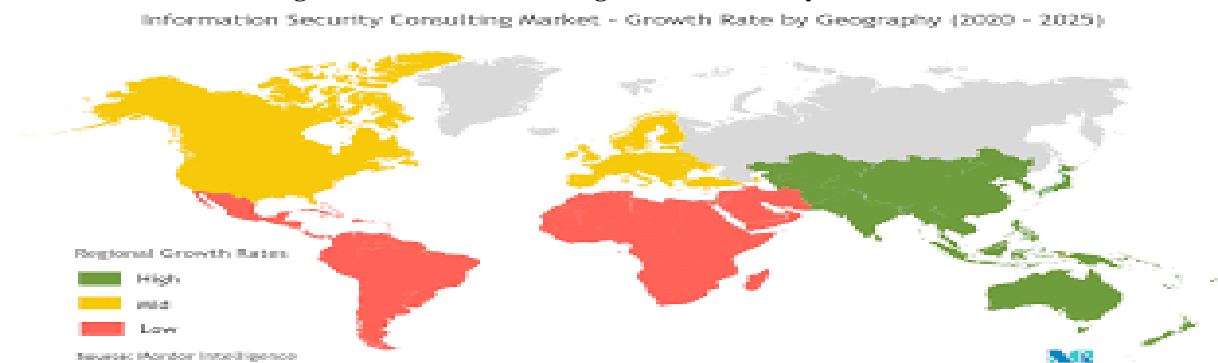
Source: Clairfield International



Source: (Mordor Intelligence, 2022)

According to the first figure above, we observe that management consultancy activities increase each year, which means that this activity becomes more important. We observe too that management consultancy could be in Technology, Financial, human resource, operations, and strategy issues

**Fig02 : Distribution of management consultancy in the world**



Source: (Mordor Intelligence, 2022)

According to the second figure above, we observe that management consultancy is very diffuse in countries of East Asia. Or in Europe and North America is less diffuse. But in the south of Africa, south of America and country of Middle East is lowest.

## 2- Consultancy Management Process:

The relationship between the company and the consultant organizes in the contract. This contract determines the subject, during, and process. Before will deal with the process we must choose the right consultant. At this moment enterprises make below some of the conditions or factors to choose de right one.

### ✓ Do your background research

This point makes light on the experience of consultants in the management domain. Consultants propose their ex-projects

### ✓ Ask for references

Enterprise has to ask sector clients about celebrity consultants in the domain and client satisfaction. It is called consultants brand

### ✓ Prioritize specialists

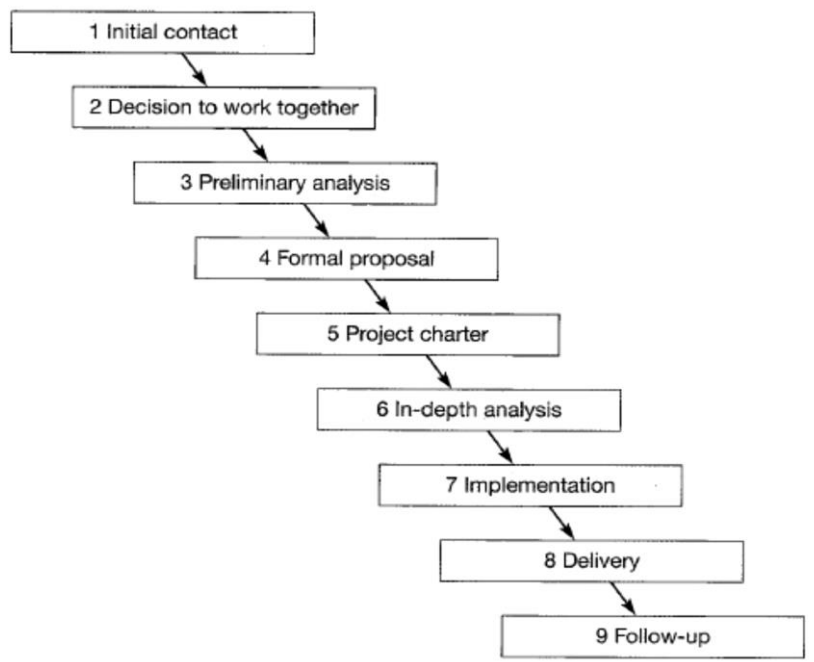
Enterprise looks for specialist and professional consultant

### ✓ Request an action plan

Enterprise makes a simulation test for consultants to know how they work.

After choosing the right consultant, the consultants start working and take their steps project on. The figure below describes the steps of consulting

**Fig03: Consulting process**



Source: (WCKHAM & WILCOCK, p. 52)

### 1) Initial contact

In this step, the enterprise meets for the first time the consultants. This first contact can happen occasionally at work business with other clients or competitors.

### 2) The decision to work together

After knowing the consultants and their services, the enterprise gets an agreement with consultants to work together.

**3) Preliminary analysis**

The consultants determine the main consulting that they try to achieve. This step depends on what enterprise issue. At this moment, they ask the questions below:

- ✓ *What are the major opportunities and issues the business faces?*
- ✓ *What prevents the business from capitalizing on the opportunity or dealing with issues?*
- ✓ *How can the consultant's service help the business overcome this block?*

**4) Formal proposal**

The formal proposal is a preliminary solution to the business issue. Consultants try to answer the questions cited before.

**5) Project charter**

The consultants propose in general the idea of the project.

**6) In-depth analysis**

The consultants make a deep analysis of the activity enterprise to indicate the source problem

**7) Implementation**

In this step, the enterprise applies the project in. The consultants follow step by step execution of the project.

**8) Delivery**

The project will be delivered and wait for the resultants

Follow-up

The consultants follow up on the execution of the project until the problem is solved. They evaluate the project result also. (WCKHAM & WILCOCK, pp. 52-58)

**3-Types of management consultancy**

Management consulting covers relate every issue related to enterprise activities. In general, we select three big domains of management consulting at the enterprise: strategy, operation, and human resource consulting. Each one is divided into sub-domains: financial, operation, strategy, marketing, human resource...etc. The figure below selects the most types of management consulting

**Fig 04: selection of services management consulting**



Source: (consultancy.org, 2022)

The enterprise calls for consulting to solve problems that can't solve. These problems can be different and multiplicity. But in literary management, we select five generic purposes: accomplishing organizational purposes and objectives, taking care of organizational uncertainties and business problems, recognizing and seizing new opportunities, and improving organizational learning and usage of change. (Ogar, 2019, pp. 115-116)

**a) Accomplishing organizational purposes and objectives**

Enterprise uses a consultant to achieve its organizational objectives. These objectives can be assured high quality, consumer satisfaction, benefits, competitive advantage ...etc.

**b) Taking care of Organizational Uncertainties and Business Problems**

The consultant helps managers and decision-makers to solve their problems. These problems are related to<sup>2</sup>:

- ✓ Complaining clients;
- ✓ Poor business results;
- ✓ Natural disaster.
- ✓ High staff turnover;
- ✓ Failure to meet targets

**c) Recognizing and seizing new opportunities**

Helping is the aim of using consultants but at this point, enterprises use it to discover new opportunities and chances in business.

**d) Improving organizational learning**

Consulting is a way to learn how to do things and manage professional situations. The managers become learners.

**e) Usage of change**

Consultants can be change agents because they convince managers to adopt new methods and tools. They help them to make change successful. (Kubr, 2002, pp. 10-17)

**3- Human Resource consulting**

Human Resource consulting is one of consulting management domains (figure above). At this point, we deal especially with human resource consulting. It is the most celebrity domain. It includes the entire subject related to HR (Kenjo Blog, 2022). (darwinbox, 2022). The table below describes human resource activities

**Table 01: human resource consulting activities**

<b>HR Activities</b>	<b>Services</b>
<b>Recruitment and selection</b>	Take responsibility for reviewing existing standard practices and proposing improvement Services related to the recruitment process and selection Management HR department
<b>Training</b>	Creating and implementing educational strategies Analyze the team's training needs Elaborate training program: courses, workshops, mentoring programs
<b>Internal communication</b>	Offering internal communication services analysis of the channels, time, and person using Determinate who receives the information Cultivate an environment in which information flows in all directions

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<sup>2</sup> We can select many problems. These points are just examples

	Suggest the most appropriate ways to encourage communication.
<b>Employer branding</b>	Will often be targeted toward improving this brand image
<b>Performance reviews</b>	Optimize internal assessments Delegate employee reviews
<b>Employee relations</b>	Advise to manage law relationship employee

Source: (HR Profiling Solutions)

## 2- Analysis and resultant

To accomplish our practical part, we put in a descriptive analysis to describe the consulting process of the human resource department on SOMIZ. Therefore, we take in a practical internship for three months. We presented a meeting between the human resource department and consultants to explain the GPEC project.

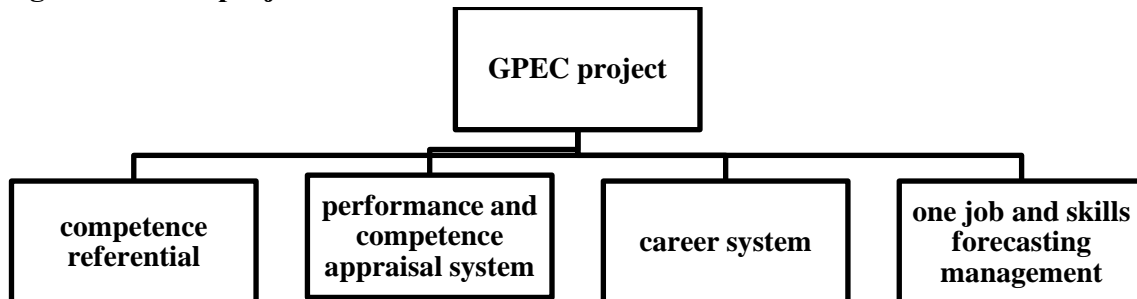
## 3- SOMIZ as an outsourcing society

SOMIZ is the society of maintenance Industries in Arzew (Oran). It's a subsidiary of Group SONATRACH. This society offers services related to the maintenance of industrial equipment. There is another at Skikda which is called SOMIK. SOMIZ as an outsourcing society covers the East and the south of Algeria. It is an agreement by the international standard organization (ISO)

## 4- Adoption of the GPEC project

In 2019<sup>3</sup>, Society SOMIZ decided to adopt a new project to manage human resource development. This project is called GPEC. It's divided into four steps: adoption of performance and competence appraisal system, elaboration of competence referential, career system, and the last one job and skills forecasting management.

**Fig 05: the new project GPEC at SOMIZ**

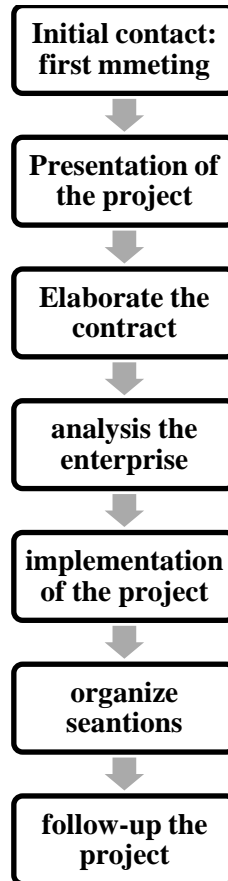


Source: elaborated by ourselves

In 2016, the enterprise has known HR crisis where most of the high experience employees have gone. To avoid this issue, the direction of SOMIZ decided to adopt a system to take of the mutation of employees. This system was GPEC. The figure below describes the process of the project

<sup>3</sup> This project still working now

Fig 06: the process of the project



Source: elaborated by ourselves

### 5- Consulting HR in SOMIZ

The project GPEC is newer. The HR department of SOMIZ hasn't experience in this domain. At this moment, the direction decided to look for an enterprise specialized in HR issues. In this situation, it offered a tender in 2018. In 2019 it found a group of the experts consulting HR domain.

A contract was signed between the direction of society SOMIZ and expert consulting. This contract is signed for 2 years. To assure the establishment of project GPEC, the direction decided to create a unit called: the skills management and development unit<sup>4</sup>. This unit is related to the HR department (HRD).

### 6- Relationship between expert consulting and HRD

The role of the unit is created to coordinate and collaborate between directors of the department and expert consulting. The Unit and expert consulting become as the team realizes the project. They organize days of sensibility to explain the meaning of the project and the way to adopt it. The directors of the department explain also the project to those collaborators. According to this information, we observe that the project is managed through collaboration between expert consulting and the employees of SOMIZ.

In general, this project was a benefit for society SOMIZ because it made a huge transformation:

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<sup>4</sup> In french is called : la cellule de gestion et développement des compétences



- ✓ Create a new unit;
- ✓ Create new jobs
- ✓ Adopt a new method to manage HR;
- ✓ HRD was modernized with new tools;
- ✓ The employees get wind of new information;
- ✓ Reinforce teamwork: HDR, Unit, and expert consulting.

**7- Project tendency**

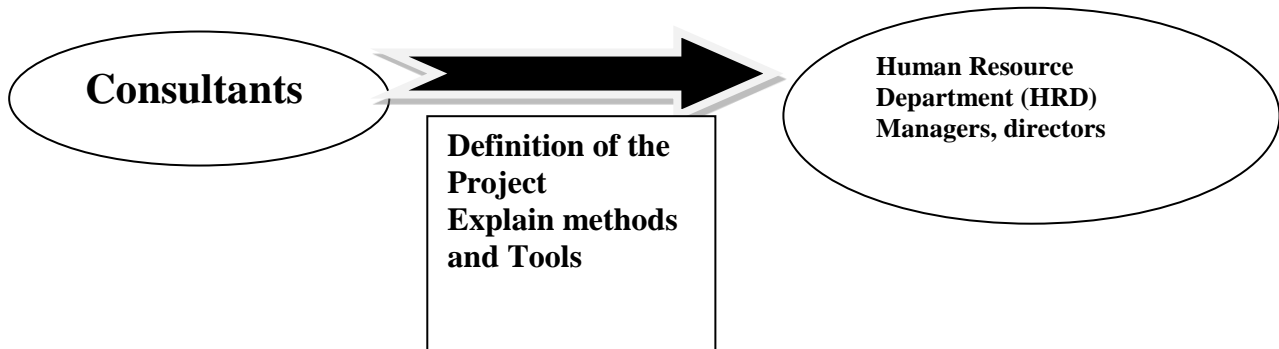
According to HRD, this project has an impact on practices HR which means recruitment, training, appraisal, recompense, and career.

- ✓ The recruitment is determined by the description job;
- ✓ The appraisal is related to competence and performance systems. This classifies the assessed to: very good, good, and positive.
- ✓ According to appraisal resultant HRD elaborate training program
- ✓ The career of the employee is determined by appraisal

**8- SOMIZ as a learning organization**

We see above that the relationship between enterprise and consultants can transform into a learning situation. The same case happened between managers of SOMIZ and consultants who organize courses to explain the main project and how should apply.

**Schema 01: learning by consultants**



**Source:** elaborated by ourselves

**9- Conclusion**

The objective of this article is to determine the role of consultant management at SOMIZ to adopt the GPEC project. To answer our question and confirm our hypothesis, we deal in general with management consulting as a market, process, choosing consultants, types, and selecting management issues. In the practical part, we apply the descriptive study to describe the aim of the GPEC project and consulting process management at SOMIZ

According to our practical internship, we conclude that the consultants are an important external accompagnatore to the success GPEC project at SOMIZ. This makes a huge modification to the human resource department at SOMIZ. Additionally, this project modifies the way to manage the employee system: recruitment, training, appraisal, career, and recompensing.

In out of a business project, the enterprise SOMIZ becomes a learner where it acquires a new method to manage HR. This point confirms our second hypothesis.

In general, consulting isn't more discussed in enterprises. The consulting market is unavailable and we don't have a platform to manage this market. The consultants work at the services desk small.

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