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CIH selects HR Access to capitalise on staff with high potential to support its strategic five-year development plan

CIH has chosen the HR services provided by HR Access as one of the cornerstones of its five-year development plan, which aims to double its number of branches and customers and broaden its range of banking products and services. The objective is to identify, recruit and train more sales-oriented executives.

■ «Today CIH is rising from the ashes, and its HR Information System has an essential role to play in its rebirth», explains Abdelaziz Alaoui, Director of the Administration Division, which includes the HR department, within CIH. «It's fair to say that our large number of customers in the hotel industry was severely affected in economic terms by the first Gulf War, and the impact hit us very hard ».

■ « In 2006, we benefited from a strengthening of the Caisse de Dépôt et de Gestion du Maroc, our major shareholder, and investment in our shares by the Caisse d'Épargne Group, which allowed us to take a new strategic direction. In early 2007 we therefore launched a five-year development plan, of which one of the main areas of focus is Human Resources management and skills capitalisation. ».

■ If it is to develop this priority area it is essential that CIH is able to rely on a powerful HR information system. In 1999, looking ahead to the Y2K switchover, CIH chose HR Access because of its well-established customer base in Morocco and its responsiveness. In early 2007, however, only the payroll system was still operational, as all the HR management functions had been suspended as a result of the financial difficulties encountered.

HR Access: powerful management and functional scope

■ «In 2007, we decided to migrate to a new system to have access to more recent functionalities », says Driss Bennouna, Deputy Managing Director in charge of the Information Systems department at CIH. « We were very satisfied with the quality of service provided by our partner HR Access, which had been tried and tested over almost 10 years. As a number of other major players in Morocco had also chosen HR Access, the long-term durability of our solution was guaranteed. In addition, migrating allowed us to take advantage of new HR technologies more quickly than if we had had to switch to a new product ».

■ The aim of the migration was to use the full power of HR Access to manage staff with high potential, assess performance via two-yearly performance reviews and use analytical tools to aid decision-making.



Towards the proactive management of jobs and careers based on future needs

■ The planned duration of the project was four months to set up the product and carry out the migration, followed by two months of running in parallel with the old system in order to avoid any concerns around the production of payslips. « We came in on time and on budget, as a result of the positive working relationship between the internal project teams at CIH and at HR Access », explains Driss Bennouna. « The high level of involvement of operational staff (teams from Corporate, Administration and HR Development), in particular at the point of acceptance, also contributed to the success of the project, which in addition incorporated a sizeable change management aspect ».

■ Whilst in payroll terms the migration was completely transparent to employees, it had a profound impact on HR management in terms of culture. « Thanks to HR Access, we have moved from purely administrative management, with no visibility in terms of individual employees' skills, to proactive management of jobs and careers based on future needs », adds Abdelaziz Alaoui. « As well as a more user-friendly product, HR Access also offers a high degree of adaptability, which we really appreciate. We employed an external consultancy to develop a skills assessment system in line with our philosophy, which we have been able to integrate without any problem and which we are currently testing on the ground ». The same consultancy is also working on the development of a skills map, which CIH is also planning to incorporate into its HR Information System.

An integrated approach to turning administrative staff into sales executives

■ With the development plan aiming for a doubling of the number of branches within five years (from 110 currently to 220 by 2012), a twofold increase in the number of customers and a broadening of the range of banking products and

services, job and career management, whose development is currently in full swing, has a critical role to play. Above all, it needs to make it possible to identify those staff profiles that are best suited to taking on a sales role, and the training they need to support their redeployment to an area of the business that is showing strong growth.

■ On the agenda in the near future: implementation of the functionalities included in Job and Career management to ensure that the workforce develops in a way that meets the skills requirements of the business, as well as the future integration of the CIH Skills Database and producing job descriptions to pave the way for implementing compensation policies.

■ « HR Access is the cornerstone that will allow us to make the most of our human capital going forward: from recruitment to skills evaluations, via compensation policies and training, it ensures that the system is a coherent whole designed to support the major objectives of our development plan », concludes Driss Bennouna.

Le CIH in brief ...

Historically a specialist in property loans and as a result a preferred partner of the Moroccan public authorities in relation to social housing policy, CIH today offers general banking services for families and is a leader in financing for housing and property development.

Its majority shareholder is the holding company MCM (Massira Capital Management), which is owned jointly by the Caisse de Dépôt et de Gestion (Morocco) and the Caisse d'Épargne Group (France).

At the beginning of 2008 CIH had 120 branches and employed 1,400 staff. In 2007 it generated turnover of 1.977 billion Dirhams (MAD). Its current deposits are in excess of 13 billion Dirhams and its total outstanding loans 18 billion.

To learn more: www.cih.co.ma