



HR Access Testimonials

Poulina relies on HR Access for the strategic development of its Human Resources

To confront the changes in its global economic surroundings, the Tunisian Group Poulina places the development of its Human Resources at the heart of its concerns. The skills, assessments, training and remuneration of its 6,000 employees from now on are managed with HR Access, in a totally integrated fashion and, above all, optimised.

■ The Poulina Group serves as a pilot in its country with regard to the management of Human Resources. Indeed, more than 200 people in total, in the HRD at headquarters and in the 40 affiliates, use HR Access today for the management of Human Resources. "In Tunisia, the development of Human Resources is a recent notion", explains Maher Kallel, Director of Organisation of the Poulina Group. "But for us, this development has been a major issue for several years now, because we rely on skills and on the high professionalism of our resources to adapt quickly to the constant developments in our numerous markets: agriculture, agro-business, industry and services."

■ An HRM visionary, Poulina is also an atypical company in an economic fabric made up of 90% small family businesses. In some thirty years, it has become one of the most dynamic in the country, with more than 6,000 employees, of which 10% are top executives, an annual growth above 10% and internationally renowned. To support the development strategy of its human resources, Poulina decided in 2000 to set up a real HRIS. Goal: To place the employee at the heart of HR processes and to offer a 360° view of each employee.

HR Access kept for its integrated approach, its flexibility and its openness

■ Ambitious, the HRIS project consists in replacing heterogeneous and non-communicating solutions for the management of payroll, activities, training and recruitment and to make up for a crucial lack: the management of competencies. After an evaluation of various HRIS in the market, Poulina opted in 2001 for HR Access, which provides the best response to its selection criteria. Among them, the ability to manage the entire life cycle of the employee but also the flexibility of adaptation of the product to local specifications and its openness to the international arena. "We had developed internally an assessment model based on objectives and points, linked to the variable part of remuneration that we wanted to integrate to our HRIS... With HR Access it is totally possible!" stresses Maher Kallel.

■ Since the summer of 2001, 5 affiliates of the group have taken advantage of HR Access to manage payroll and activities. "Our main interest is to have in the long term a single payroll system, centralised for all group affiliates. We are unfortunately dependent on the reliability of telecommunications networks, but in 2008, we will finally be able to carry out this roll-out."



■ Since 2005, all affiliates have the benefit of HR Access' SHR (Strategic Human Resources) module to manage recruitment, learning, compensation policy, careers and development of competencies.

Recruitment time frames divided by 2.5

■ With several months' hindsight, Poulina nowadays measures the advances made and the benefits conferred by HR Access. "Implementation of the SHR has led us to define each position precisely by associating technical skills, for example, and linking a CV to each of our 6,000 employees", pinpoints Maher Kallel. "This strong visibility and the tools from now on at our disposal give us the opportunity of finding the best possible profiles for each position that becomes available or that is created and thus to manage in an optimum way our key competencies."

■ At the level of processes of evaluation, the gains in time and in simplicity are very important. Previously, managers had to have access to several different applications to make up manually the dossier on their employees. "The procedure was very taxing. Nowadays, thanks to the integration of all HR functions around a single repository, the dossier is made up with some requests and some clicks."

■ The recruitment process itself has also been optimised. Poulina receives two thousand candidatures every year. The cumbersome manual selection has been substituted by a workflow that automates their validation by a panel and then sends out negative responses.

"And the time spent in recruitment, for each of some 30 executives and 200 young graduates hired annually, has been divided by 2.5, going from five to two weeks only."

Ongoing improvements thanks to a strong partnership with HR Access

■ As far as management of compensation, the HR Access project has clarified the flow chart and the solution makes possible its updating in real time and guarantees its accuracy. It also makes it possible for management controllers to simulate budgets tied to the wage bill and for decision makers to validate remuneration by means of a workflow. As far as training, the HR Access solution, which has been adapted to local specifications concerning in particular TFP (French acronym for tax on professional training), manages the entire cycle: training plan, preparation of request dossiers, monitoring of sessions... Many advantages which contribute to the assured return on investment of the project.

■ And Maher Kallel concludes: "HR Access allows us to make ongoing improvements to our procedures, by suggesting additional good trade practices. As of this year, all our employees can gain access via intranet to their assessment follow-up. We are studying as well a version upgrade of our solution in order to take advantage of the latest functionalities and above all of the Web interface that will facilitate access to all managers so that they may carry out their requests themselves ... All these improvements are facilitated by our relation with HR Access which remains a true partnership, based on exchange and meant to last."

Poulina in brief...

Founded in 1967 on the initiative of private Tunisian promoters and structured in groups of companies, Poulina covers 4 large activities:

- Agriculture: stockbreeding, agriculture farming, food, animal slaughter.
- Industry: timber, ceramics, steel, printing.
- Agro-business: food industry, dairy products, margarine.
- Services: business, consulting, computing, tourism.


Its economic performance is tied to the quality of its Human Resources and to its technological performance.

To find out more: www.poulina.com.tn

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