

# Manage and anticipate skills in distribution logistics: « For Moroccan autonomous administrations»

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**Abstract:** Under the same title, the recruitment or social relations, the management of competences has become essential for managers in human resource. Both, to maintain the competitiveness of the company and secure professional career paths for employees.

The company considers the employee as an actor of its professional project, that's why it should be able to develop their employability.

When we talk about management, it is automatically means the term training because it is the pillar of development of skills and competences, skill/competence is not a given, it is built and become training activities that should be strengthened to exist in the present and in the future as well. And when we mention anticipation, the terms recruitment brings to mind, which is affected directly by economic, legal, organizational, technological and demographic changes: these changes make the process more difficult and require considering a new way of recruitment politics.

So, in the logistic of distribution, we face two major problems, first concerns with skills crafts in logistics, second evokes the processes of recruitment and retention of employee. According to a survey done in 2006 by the AFT -IFTIM the qualification profile of logistic operators based in 2005 to 75.3 % of the employee only on real experience; 8.2% of them had no qualification, 7.6 % had professional experience in logistics and 4.7% of general experience rather than logistics.

While in Morocco particularly in the autonomous administrations, there are absences of management of skills which influence the quality of recruiting employees.

**Keywords:** competence, management, logistic of distribution, competitiveness, professional career.

## I. Introduction:

In a context of organizational Complexity of Knowledge, abilities and skills play a role in the establishment of a Human Resources management.

Management of skills concentrates on summarizing the complexity of HR Processes. It is the prospective vision of Human Resources, assistance to coming changes is a strategy of the company adaptation to its environment.

On the strategic plan, it provides tools in determining the general directions of the company.

It is used under the Main functions that should assume the HRDs, Such As The recruitment, compensation, training, Career Management.

The Management of skills involves identifying the necessary skills for a good operation of the company; they are presented in three criteria functions:

Common competences: concerning all jobs of the company, it reflects the required skills to solve the problems exceeding specifications of the job to know its environment, exchange, be autonomous.

Managerial skills: it refers to the required capacity to solve problems connected to responsibility of management, namely to control both the organization and the RH.

Jobs skill: Directly to jobs describing knowledge, skills, and abilities to resolve difficulties in the exercise of a given problem in a specific context.

## II. Issue:

In a matter of skills, it is focused on the repository of Jobs and competences. This explains that REC is the main tool in the GPEC. Its analyzing induced a revision of the dictionary of competences rather than other underlying tools. As for the tools of management of the effectives, it is mainly flow charts of the pyramid of the ages of referential of jobs on which will show the number of people related to posts.

Obviously, GPEC is a thesis of today in the HR domain. However, the delay of development observed in Public sector, we think that newness Concerns not private sector too. Today this idea has no place! Commitments of government try to place the organization of the administrations at the same level of private enterprises. The State is now called upon to provide services to the population increasingly demanding and informed of their rights and obligations. The open of countries on the outside involves the development of its means of intervention in order to be more attractive and to strengthen its presence on the global market.

From the point of view of its contents, the notion of competence has indeed evolved; it is not

new that employer seeking to recruit skilled persons. However, be competent in a work in 2000 no longer means the same as being competent in 1950 or 1970. That is why the main issue of this paper will be to manage and anticipate skills in logistic of distribution within Moroccan autonomous administrations. Then, how to evaluate employee skills? Does Management of skills allow improving the company's performance?

### III. Self Governance and Human Resources:

#### A. *The self-governance:*

Self-governance is a half public intercommoned establishment that has industrial and commercial characteristics, with legal personality and financial autonomy, it is responsible for the distribution of water and electricity and to do works of sanitation for tax purposes, the authority is subject to the same obligations as any private company (stamp duty, corporation tax, city tax, etc.).

At the management level, self-governance is administered by a Board of Directors, whose composition is fixed by decree No. 2-64-394 of September, 29th, 1964.

Executive committee is responsible for preparing files to be submitted to the Board and to decide on matters within its competence.

The Executive Committee and Board of administration are chaired respectively by the secretary general of the province and the Governor of the city province.

The functions of these two poles are general and apply practically all actions of governance management.

However, with the coming into force of Boards restructuring program, including the adoption of the new markets and new financial organization and accounting government, from 1 January 1994, the operation of these management poles are primarily oriented towards strategic acts of governance (multi-year plan, budget, pricing, etc.).

#### B. *human resources in the autonomous administrations:*

In terms of human resources, self-governance continues its efforts to improve productivity and skills of its personnel. A novelty, experience, development, specifically dedicated to college change that was implemented. It allows accompanying the applicant and staff to strengthen their skills through a dual experience, which lasted a year, before he took his new role. Self-governance could mount this ambitious program through successful collaboration with OFPPT, universities, engineering schools, Business Schools and Technology Graduate Schools.

In the service of human resources management, it is responsible for the management

of activities in relation to the governance of personnel.

### IV. Management of skills in logistic of distribution in the autonomous administrations:

#### A. *Logistic of distribution:*

Logistic of Distribution wants to have a tripe role function: customer satisfaction, profitability and improving service levels across all links. It aims to determine the distribution methods and its channels, inventory management methods, replenishment policies, procedural operating modes in distribution platforms, means to be in place to ensure proper handling, efficient transportation ... (Paché and Colin, 2005).

Logistic of distribution works in symbiosis with the marketing and business. Paché and Colin (2005) estimate that its purpose is to "conduct detailed analysis (ideally in real time) final demand to serve, it tends to control hazards and fluctuations, and seeks to meet with targets of a better terms of cost and quality of service (punctuality and reliability of operations) »

For logistic of distribution fulfills its functions within the supply chain and then fit harmoniously into the sphere of partnership between producers and distributors, steering instruments are put in place. Several research studies have focused on this aspect, particularly those which addressed the issue of dashboards. A variety of approaches and indicators have been proposed to improve the quality of service expected by the client, ensuring significant levels of profitability.

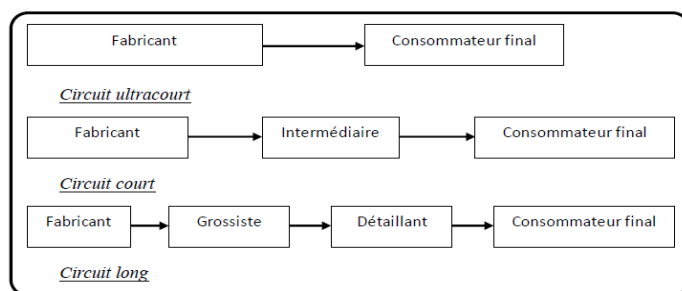


Fig 1 Distribution channels

A distribution channel is characterized by its length in terms of number of intermediaries. In this sense, we distinguish three types of channels: short channels and long channels.

The super-fast channels or direct channels marked by the absence of intermediaries between the producer and final consumer.

Short channels are marked by the existence of a single intermediary such as agricultural cooperatives.

Long channels are composed, at least, of two intermediates. They are marked by a certain dependence of producer's distributors.

The evolution of distribution channels is marked by the establishment of many forms of alliances for common exploitation of market opportunities. These alliances allow limiting the risks inherent in investment, the expertise, resources and results. They are widely preferred as long as they promote synergies.

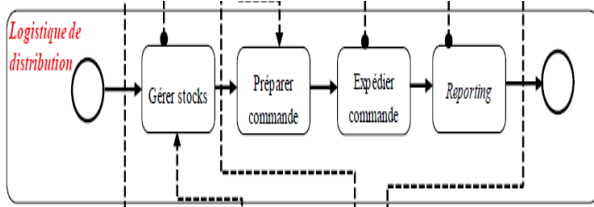


Fig 2: Modeling process of the following logistic of distribution. BPMN model 2004

BPMN model has the advantage of diagramming company's processes in functional optic highlighting managed flows, the events and the organization in place. It considers logistic distribution as Mega wholly processes occurring between industrial logistics and trade logistics. Admittedly logistic of distribution often passed unnoticed in terms of importance in organizations. One simply content to praise the work of the commercials and people production, while its position is crucial because it is the decisive link that connects the industrial and productive tool with its marketing and sales.

*B. The management skills in logistic distribution in the autonomous administrations.*

Certainly, the function of Human Resources (HR) has always existed since the management of men and is necessary since the entry of an employee until its disposal: the owner is required to follow the presence score to calculate wages due to warn and to decide on a dismissal, etc. It is indeed a set of these tasks in any entity. However, the HR function has taken on new dimensions and is no longer limited to simple administrative tasks.

Within the human resource management department of autonomous administrations, the service that is responsible for managing payroll and holidays of governance staff while he has a lack of management skills, we recruit employees in a position, and there are needs in other post.

The richness of the administration lies mainly in the quality of its human resources. To this end, it should be set up within public administrations a modern and efficient workforce planning, jobs and careers of nature to ensure consistency between the evolution of the missions of the administration and staff qualifications and the mobility of the latter. In addition, continuing

experience and staff development should fully play their role as privileged instruments of human resources and guarantee their performance.

Unfortunately in the administrations, recruitment competitions take place every year and recruitment is done at random, that is to say, the recruitment is not done with a study that is made prior that handles staff needs (managers, engineers, technicians, etc.).

The identification of needs comes from managers hierarchy or close due to a departure of a mutation or a new need. It addresses the need for quantitative and qualitative balance between men and jobs (Peretti, p.168), for the case of administrations it is the director general who is responsible for setting the number of recruitments, there are problems concerning level profiles recruited (eg, a graduate of the Faculty of literature work as office manager in the accounting department, and a computer assistance who is responsible for management control, etc.)

The recruitment demand resulting and is evaluated by the HR department that determines whether the need is real or if it can be gained in productivity with the existing workforce (no recruitment or internal mobility). If skills are not available internally, external recruitment is envisaged. This raises questions of the nature of the work contract to be offered: CDD, interim stage ... and outsourcing opportunities.

This procedure is missing in the governments despite its importance.

**V. Conclusion:**

Today, the HR manager is an agent of change, but also a caregiver strategic decision in corporation with administration. The decision of the HR manager is no longer confined only to the restructuring of the organization to adapt its workforce in real need. It focuses on the qualitative aspect too! In this sense, the qualitative aspect refers to the concept of competence. Content that is given to this concept is not clear because of different definitions and since it depends on the evolution of the environment. Indeed, be competent in a work situation in 2012 no longer means the same as being competent in 1950 or 1970.

Despite the fact that human resources management has evolved in Morocco, this development can be judged in part because it has not affected all sectors as is the case of the public service where HRM remained traditional for centuries. Lately, there is an awareness of the fact that HRM should be at the heart of administrative reform, especially after the speech of HM King Mohammed VI throne in 2000 in which he said: "Where our choice developing human resources, given that human capital is the lever of development and a source of wealth. It is also the vector processing and management of other

resources and their integration in the development process."

Skills management must be integrated into the company's strategy; it cannot be limited to simple quantitative calculations of jobs. Indeed, it must be integrated and built according to the different policies then the independent administration that hops to set up. Skills management can support the decisions of the government in HRM. To conclude this article, we confirm the important contribution of skills management in logistic of distribution to the company's performance. So every Moroccan independent administration must give due importance to this activity to improve their effectiveness and efficiencies.

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