**REPORT**

**Marrakech Workshop**

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**First Day 24/10/2016**

**Openning**

Prof. Walid Salameh, Director of RISE Project, opened the workshop with welcoming Prof. Abd Al-Latif |Mirawi, President of Al-Qadi Iadh University and Prof. Mashhoor Al-Refai, President of Princess Sumaya University for Technology (PSUT), as well as all the participants, emphasizing the depth of PSUT's relationships with the Arab West and all Arab and European contries. He also emphasized the importance of this workshop of the project, which tackle an important topic; being EMPLOYMENTand the procedures that shoud be followed as wel as the conditions to be taken into account when employing any of the staff members at universities; whether being faculty member or administrative staff member.

Prof. Mashhoor Al Refai welcomed prof. Abd Al-Latif |Mirawi, President of Al-Qadi Iadh University, as well as all the participants. Then, he presented a briefing about PSUT, its excellence and its connection with numerous Arab and international universities. He emhasized the importance of RISE Project to the Arab universities and the role of PSUT as the project manager. He also pointed out that PSUT has obtained the ABET accreditation for three of its engineering programs and for another program in computer science, in addition to PSUT's endeavour to obtain the accreditation for its programs in Business Administration. Then, he expressed his wishes to this workshop to succeed.

Thereafter, Prof. Abd Al-Latif |Mirawi, President of Al-Qadi Iadh University, started his speech welcoming all the participants in this very important workshop, As an evidence on the workshop's importance, he pointed out that a meeting has been held for Frankophonic universities in Montreal, in which all the participants emphasized that the main problem they encounter is HR management.

Prof. Mrawi called the participants in the workshop to become acqainted with problems pertinent to HR and find practical solutions to these problems. He pointed out that Al-Qdi Iyadh University is at the top of all Moroccan and African universities. He emphasized the importance of adaptation by universities to the contemporary reality, pointing out that university students today differ from their counterparts in the past, in terms of being much more in number and having more opportunities to access information, in addition to dealing with technology and social medea which impacts them psychologically, civilization-wise and culturally.

**First Sesion**

**Dr. Yousuf - Rouen University/ France**

Dr. Yousuf started his speech with emphasizing the importance of HR management, which has also been emphasized by the two presidents of both Princess Sumaya University for Technology and Al-Adi Iyadh university in openning session and is continuosly emphasized by all Arab and European universities; since HR management is concerned with the human who works at the institution or university. He pointed out that he considers RISE Project as one of the important projects, since it focuses on transition of advanced ideas and technology at the European universities to the Arab ones. He indicated that European universities themselves suffer from problems in HR management and do not have solutions to many of these problems.

Dr. Yusuf holds PhD degree from Lille University in Organaization Sciences, MA degree in Project Management from Canada and BSc degree from UK. He is interested in groups and collective cultures, as well as in developing ideas and values to reach excellence. He teahes courses in management and human behavior.

Dr. Yousef sees that the most useful method to find a solution to a problem is to study the problem analytically and critically.

He continued his lecture by presenting his personal experience when he applied to work at French universities. In spite of he was holding PhD degree under the supervision of a Professor with international fame and appreciation, the employment process required passing a qualification contest managed by a group of faculty members at the national center.

The Committee in charge evaluate the files of the applicants for the job as a faculty member, focusing on teaching practical experience and published scientific research (at least 1-2 published research papers). More important is that the applicants must sit for an exam, which is a new condition at French universities.

In addition, it must be made sure that the applicants enjoy a certain level of national qualification in addition to the university qualification. After fulfilment of all mentioned requirements, application forms are submitted centrally to universities. Application forms are then sent to an auditing committee. Dr. Yousef mentioned that there were 100 applicants to each job and that he personally submitted to four jobs.

In this process, it is noticed that:

* Those who interview the applicants are specialized in the required job's field.
* The job file itself is inaccurate; containing printing mistakes as well as information errors, such as in the job title, the name of the person to be contacted, … ect.
* The time period assigned to each person is insufficient (6 hours for 15 persons).
* There was a delay in the start of the interviews, so that, for example, some interviews were scheduled to start at 9:00 a.m., but they actually started at 12:00 noon.
* There were no coordination or cooperation among universities. In some cases, applicants were invited to be interviewed by two or more universities at the same time.
* The time given to each applicant to present himself was remarkable short (6-10 minutes). Of course, it was extremely difficult for the applicant to present himself appropriately in such a short time for a job that he is going to practice for all his practical life.
* There are no excellent universities or bad other ones.

**Employment:**

It is the activity of providing an institution with the human competencies that it needs.

**Objectives of Employment**:

* Responding to the institution's needs.
* Ensuring correct selecting.
* The choice of the appropriate person requires:
* Clarity of the interview's questions.
* Accuracy and correctness of application form's information.
* The interview committee should have the capability and competencies of the required job.
* Thinking about future needs and potential development of the required job.
* Applying laws and regulation equally and fairly.
* Employment is a social behavior which dose not belong only to the institution. It rather belongs to the whole society and has its effects on the job applicant as well as on the society. Acceptance or refusal of a person to join the society of workers at an institution (employment / unemployment) is an important decision.
* The employment process is nothing but a description of social and economic status of the country.
* The employment process has a very important role in building the name of the institution.
* The most important deficiency in HR management is focusing on the procedures more than on marketing of future jobs by the institution.

It is needless to say that good reputation of the institution attracts more job candidates as well as higher competencies, which gives the employee an attractive trade mark.

* Steps of the employment procedure are important to the reputation and development of the institution.
* Thinking about the development and training of the employee is an extraordinarily important issue and a new science.
* The way of managing HR is also an important issue and a new science.
* It is necessary to determine the tasks required by the job, both accurately and clearly, as well as the conditions that should be fulfilled by the person selected for the job.
* The important question is: to which extent is the employment process (taking the employment decision) objective?

**Interview**

It is one of the steps of the employment process and the most important one. It is the mostly used step; therefore, the decisions pertinent to it must be objective.

**How interviews are organized**

* **Before the interview**:
* Taking measures to prevent any disturbance sources during the interview, such as telephone calls.
* Preparing the place of interview in an appropriate manner.
* Identifying the job applications and studying them thoroughly.
* **Reception of candidates**:
* Welcoming the candidates and letting them sit in a comfortable environment.
* Refraining from using some terms or expressions that are psychologically disturbing, such as scaring and humor.
* Identifying the goal of the interview.
* **Search for information**:
* Background of job applicants (C.V.).
* Practical experience of job applicant, in terms of nature and type.
* **Motivation** (becoming aware of reasons behind job application):
* What are the applicant's aims pushing him to apply for the job?
* Why did the applicant choose this institution or university in particular?
* Why did the applicant choose this job?
* What is the most important aspect to the applicant? And why? (The job itself, the place, the salary,… etc.).
* The values in which the applicant believes in connection with the job and the extent of this connection.
* **Summary of interview**:
* Summarizing the aims of the applicant behind applying for the job.
* Stating the applicant's degree of interest in the job.
* Providing the applicant with the opportunity to add what he wants.
* Thanking the applicants.
* Informing the applicant of the procedure that will be followed by the institution to inform the applicant of the interview's result.

**Studies and research**

Numerous research have been conducted on the effect of collective thinking on individuals. This means the impact of the interview committee members' opinions on each other. For instance, some information could be gained or modified during the interview session; or even the judgment could be issued, which means that information could be formulated by an interview committee member as a result of what he hears or sees from the other members.

**Second Session**

**Dr. Yousef – Rouen University/ France**

In the previous session. It has become obvious that all the procedures followed in employment have been designed in an engineering manner, which means that they are specific and successive. Since people who assume this task are human beings, human factors often affect the decisions of interview committee. Therefore, such factors should be taken into consideration. Summarizing the interview result with the presence of the job applicant and giving him the chance for information modification or addition mitigate the impact of human factors.

Moreover, each interview committee member must be aware of his role as well as of the elements to be focused on. Research studies have been and are still conducted at Lille University on management with excellence, concentrating on management as an essential element to be benefited form by members of interview committees.

Regarding employment, focus should be placed on psychological and social aspects of humans, as well as on benefiting from research results in management science in this domain. As long as HR management is concerned, there are only a few behavioral elements that depend upon or associated with these factors, particularly is connection with how the individual behaves in a special group. Regarding employment procedures, we should be aware of the factors that prevent taking objective decisions.

In order to become aware of non-objective factors in interviews and their impact on employment procedures with the aim of getting rid of these factors or avoiding them, it can be benefited from the results of some research studies conducted in this fields. For instance, some characteristics of the job applicant can be identified and integrated to determine the type of his personality and the extent of his suitability for the job.

In one research, applicants have been given a group of photos of children. Then they were asked to answer some questions, like: Which photo is the most beautiful one? And why? Which intellectual characteristics do the children shown in the photos have? How do you know?.

In another research applicants were asked to give their opinions in some problems, such as lying. In a further one, applicants were asked about the extent of their acceptance of working additional hours or on holidays.

One of the factors which affect taking objective decisions is the impact of collective thinking on the individual. An interview committee member might see that he should not have an opinion which is different from those of the other members; for different reasons, such as: being unwilling to contradict with others, particularly when they have consensus on an opinion; absence of courage to express his contradictory opinion; or being convinced that his opinion can't be right when it contradicts with the opinion of the majority.

Thus, it is necessary to investigate means or procedures to be followed in order to mitigate the impact of these factors.

**Third Session**

**Dr. Yousef – Rouen University/ France**

As mentioned before, management is a science that contains procedures. But, it is necessary to take human, psychological and social factors into account, since we ultimately deal with human beings.

Among the means to do that is self-verification or self-evidence. Numerous studies were conducted that confirm the effect of a rumor launched by an individual on others. In one of the studies, some spread a rumor in the financial market that the status of a corporation has worsened. The result was that many shareholders sold their shares in that corporation, which led to a reduction of the share price. Another rumor was about the unavailability of oil products and pushed people to tank fuel intensively. Another phenomenon was that an artist made a statute and then fell in love with it! Another experience was that a teacher was asked to carry out a test of mental capabilities in his students, and after repeating the test one month later he found that the capabilities of the students have enhanced.

In sum, we can say that the school of human relationship decides that the manager has an impact on the behavior and performance of the employees working with him. If he considers them to be inefficient and their performance to be below the required level, this will affect them negatively, so that the manager's view is confirmed and their performance will be actually bad, and vice versa.

What is the important of that in employment? It emphasized the significance of the way of dealing with the applicants. Applicants should not be given any directions, in addition to maintaining a consistent behavior with all the applicants and taking social and psychological factors into account when conducting interviews.

**Second Day:**

**First Session: Victoria / Slovakia**

She started the session with the following question to all participants:

What do you expect from this workshop?

To see the procedures of employment in Slovakia please go to the file: Slovak -Training\_HR.ppt

A survay was distributed during the following sesion to identify Personality Types: MBTI Personality Type Test (in English); MBTIاختبار نوع الشخصية (in Arabic)

The characterestics of each type are identified as shown in the file: Slovak -Myers-Briggs Type Indicator