

**Case study:
Project Effects on working conditions in « Cadi Ayyad University»**

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Abstract:

this case studies the response of the university to a project of organization and improvement of working conditions. The committee of health, safety and and conditions of work in relation with the president of the University seeks to find a profitable solution to both parties: university and employees. The case tells a debate, asks questions and finds solutions.

The HR policy adopted by “Cadi Ayyad University”:

As part of its strategy, Cadi Ayyad University is restructuring its HR department with the aim of achieving a more flexible, efficient and effective administrative management. So, she change the way it works from an administrative approach to a proactive one. To do this, 3 areas of work are defined in particular:

The HR policy adopted by Cadi Ayyad University:

- Predictive Management of Jobs and Skills (GPEC)
- Create a repository of jobs and skills,
- Update existing job descriptions and create news, Conduct training engineering,
- Set up an application (Career management of administrators, professors, contractors).
- Search for competent and highly qualified profiles, with better integration and insertion while recruitment:
- Implementation of KPI HR indicators, principally in training department;
- Identification of HR performance indicators,
- Realization of a social report of the presidency.

Committee of Health, Safety and Working Conditions is the one more important committee in university. He encounters several problems relating to the administrative and teaching staff and seeks the solution. He encounters several problems relating to the administrative and teaching staff and seeks the solution. this case study deals with one of these problems and describes the solutions found in relation to the president.

This committee is composed of the President of the University, representatives of the administrative and teaching staffs and various experts including the work doctor and the head of security of the teaching and administrative staff of the University. During a HSWC meeting, the President of the University will consult you on a reorganization project as a member of the HSWC.

In this case, the President plans to outsource the reprography service of the University. The training center is organized as follows: 50 teachers-researchers work on a daily basis to design new training formulas and p their animation to companies.

The client companies send their employees to be trained at the University's continuing training center, which includes about twenty training rooms. A "Business Relationship" service is dedicated to incoming telephone calls to register participants. Two employees of “Business relationship service” are responsible for welcoming participants in the morning and referring them to the appropriate training room. A second team belongs to the "Training department".

These administrators design the programs and the catalog and recruit external trainers, if necessary, on the recommendation of the President to animate these trainings. The “Sales and Marketing service” deals with the sending of the catalogs and various promotional actions to fill the training center. Administrators approach training managers of large corporate groups to conclude the new collaborative agreements.

Finally, the reprographic service is responsible for printing the documentation dedicated to the participants and installs them in the training rooms in the morning, between 7:30 and 8:00. They also install the training materials requested by the trainers. Reprography consists of three people, one of whom - the manager - is about to retire. The other administrators manage

the printing and bindings of the pedagogical files and make the setting in room. The activity is organized as far in advance as possible, which makes it possible to anticipate peaks of activity or possible equipment failures. It is this service that the President wants to outsource.

The President of the University presents the following project: "We are considering outsourcing the Reprography service. As Mr Tahri retires at the end of the month, we will take this opportunity to turn this space into training desks. As you know, because of the growth of these, we lack space in the University presidency and we think we can accommodate six trainers, which will save space in our offices overloaded. The office transformation work will begin as soon as Reprography has been outsourced.

Outsourcing will allow us to better control our costs. Regarding the other two employees of the service, we remind you that Mr. Mahi resigned two weeks ago. We will not replace him; as for Mr Radi, we are considering offering him a reclassification at the reception of the presidency. In concrete terms, the service employees, who we consulted, will be able to deliver the following day's teaching files every evening. he will be Mr. Radi who will take care of the reception and to install them in room as he already does it. The rest of the time, he will come to reinforce reception officers to guide the participants. I therefore ask your opinion on this project, reminding you that the HSWC only decides on health, safety and working conditions since it's the University Council that decide on the economic and social aspects of the project.

- The working doctor gives his opinion: "the positive point is that the administrative staff of the Reprography will no longer be exposed to the chemical risks of inhaling ozone or ink vapours emitted by the two industrial photocopiers. By cons, I just wanted to remind you a study that I realized last year, the volume of records to handle is quite consistent. Where do you store the files? "
- The President: "at the unloading platform".
- The doctor: "So it's far enough from the training rooms, a hundred meters I think. This will be less convenient than currently because the local Reprography is right next to the rooms. Moreover, as I said, the volume of files is important. In total, this represents several tens of tons per year. Before there were three people to handle the files when setting up the morning room. I wonder if a person will suffice since she has only half an hour and twenty room to equip, not to mention the implementation of the teaching material, it is a big workload punctual ... I am also worried about his back, this is really an effort, the boxes of folders and advertising brochures in addition that we weighed in average 4 to 5 kilos ... especially as they do everything by hand ... "
- A member of the HSWC speaks: "Me, what worries me is the responsiveness of the provider. You see, the trainers send rarely their files on time, so Reprography is used to making impressions at the last minute ... "
- The President: "You don't have to better control and follow your trainers. With the new organization, it will no longer be possible to not meet the deadlines. Otherwise, the files will not be in the room and we can't afford it, it would give a deplorable image to the participating companies. A working procedure is currently being studied by the training department manager. This procedure will serve as a basis for the specifications and the contract with the future provider.

One week after the meeting, you meet the other members of the HSWC administrative and teaching staff to prepare your opinion. It emerges from your discussions that the project will impact not only Mr. Radi but also the members of the training department who will be installed in the Reprography room; this room being close to the training rooms. It's a little out of the way of other members of training department and you perceived fears of isolation from future employees who would be affected. In addition, the new configuration of the room is not yet planned and the safety officer fears implementation without prior consultation and ergonomic problems. This new physical organization has aroused anger among some members who demand that the health of the Reprography staff be taken into account.

President questions :

1. In view of these elements, what do you think are the foreseeable consequences of this project for the working conditions and health of University employees?
2. What would be your reasoned opinion concerning the project: favorable, unfavourable opinion? favourable with reservations?)
3. What recommendations (human, material, and procedural) would you make to the President of the University to improve the project and limit its effects on the working conditions and health of employees?

Committee Responses:

Question 1:

- Three types of effects emerge:
 1. Health effects;
 2. Effects on security;
 3. Effects on working conditions.
- 1. Health effects:
 - Stress and physical wear applied to Mr. Radi due to an increase in activity in the morning when the boxes were put in place;
 - Increased stress by finding a new balance with the future provider.
- 2. Effects on security
 - Increased risk of work accidents due to distance between training rooms and unloading bay.
- 3. Risks on working conditions
 - Stress and loss of meaning at work due to job changes that require new skills ;
 - Isolation due to the separation of the premises housing the other colleagues ;
 - Less comfort in last minute accommodations.

- Mr. Radi will no longer be exposed to chemical hazards: inhalation of ozone and printing ink vapours

Question 2:

- As it stands, the project is not without impact on employees. Considering all the consequences noted: It is therefore preferable that the committee gives a favourable opinion with reserve or disadvantage

Question 3: Recommendations should include:

1. The organizational dimension:

procedures, assignment of people, working hours, role of management, team animation, ... it's advisable to provide the possibility of adding a second person to help Mr. Radi and Support him during the change by offering him an experienced tutoring from the head of the training department. Plan for regular team meetings as well as frequent travel by the manager to the out-of-town consultants of the training department. Involve the teacher-researchers in the design of the working procedure with the provider. It's recommended to give yourself a test phase with the selected service provider in order to readjust the procedure if necessary;

2. The material dimension:

It's about playing on the building and the setup of the premises. Find a storage area closer to the training rooms. Provide Mr. Radi with a handling truck to relieve the load being handled. It's interesting to Identify the needs of all equipment employees in their offices.

3. The human dimension:

It aims to improve the skills of employees and to ensure that their needs and wishes are in line with the objectives of the University. It goes a long way by training and supporting employees; Provide a training for Mr. Radi to learn the basics of customer relations and instill the orientations of the University.