

Diagnosis of Professional Appraisal of the Execution Staff at Gécamines S.A.

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Abstract: *Since the world of work has existed, employers have always wondered if their workers are working at the desired threshold and expected by them. To do this, it is important to use a tool that can assess the skills of employees. At the General Careers and Mines, Gécamines in acronym, employees are grouped into two subdivisions including the executive workforce (MOC) and the labor of execution (MOE). The first category concerns senior staff or managers (class 1), managers who are class 2 and masters cased in class 3 while the second category consists of candidates who are class 4 (classification found only at the Gecamines) and maneuvers in class 5 to 8. This study concerns only the personnel of the second category operating in the Kipushi headquarters, in the territory of the same name, which is south of the city of Lubumbashi in the interval of about thirty kilometers. It is with the help of the survey method and the questionnaire technique that we intend to conduct this study which is of paramount importance because it directly affects one of the factors of production acting on the others which is nothing other than "the man".*

Keywords: Diagnosis, assessment and execution staff

1. Introduction

Increasingly, companies are recognizing the truly strategic nature of massive human investment, alongside material investments.

Indeed, the man is the most valuable capital of the company. He is the only factor who is aware of what he does, who knows why and how he does it. It is he who ultimately makes the other factors profitable. Several authors support this evidence in order to prove that the life of the company is a function of the men who constitute it and who direct it.

Human Resources Management is not just about speeches, although sometimes it can be supposed. It is also made variables to control that require the presence of a tool.

According to GALAMBAUD B. (1990, p 12), the appraisal is widely used today for steering the variable "performance".

The concern to see how everyone works in the achievement of the objectives is indispensable. The analysis of the performance becomes important. Staff appreciation becomes systematic and formal.

As Georges GOLDMAN (1990, p. 23) strongly emphasizes, "to appreciate is to recruit someone you already know". In the same way that recruitment consists of drawing up the professional assessment of the candidate to evaluate his aptitudes to occupy his future function, an annual appraisal interview is intended to take stock of the year to come. In the professional context where there is a permanent evaluation, it is advisable to ensure that the appreciated:

- Was able to find the appropriate answers to the situations he experienced;
- Will be able to lift satisfactorily the various obstacles he will encounter.

Jean DIVERREZ (1970, p. 153) agrees in the same direction by saying: "it is not enough for an industrialist to choose and train his staff well; he must periodically be able to control its

evolution, know the progress and failures of each and to consider the possibilities of promotion.

Mathis L. (1986, p. 97), for his part, deplors the fact that we often content ourselves with a system of notation and not of appreciation. It is quite obvious that "to note can only make it possible to answer in part the first two questions:" what does he do? And "how does he do it ? » And even less in no case to particularly important questions:" what does he know how to do? What can he do? What does he wish to do? Etc.

The importance of professional appraisal in the management of human resources is far from immeasurable, so that companies that have not been able to master this requirement have seen the light of day, their activities go down and later on extinguish and Gécamines SA is not on a leash to this requirement.

Indeed, we have been repeatedly struck, during our various stays in Kipushi, by the complaints expressed by Gécamines S.A workers in general and by the execution labor force in particular, about their quotations. According to them, these are the result of more relationships of all kinds between them and their leaders than of their actual performances or qualities. Hence a dull discontent and a diffuse climate of discomfort.

To elucidate the concern that we propose to translate into this research, it is appropriate to ask three questions around which *we will gravitate our investigation*:

- 1) What would be the system of appraisal of the executing staff at Gécamines S.A?
- 2) Does this appraisal system meet the expectations of the company and its executing staff?
- 3) What are the appropriate strategies to make this system much more efficient assessment of the execution staff?

As a result, the questions asked, however complex, leave us a little perplexed. Let's try the following to find anticipatory answers. In view of the questions raised above, we will attempt to answer in advance as follows:

Given the many criticisms made by the executing staff, and by some executives, the system of appraisal of the executing staff in force at Gécamines S.A would not meet the expectations of both the workers and the company. In this way, we will propose an alternative staff appraisal system, with the aim of contributing the execution staff to the quantitative and qualitative improvement of their professional performance and production in the interest of all their employees. the business community.

Our objective, at the end of this research, is to describe and determine the appreciation of the executing staff on the one hand, and to analyze the evaluation system within Gécamines using the data collected during of the survey on the other hand and see how far we can bring solutions.

A job like this that would highlight "employee appreciation" is important in several ways:

First of all this work could interest more than one manager of Gécamines S.A who cares to find concrete solutions to the problems which concern the professional appreciation. This is all the more obvious since our research is not only intended to ascertain the facts, but also to identify guidelines and correctives that could, in one way or another, help to Satisfy performance in general, even in the long term;

Then, our research could also interest more than one person, because in the process of adaptation of the man at work, professional judgment is a valid indicator for the dynamic and holistic management of human resources.

Our research was conducted at Gécamines S.A, specifically at Kipushi Headquarters during the period from 2008 to 2014.

1.1. Definition of key concepts

a) *Diagnosis:*

According to Jeuge-Maynard (2012, 340), the diagnosis is an identification of the nature of a dysfunction, a difficulty... On our part, we believe that the diagnosis is an identification of a problem, a situation from the observation or use of a control or test instrument.

b) *Staff appraisal:*

Several definitions have been given, but we adopt that of MARTORY & CROZET (1984, p 86), which states that professional judgment is a judgment of a supervisor or co-workers on the behavior of an individual in the workplace exercise of its functions. This judgment can be expressed:

- By rating as part of a system designed for this purpose;
- By an inventory of strengths and weaknesses in relation to the function performed;
- By a professional assessment compared to the objectives of the period preceding the interview.
- With this, the appraisal interview must be able to serve the following purposes:
 - Provide information to decide on promotion, transfer, reorientation or a separation;
 - Decide on progress within a classification;
 - Inventory strengths and weaknesses and judge corrections;

- Promote opinions about individuals and what is expected of them.

c) *Implementing staff:*

The executing labor force can be defined as all personnel called to program execution functions predefined by the design or supervisory bodies.

For the Engineering Production Department (2012), a "performer" is a person designated and authorized by the employer to carry out interventions in execution of a written or verbal order, of a temporary or permanent nature.

At the Gécamines S.A, the labor of execution includes the skilled and specialized maneuvers that is to say, the workers going from the class 4 to the class 8 according to the classification in force with the Gécamines.

1.2. Importance and aims of appreciation at GECAMINES S.A:

The recognition of differences in human capacity logically leads to the desire to measure the amount of work that men can do. Several reasons are, indeed, put forward by the leaders of the companies to justify the use of the procedures of quotation. Such measures or processes would not only serve to highlight differences in capabilities, but would also make it possible to differentiate the best employees from the worst. In short, the determination of their respective skills. "A company cannot do without a definition of what a good collaborator is" (Muller, and P. Silberer, 168, P 316).

Goals are summarized in three main aspects which are:

a) *Administrative purpose:*

Professional judgment can be used as a basis for salary increases, promotions and transfers of employees, referrals and professional training of employees with deficiencies in specific areas.

b) *Information purpose:*

Professional appraisal provides a better understanding of the worker in order to better utilize his skills and help him to correct himself or herself.

c) *Technical purpose:*

Professional judgment can be used to validate employee selection techniques, tests and interviews.

1.3. Bias in ratings

Since judgment is a judgment that someone puts on another, it is marked by a lot of subjectivity. These disadvantages that influence the appreciation are numerous. We limit ourselves to delivering those as TIFFIN J., and McCORMICK .E.J. (1967, p 242).

a) *The effect of HALO:*

It is the constant tendency to evaluate the individual either too low or too high because it is in advance the idea is favorable or unfavorable of the value of the individual compared to other quotation marks.

b) The central tendency error:

The scorer tends to avoid extreme scoring and places a large number of people towards the center, neither too high nor too low.

c) The systematic error:

Some assessors are too lenient and their grades are always good. Others, on the other hand, are hard and give consistently low scores. It is therefore the tendency to overestimate or underestimate the appreciations on given characteristics.

1.4. Communication of appreciations

Many authors find that the communication of appreciations is an inalienable right for employees. "The individual who has been the object of a professional judgment must know it" insist MULLER and SILBERER (1968, p. 316). They see in the communication of the appreciations, an element which allows the dialogue between the appreciator and the appreciated one.

2. Methodology

Our field of investigation is Gécamines S.A, which is one of the big companies of the DRC. Because of its potential, it is one of the most important mining companies in the world. It has a powerful structure inherited from the colonial organization. It is a joint stock company with a board of directors, from where it is called "Gécamines S.A".

Gécamines S.A is organized in three large centers called "groups". These groups are South (Lubumbashi and Kipushi), Central (Likasi and Kambove) and West (Kolwezi and Luena). In each Group, Gécamines is structured into large hierarchical departments, departments, departments or headquarters, divisions and services.

We focused on the Kipushi headquarters that are part of the South Group described above.

Our target population is Gecamines S.A workers at Kipushi Headquarters, which is 811.

The technique used to form the sample is random stratified sampling. The various divisions and services of this seat were considered as strata. From each stratum a sample was drawn at random.

So we used the formula n/N where:

n: is the number of agents in each division or service; and
N: the total number of staff in that seat.

We selected a sample of 270 Kipushi Headquarters workers in several divisions and services.

The variable used in our research is the "professional category", particularly that of the performers. To test our hypothesis, we developed a questionnaire with two essential parts. One on the system of professional assessment in force at Gécamines and the other on the system that we recommend. The statistical analysis of this variable above led us to the presentation of the results of our research in the following lines.

3. Results

Here we are at the end of our field research dedicated to a task facilitating the production function of the company.

- 1) Concerning the system of professional assessment in force in the company, ie the assessment of a worker is made by his head, it is more or less known and accepted by the majority of workers . However, they recognize that this system has certain flaws in its application, including favoritism, the personal equation of the appreciator, a glaring lack of remuneration, the non-involvement of the General Management, as well as that of the Direction des Ressources. Human beings who intervene and affects it fatally.
- 2) Also in these flaws, the lack of a good policy on professional promotions for workers. This is an element at the base of the decline of the professional conscience implying the fall of the performance on the part of the executing personnel of Gécamines S.A.
- 3) Regarding the rating system that we advocate, that is to say the one that must be done by peers, it is accepted because the workers think that the appreciation of the colleague is more objective because they are usually in constant contact with service colleagues hour by hour, day to day, than their supervisor or chief. They add saying that a worker in front of his boss can only naturally try to present his best side, but his peers see him as he is.
- 4) The opinion of the workers is unanimous as to the joint determination of the objectives between the employer and the employee and this, by an interview of appreciation. They believe that it is an effective way to fight against favoritism and subjectivity in appreciations. It is for them a salutary way for a system of appreciation that is worthy and objective.
- 5) By examining our initial hypothesis, we can say that it is confirmed. Therefore, the appraisal system of Gécamines S.A does not meet the expectations of the executing staff in particular and those of all its agents in general.

In view of the results obtained and the opinions of the workers, we believe that for a dynamic and holistic management of Human Resources and for its efficient profitability, the assessment must be made by the person or persons in permanent contact with the work of the employee appreciated.

Therefore, we propose:

- That the General Management is involved in the assessments;
- That the Human Resources Department comply with the instructions for appraisal Staff;
- That the worker is appreciated by his direct boss and his colleague of service;
- In the course of an appraisal interview, the employer and the employee agree by consensus on the common objectives on the basis of which an objective assessment could be based.

Thus, the management of Human Resources will consist less in carefully recruiting new employees soon lost sight of, than in making the existing staff the best possible use for this staff itself and for the company.

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