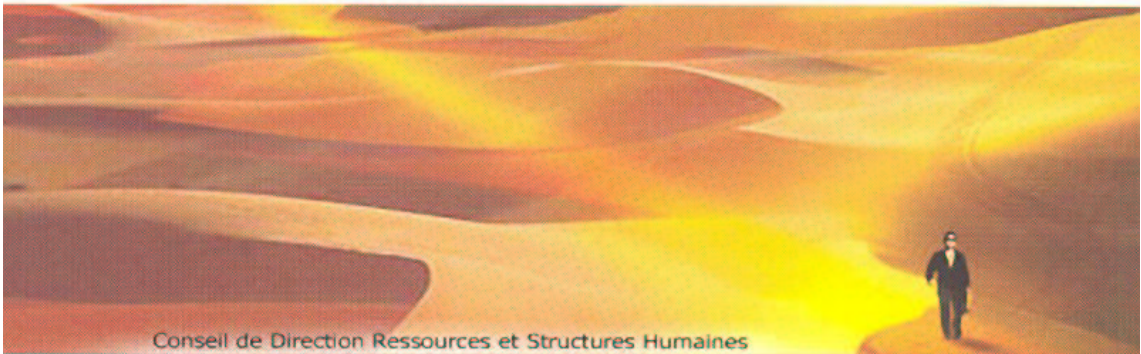




Recruitment & Consultancy

Top & executive managers



Conseil de Direction Ressources et Structures Humaines

2003



*In order to develop performances
of people and of companies
PGA consultants
come in with made to measure solutions
at the cross-roads of human resources
and organisation.*

RECRUITMENT			
<i>Technical assistance</i>	<ul style="list-style-type: none"> - job analysis - tracking - communication - selection - assessment of finalists 	<ul style="list-style-type: none"> - search direct approach - recruitment by urgent advertisements 	<i>Complete assignments</i>
<i>People and professional life</i>	<ul style="list-style-type: none"> - personal and professional assessments - qualification assessments - personal counselling - individual outplacements. 	<ul style="list-style-type: none"> - analysis - diagnosis of systems or according to field of activity - audits of training needs and training activity 	<i>Players and systems</i>
CONSULTANCY			



Recruitment and Consultancy

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Recruitment

Search & selection

PGA CONSULTANTS offers its clients to carry out:

- either complete recruitment assignments,
- or selective assistance assignments.

Complete recruitment assignments

PGA CONSULTANTS will take on the entire recruitment assignment, from job analysis to the presentation of finalist candidates and to monitoring of the integration of the chosen candidate.

PGA CONSULTANTS mainly uses two methodologies:

- **DIRECT APPROACH**
Specification of a profile, identifying the target, networking information, direct contact, exchanges and interviews, individualised communication.
- **PRESS ADVERTISEMENTS**
Specifying the profile, designing the messages, suggesting supports and publications, agency interface, pre-selection by letters, CV and telephone calls, selection by interviews.

In either case PGA CONSULTANTS brings together the elements needed for its client's decision, but also those for the integration and management of the person selected.

For details relating to methods of intervention, see the SYNTEC general conditions appended below. In financial terms PGA CONSULTANTS keeps to the general principle of invoicing for fees and costs in three stages.

PGA resources : three consultants.
Partners in Great Britain : HUMAN RESOURCES EUROPE.



Technical assistance in recruitment

With its experience and its practice in recruiting, PGA puts its technical and methodological know how at its clients' disposal in a selectively according to the problem to be solved.

- **PREPARATION**
analysing jobs and their context, describing duties and profiles.
- **TRACKING**
direct contacting of pre-identified candidates.
- **COMMUNICATION**
designing communication supports, designing advertisements, agency interfaces.
- **SELECTION**
sorting candidates, organising interview days.
- **ASSESSMENT OF FINALISTS**
individual examinations, group tests, comparatives, assistance in decision making.

Financial terms : PGA keeps to the principle of invoicing for fees and expenses on a daily basis or per service, after a prior estimate.

PGA resources : three consultants.



Management consultancy

PGA CONSULTANTS offers its clients interventions centred on two main lines:

1. The players and the systems.
2. People and their professional life.

Actions centred on the players and the systems

Collective management consultancy

- ANALYSIS - DIAGNOSIS (*flash measurement*) OF SYSTEMS of decision, management, functioning, information, control, running; mostly addresses questions and subjects related to validity and lawfulness.
- ANALYSIS - DIAGNOSIS ACCORDING TO FIELD OF ACTIVITY:
Study of a function, a sector of activity or a financial entity in relation to the human resources allocated to it; usually deals with problems linked to relevance and efficiency.
- TRAINING ACTIVITY:
Following an accurate analysis of real needs, contribution to changes in human resources allocated to a function, to a sector of activity or to a decision making organism in order to make them more efficient.
- Plus any individual action authorised by the management.

Financial terms : PGA CONSULTANTS keeps to the principle of invoicing for fees and expenses on a daily basis, following a prior estimate based on fixed rates, scheduled payment dates and planning.

PGA resources : three consultants.



Actions centred on people and their professional life

Individual management consultancy

- **PERSONAL AND PROFESSIONAL ASSESSMENTS :**
making a detailed situation study and preparing the future so as to better build it, i.e. let the person give concrete answers to the following questions: " what I am, what I do with it, to go where, in what environment, with whom, to do what, how? "
- **So called " QUALIFICATIONS " ASSESSMENTS :**
(made by authorised consultants for a particular purpose).
- **PERSONAL CONSULTANCY** in professional growth :
career guidance and personal development; analysis and restructuring of personal strategy; support during the restructuring process. This consultancy work, whether selective or sequenced, whether tailored or programmed, effectively extends the personal and professional assessment; it optimises implementation of its conclusions and helps to carry them out.
In a more general way, the approach and the methodology used make it possible to tackle and deal with any issue related to the person's efficiency in a professional situation, i.e. how to use and make the best of that person's potential in a given environment and situation.

Practical and financial terms :

Services are provided in 3 to 4 hour sessions for assessments, and 1 to 3 hour sessions for the rest; these times may be increased on a case to case basis according to logistical constraints or urgency. Fees and expenses are invoiced on completion of each service.

PGA resources : two consultants.

- **INDIVIDUAL OUTPLACEMENT :**
PGA CONSULTANTS examines issues relating to outside relocation of deserving collaborators from its client companies on a case to case basis. According to their particular requirements PGA CONSULTANTS offers the help of associate consultants (2 teams of 2 consultants each) specialised according to their level :
 - Young executives and middle management on the one hand,
 - Senior executives on the other.PGA CONSULTANTS only offers individual, made to measure outplacement services by consultants who have been exclusively involved in outplacement for more than 15 years, and work in special separate structures in Paris with all the logistical backup needed to carry out assignments efficiently and conclusively.

Associate resources : four consultants



APPENDICES

- Sectors and fields of activity
- Duties and jobs
- General conditions of intervention
- Ethics



PGA CONSULTANTS, a founding member of CSNCR in 1978, became a member of SYNTEC in 1998 following a merger of these two organisations into a single professional syndicate in recruitment and human resources consultancy.

PGA CONSULTANTS is moreover registered under number 97.09.SR.273 as a qualified OPQCM - Ministry of Industry expert in human resources and structures.

PGA CONSULTANTS is registered with the delegation under registered number 11750974775 as a provider of ongoing professional training.



Sectors and fields of activity

- Forestry
- Industrial joinery
- Furniture manufacturing
- Cupboard /storage space manufacturing
- Kitchen and bathroom manufacturing
- Paper - cardboard manufacturing - processing and distribution
- Packaging
- Food plastics
- Cardboard stamping and cutting
- Complexing
- Glass-blowing
- Thermoforming
- PEHD-PEBD plastics

- Steel foundry
- GS cast iron foundry
- Aluminium foundry
- Vitrification
- Engraving
- Heat moulding
- Heavy mechanics
- Cold moulding
- Stamping
- Metalwork
- Precision mechanics
- Bar turning
- Assembly
- Technical maintenance
- Technical studies and
- Control office
- Breaking systems
- XAO
- Anti vibration systems
- Industrial, food processing and paper engineering
- Tribology
- Electricity electrotechnique
- Hand tools
- Fixed and on board
- Electronic systems
- Energetics
- Thermal motors
- Electric motors
- Motors
- Automobile industry
- World-wide automobile database
- Machine tools
- Transportation, freight
- Storage and logistics

- Cheese and dairy products
- Jams and preserves
- Meat: slaughtering and processing
- Meat based products
- Salted products
- Food ingredients
- Tanning
- Animal husbandry
- Insemination centres
- Wines and spirits
- Field crop seeds : variety research, production, distribution
- Food processing supplies
- Supply and collection
- Pesticides
- Veterinary products
- Pharmaceutical products
- Physicochemical studies
- Research laboratories
- Grain
- Professional seeds
- Garden tools

- Specialised distribution
- Large scale distribution
- Publishing
- Children's books and toys
- Clinics, old people's homes
- Savings banks, private merchant banks

- BTP
- TCE - building
- Civil engineering
- Artwork
- Special foundations
- Soil studies
- Roads and VDR
- Metal scaffolding
- Props
- Moulding
- Electricity transportation and distribution
- Prefabrication
- Engineering
- Air-conditioning and heating
- Engineering
- BT, HT electricity
- THT catenary bridges
- Underground works
- Waste disposal and treatment
- Safety footwear
- Secondary building work
- Products
- Wall surfacing



Duties and jobs

- Technical manager
 - Factory manager
 - Production manager
 - Operations manager
 - Farm manager
 - Works manager
 - Industrial site manager
 - Research and development manager
 - Research manager
 - Technical services manager
 - Head of industrialisation
 - Head of quality control
 - Head of manufacturing
 - Head of maintenance, new works
 - Technicians, heads of department
 - Head of project
 - Engineers and specialists
- President
 - Managing director
 - General manager
 - Assistant general manager
 - Subsidiary Vice-president
 - Vice-president, development
- Institution manager
 - Profit centre manager
 - Project manager
 - Assistant, general management
 - Advisor to the president
 - Strategy manager
 - Salers
- Secretary general
 - Administrative and financial manager
 - Financial manager
 - Contoller
 - Group treasurer
 - Accountancy manager
 - Vice-president, group finances
 - Management controller
 - Legal director
 - Head of pay and personnel administration
 - Purchasing manager
 - Organisation and IT manager
 - Information technology manager
 - Logistics manager
- Sales and marketing manager
 - Sales manager
 - Export manager
 - Marketing and advertising manager
 - Communications manager
 - Head of group products
 - Product range manager
 - Head of agency
 - Chargé d'affaires
- Human resources manager
 - Personnel and social relations manager
 - Administration and personnel manager
 - Head of recruitment and training



General conditions for recruitment consultancy services SYNTEC

1. PROPOSAL

All assignments entrusted to us are summarised in a written proposal which confirms our agreement and specifies our financial and general conditions. On receipt of the client's written agreement with the proposal and the general conditions, the assignment may begin.

2. FEES

Our fees are at a set rate and are exclusive of tax. An initial payment is invoiced at the start of the assignment. The terms of payment are laid down in our proposal. Our invoices are payable on receipt. No discount will be given for early payment. The client is legally bound to pay a penalty for late payment in accordance with current law.

3. EXPENSES

Expenses are incurred for our research with the client's prior agreement and are invoiced to him separately. They may notably include the following costs :

- Travel and accommodation expenses incurred by the consultant.
- Travel costs of the applicants presented to the client.
- Administrative expenses (phone, mail, secretarial work).
- Purchase of advertising space if done directly by our firm.

However, advertising costs (space purchasing and technical costs) which correspond to the advertising campaign are invoiced directly to the client by our advertising agency. All other posts incurred in relation to the assignment must receive the client's prior agreement before they can be invoiced accompanied by appropriate receipts. The same rules apply for the payment of expenses invoices as for fee invoices.

4. TAXES Our fees and expenses are subject to VAT at the current rate.

5. EXCLUSIVITY AND DIRECT APPLICATIONS

All assignments are exclusive to one agency. Consequently, any in-house or external application received directly by the client should be transmitted to us. We include these in our selection. No change is made to our fees if one of the candidates put forward by the client is recruited.

6. ADDITIONAL RECRUITMENT

If, at the result of the search, several candidates are recruited, additional fees will be collected per person hired as provided for in our proposal. This clause is valid for a one-year period with effect from the date on which the client agrees to our proposal.

7. LIABILITY

Based on the nature of our contract with the client, we are committed to devote all our skills and professional resources to the search. The client agrees to supply us with sufficient information on the assignment and to behave loyally toward us. If, after an initial search, no candidate presented has been selected or if the hired candidate is not permanently employed after the trial period for reasons which raise questions on the recruitment consultancy Firm's credibility, we undertake to carry out a new search without additional fees. However, any expense for advertisement, travel and administrative costs will be borne by the client. This undertaking is limited to a single additional search operation and does not apply when the contents or the general outline of the position have been changed during the trial period. We are not responsible for any candidate's withdrawal following an excessively long wait for a reply from the client. The balance of our fees remains 100 % due in this case.

8. CANCELLATION OR ALTERATION OF THE ASSIGNMENT

If the client cancels the assignment, our fees are calculated in the following manner :

- The first invoice is payable as soon as the agreement for the assignment is given by the client.
- The balance payable depends on how far the assignment has progressed. Any bill already issued remains due.

Any alteration in the search or any change of profile imposed by the client during the assignment is treated as a cancellation, giving rise to a new search and to the invoicing of a new fixed fee as laid down in point 2 of the general conditions.

9. DISPUTES

Any dispute regarding the interpretation and/or the carrying out of the proposal and the general conditions shall be, falling and amicable agreement, of the exclusive competence of the Commercial Court which has jurisdiction over our head office.

10. OUR MAIN OBLIGATIONS

Through a concern to respect all points of the code of ethics decided on by the SYNTEC Employer's Syndicate (a copy of the professional code of ethics will be given to the client upon request) we notably agree :

- To make available all skills required for each assignment,
- To maintain loyal customer relationships, based on mutual trust, the right to independent thinking and taking overall objectives into account,
- To keep all information confidential,
- Not to serve interests which are in conflict with those of the client,
- To protect the independence of our professional judgement and to respect personal freedom and integrity in all circumstances,
- To adhere strictly to our advisory role with regard to the client and to potential applicants and not to act in their place when taking the final decision.



Ethical charter of members of the recruitment consultancy syndicate

Recruitment consultancy seek to match people to their future responsibilities, and thus endeavour to reconcile people's personal development and company efficiency.

1. In carrying out its work it respects fundamental human rights. In particular, it respects private life and does not practise any ethnic, social, union, sexual, political or religious discrimination.
2. It strives to transmit exchanges of complete and honest information between the parties concerned. It helps to clarify the latter's thinking and encourages the making of free and responsible choices.
3. It complies with the need for professional confidentiality, and undertakes not to use information to which it is party for any other purpose but the success of the assignment.
4. It does not receive any pay from candidates, either declared or potential.
5. It only takes on assignments which it deems, in all good faith, to be consistent with its training and abilities.
6. It only intervenes on the basis of a written proposal that describes in detail the content and methods of the, necessarily exclusive, assignment with which it is entrusted.
7. It uses tried and proven methods which it masters and is concerned with constantly improving the quality of its techniques and the professional competence of its consultants.
8. The assessments it makes are limited to the professional aspects of the assignment with which it is entrusted.
9. It keeps its contacts, both companies and candidates, regularly informed of the progress of the assignment.
10. It respects the rules of loyal competition with its colleagues.

Each member undertakes to respect and have others respect the whole of the principles declared in this charter.