

## PARADIGM CHANGE

*Recruitment and Selection Paradigm Shift: The Altran Portugal Case*

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Disserting about the European labor market or even personifying in the Portuguese market, forces us to think about different paradigms. The global crisis, the momentum of growth and specialization, coupled with organizations' challenge in attracting and retaining talent, are some of the most relevant. It is precisely in this context that HR professionals emerge as agents of differentiation and change.

"People are the most important asset of organizations." It is a phrase commonly spoken in companies, however, making it realistic and operationally applicable in the daily life of the employee is a task that is not only about HR<sup>1</sup> functions but also all layers of management.

Human Resources professionals focused on the recruitment and selection of technological areas are constantly challenged: the search for and attractiveness of qualified professionals in a market that is assumed to be extremely competitive. A technology-based candidate is aware of its value in the market, and tendentially maintains a demand behavior or at least openness to the proposal of better working conditions (whether monetary or non-monetary) and may not be primarily concerned, the greater commitment to the business and organization to which it belongs.

It is in this context that companies such as Altran Portugal<sup>2</sup>, which assumes a market leader and where global and sustained growth is one of the strategic engines, change the structure and way of working.

Recruitment and selection will be positioned as a complement to business development and organizational growth, since along with strategic planning, there will be a planning of the human resources necessary to achieve the effectiveness of the projects. In a more traditional view of the RH function, this practice has, so far, been under the purview of the RH function. Given this definition, are HR professionals in line with such rapid and demanding growth in the face of the fierce market we are in?

Altran Portugal has taken a new position: why not specialize HR professionals who work so close to the business and make them agents more and more technological and able to act efficiently? Not that the previous model (traditional structure) was not meeting the expectations because it will be important to mention that in a crisis period in Portugal, Altran was one of the companies that most counteracted the trend and grew not only financially but also at the level of human capital. The answer to the question is: in fact changing the paradigm will make us closer and more capable of hiring the best professionals and aligned with a global market and technological specialization; we will be comfortable assessing technical and technological skills, opening up soft mindsets and competences to embrace international challenges, and still see if the candidate will fit in with the business / reality for which it is being addressed.

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<sup>1</sup> Human Resources

<sup>2</sup> Multinational of French origin, leader in technological innovation consultancy; is present in more than twenty four countries in the world and has a human capital of more than 29,000 employees.

In practice, Altran Portugal contemplates a new organizational structure in which the HR function is present with the development of HR, which includes the processes of performance evaluation; engagement and motivation; career (...); the area of skills development, where training is central to the growth of employees' behavioral, technical and language skills, and Compensation & Benefits, with HR management tasks ranging from contract management, compensation and other benefits throughout the collaborator. The Sourcing & Staffing function was strategically integrated into the business areas. These professionals will be intervention agents, entrepreneurs and specialized to realize that a confirmed Java profile for a Public Administration client should have different competences from a similar technological profile but that will assume a role of consultant in the telecommunications sector. More than capable of knowing the vicissitudes of the market, they will play an active role in clarifying and motivating a challenging, global and constantly evolving work context, which allows potential candidates to live a rich and differentiating experience within the same organization.

This new structure, in spite of being specialized, expects a transversal working environment and unity between the various business units, HR practices and layers of management, since this alone guarantees full organizational alignment.