



Background

Through the European Bank for Reconstruction and Development (EBRD) funding, People 1st International have been engaged in a cross-regional intervention to provide businesses with the HR skills required to effectively manage their business.

The EBRD emphasises economic inclusion for development, measuring how economic institutions and education systems provide equal opportunities. Businesses face barriers when employing youth due to high unemployment and education gaps, impacting transitions to work. SMEs struggle to attract skilled labor, worsening labor force challenges.

The Skills in Business Programme aims to address these issues by enhancing SMEs' capacity to recruit and retain skilled young workers through work-based learning.

The project promotes a previous phase of work where People 1st International and EBRD developed an SME Human Resource Competency Framework, comprising 15 standards linked to specific outcomes and KPIs and provided training to local HR consultants across 8 countries to equip them with the tools and know-how to support local small businesses to increase the effectiveness of HR management in line with international best practice.



Skills in Business Standards

Recruitment and Retention	1. Developing Strategies	2. Competency Frameworks	3. People Policies	4. Employability Programmes	5. Market Insights
	6. Recruitment and Selection	7. Inclusion	8. Retention	9. Performance Management	10. Leavers
Work-based Learning	11. Induction	12. Career planning	13. Learning Needs	14. Learning Approaches	15. Measuring Impact



Teriak, Tunisia

People 1st International collaborated with Laboratories Teriak S.A (Teriak), a leading player in the Tunisian pharmaceutical industry, as part of the European Bank for Reconstruction and Development (EBRD) funded Skills in Business intervention, from June 2022 to October 2023. The primary objective of this collaboration was to enhance human resource management effectiveness at Teriak, focusing on attracting, developing, and retaining skilled labor within the growing retail industry.

Objectives / Challenges

The partnership involved a virtual introductory meeting, a scoping visit to Teriak's headquarters in Tunis, and the establishment of a strong relationship with the HR director and a local consultant.

Teriak, a part of the KILANI group, operates four production sites for pharmaceutical companies, offering a diverse product range. The company has 729 full-time employees, boasting an impressive 1% staff turnover rate with an average 8-year tenure. The workforce, organised into three on-site shifts, spans various roles, including management, IT, engineering, production, administration, finance, HR, quality assurance, security, R&D, commercial, and estate functions. The age distribution reveals a majority in the 30-50 age groups, with only 19% categorised as youth.

Our partnership aimed to enhance Teriak's HR strategy and systems, aligning processes with organisational objectives. A key outcome was the introduction of a comprehensive HR strategy with six priorities, along with recommendations for people policies. We proposed extending Teriak's existing digital solution to disseminate essential resources, such as people policies, business and HR strategies, and an employee handbook.

Additionally, our intervention aimed to improve communication of career opportunities within the existing workforce and through external channels, supporting Teriak's goal of attracting young talent and advancing careers within the organisation.

Outcome / Impact

The collaboration between People 1st International and Teriak resulted in a multitude of impactful outcomes. First and foremost, the development of mission, vision, and values statements provided a clear and guiding framework for Teriak's organisational identity. The adoption of a new HR strategy marked a pivotal step forward, aligning human resource management with the overarching business objectives. The creation of a roadmap for future success outlined a strategic direction for Teriak's growth and development. Additionally, a comprehensive review and refinement of job roles, along with the establishment of a standardisation template, enhanced organisational efficiency. The delivery of capacity-building training workshops further strengthened the skill set of the workforce.

Notably, a thorough review and recommendation report on people policies, introducing 22 new policies and an employee handbook, demonstrated a commitment to fostering a supportive and compliant work environment. The provision of a career planning report, coupled with recommendations for website development to showcase career progression, aimed at promoting employee growth within the organisation. Lastly, a workshop on measuring impact, defining SMART objectives, and understanding KPIs underscored a commitment to ongoing evaluation and improvement, ensuring sustained success for Teriak.



About People 1st International

People 1st International has been providing world-class skills solutions for over 50 years. Our expertise is trusted by organisations globally and is proven to:

- Increase staff retention
- Maximise the potential of the workforce
- Increase productivity and competitiveness
- Create effective people strategies
- Build a strong commitment to vocational lifelong skills



For more information,
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THE EBRD

**SKILLS
IN BUSINESS**