

Continuous assessment interview

Company: Aluminium Duffel

Business process: Hire to Retire

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FOREWORD

We want to thank Mr. Walter Peeters, from Staff Administration at Aluminium Duffel, for giving us his time and good information during our interview. He explained the "Hire to Retire" process very well, and we now understand the steps and problems they have.

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INTRODUCTION

This report is about what we found out from an interview at Aluminium Duffel. We talked about their "Hire to Retire" process. We wanted to get details about how they hire people, what they do with them while they work there, and how they handle retirement. We will look at how well this process works and suggest ways to make it better. We will use what we learn to make a Business Process Model and give some ideas on how they can improve.

1 INTRODUCTION COMPANY AND CONTACT PERSON

1.1 Company description

Aluminium Duffel is a leading company in Europe that makes and sells aluminum rolled products. They produce important products like aluminum coils, sheets, and strips. They have modern facilities, including a very wide cold rolling mill for cars and a Continuous Annealing Line with Pre-Treatment. This allows them to provide custom solutions for different industries like automotive, construction, and specialty markets. They also focus a lot on sustainability, for example, by recycling and using low-carbon production to reduce the environmental impact of their products.

1.2 Organizational Information

Aluminium Duffel is organized with a strong governance framework and has departments for production, quality, sustainability, and customer development. They have around 1,000 employees at their plant in Belgium. The company values safety, ethical behavior, and continuous improvement. They use cross-functional teams and have clear leadership, with a board and senior management that want sustainable growth. This helps every part of the company work together to deliver high-performance, eco-friendly aluminum solutions.

1.3 Reason for interviewing Aluminium Duffel

We chose Aluminium Duffel because one of our group members knew someone there. The interview was done with Walter Peeters, who works in Staff Administration and understands the whole "hire to retire" process

Photograph taken during the interview:



2 DESCRIPTION OF THE BUSINESS PROCESS

The "Hire to Retire" process at Aluminium Duffel includes the procedures for recruiting, hiring, training, managing, and handling employee retirement. It has two main parts: the Hiring Phase and the Retirement Phase.

The Hiring Phase starts when someone resigns, which means they need a replacement. The department and supervisor tell the HR department about this, and HR then announces the job opening. HR might choose someone already working at the company for the position. If they choose an internal candidate, the new employee onboarding process starts. If they don't find a suitable person internally, HR sends the candidate information to a hiring company. The hiring company and HR screen the candidates, and those who are shortlisted have a medical check, including eye tests. Candidates who pass the medical check are considered for the job. Those who don't pass are rejected, and the search for candidates continues.

The company then starts the new employee onboarding, which includes setting up insurance and retirement savings plans. New employees receive training, sometimes from the employee who is retiring. Employee performance is evaluated, and a decision is made about offering a permanent contract. If the employee's performance is good, they are offered a permanent contract and move from temporary to direct employment. This completes the Hiring Phase.

The Retirement Phase begins when an employee is getting close to retirement. The employee signs a retirement document. For maintenance workers only, there might be a discussion about a "safety match." HR arranges the employee's departure, and the department organizes a retirement party. The retiring employee may also receive a retirement bonus. This marks the end of the Retirement Phase.

3 MODELLED BUSINESS PROCESS

The provided BPMN shows the "Hire to Retire" process at Aluminium Duffel. Here is a breakdown of the process, using the information from the BPMN:

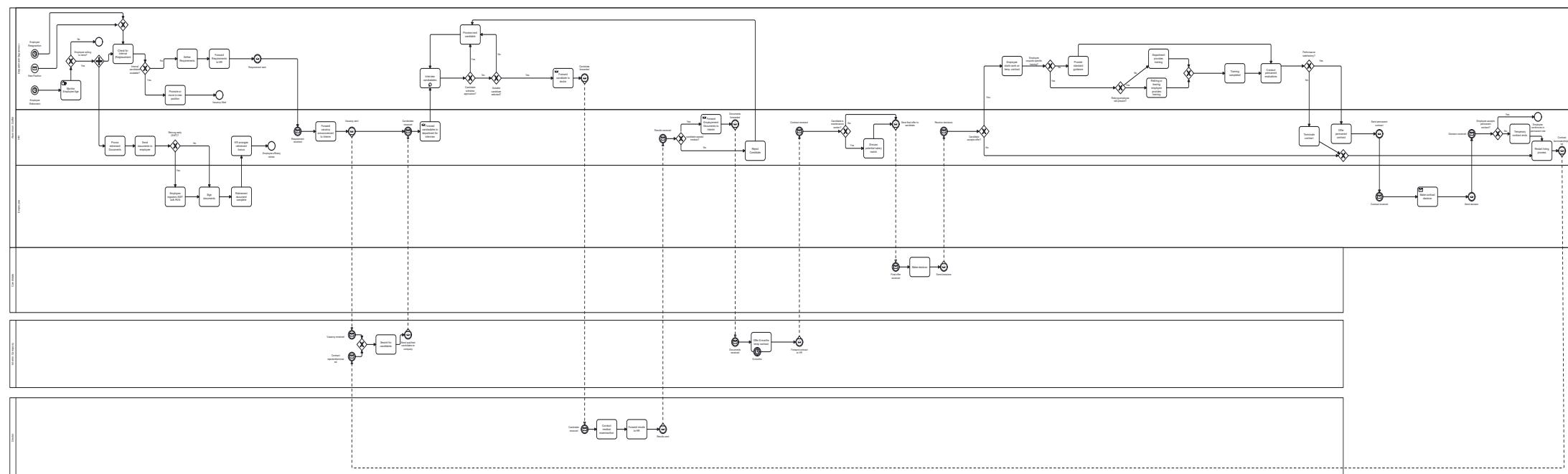
3.1 Hiring Phase

- The process starts when someone resigns, which creates a need for a replacement.
- The department and supervisor tell HR what they need.
- HR announces the job vacancy.
- HR may select someone from inside the company. If they do, the new employee onboarding process begins.
- If they don't find a good internal candidate, HR sends candidate information to a hiring company.
- The hiring company and HR screen the candidates.
- Candidates have a medical check, including eye tests.
- If a candidate passes the medical check, they are considered. If they don't pass, the search for candidates continues.
- The company starts the new employee onboarding, which includes setting up insurance and a retirement savings plan.
- New employees get training. Sometimes, the retiring employee provides this training.
- Employee performance is evaluated.
- A decision is made about a permanent contract. If the employee's performance is good, they are offered a permanent contract and change from temporary to direct employment.
- The Hiring Phase is finished.

3.2 Retirement Phase

- The Retirement Phase begins when an employee is close to retirement.
- The employee signs a retirement document.
- For maintenance workers only, there might be a discussion about a safety match.
- HR arranges the employee's departure.
- The department organizes a retirement party, and the retiring employee may get a retirement bonus.
- The Retirement Phase is finished.

3.3 Screenshot of modelled Process



4 SUGGESTIONS FOR IMPROVING THE BUSINESS PROCESS AND COMPULSORY QUESTIONS

Based on the interview and the process model, we found several areas where the process can be improved:

4.1 Documentation and Automation

The current process relies a lot on manual checks and lacks detailed documentation and automated systems. Using an ERP system and documenting the process in BPMN could make things more efficient, reduce mistakes, and ensure that everything is done consistently. The BPMN shows that there are many manual steps, especially in candidate screening and evaluation, which could be improved with automation.

4.2 Formalizing Handover

Although there is sometimes handover training, as shown in the BPMN, it is not always done. A formal handover process with clear responsibilities and timelines would help new hires transition more smoothly and allow retiring employees to transfer their knowledge.

4.3 Centralized Information

Currently, information is spread across different departments. A centralized system for managing employee data, documents, and process-related information would improve communication and make information more accessible. The BPMN shows information flowing between different departments, which indicates a need for a centralized system.

Responses to Compulsory Questions:

BPMN Usage: Aluminium Duffel does not currently use BPMN for process documentation. However, they are open to using it in the future because they see the potential benefits for process management.

ERP System: The company does not use an ERP system. However, they would consider implementing one, as they recognize it could be helpful.

CONCLUSION

This assignment provided valuable insights into the "Hire to Retire" process at Aluminium Duffel and the importance of effective business process management. The interview and the process model show that while the company has a working process, there are opportunities to improve efficiency, reduce manual work, and enhance documentation by adopting BPMN and possibly an ERP system. Understanding this process has also demonstrated the practical application of business process concepts and the advantages of process modeling in identifying areas for improvement.

PechaKucha : <https://youtu.be/QO4UMFeiFDQ>