

IMPROVING RECRUITMENT EFFECTIVENESS IN INTERGOVERNMENTAL ORGANIZATIONS: AN INTEGRATED MODEL FOR ADMINISTRATIVE STAFF AT ASECNA

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ABSTRACT

This article proposes an integrated model for improving recruitment effectiveness in intergovernmental organizations, drawing on empirical findings from the Agency for Air Navigation Safety in Africa and Madagascar (ASECNA). The research identifies critical gaps between formal recruitment procedures and implementation practices, including inadequate internal communication, non-systematic internal prospecting, limited stakeholder participation,

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and inconsistent onboarding procedures. Building on theoretical frameworks from Peretti (2013), Cohen-Heagel (2010), and Gavand (2005), the study develops a seven-stage integrated recruitment model incorporating strategic needs identification, clear position profiling, transparent announcement, rigorous pre-selection, structured selection, decision and contracting, and comprehensive onboarding. The model emphasizes stakeholder participation, transparency, and systematic integration procedures. The article also proposes corrective activities including creating a coordinating HR unit, strengthening recruiter training, integrating annual HR audits, developing an integrated digital HR platform, and implementing recruitment monitoring dashboards. The integrated model addresses identified weaknesses while building on ASECNA's existing strengths, including budgeted positions, job descriptions, internal mobility possibilities, and online vacancy dissemination. The research contributes to the literature on recruitment in public sector and intergovernmental contexts by providing a practical, evidence-based framework for improving recruitment effectiveness and equity in multinational organizations.

Keywords: Recruitment effectiveness, integrated model, intergovernmental organizations, ASECNA, HRM, administrative staff, transparency, onboarding, stakeholder participation, Africa

RÉSUMÉ

Cet article propose un modèle intégré pour améliorer l'efficacité du recrutement dans les organisations intergouvernementales, s'appuyant sur les résultats empiriques de l'Agence pour la Sécurité de la Navigation Aérienne en Afrique et à Madagascar (ASECNA). La recherche identifie des lacunes critiques entre les procédures de recrutement formelles et les pratiques de mise en œuvre, incluant une communication interne inadéquate, une prospection interne non systématique, une participation limitée des parties prenantes, et des procédures d'accueil incohérentes. S'appuyant sur les cadres théoriques de Peretti (2013), Cohen-Heagel (2010) et Gavand (2005), l'étude développe un modèle de recrutement intégré en sept étapes comprenant l'identification stratégique des besoins, la définition claire du profil de poste, l'annonce transparente, la présélection rigoureuse, la sélection structurée, la décision et contractualisation, et l'accueil et intégration complets. Le modèle met l'accent sur la participation des parties prenantes, la transparence, et les procédures d'intégration systématiques. L'article propose également des activités correctives incluant la création d'une cellule de coordination RH, le renforcement de la

formation des recruteurs, l'intégration d'audits RH annuels, le développement d'une plateforme RH numérique intégrée, et la mise en place de tableaux de bord de suivi du recrutement. Le modèle intégré répond aux faiblesses identifiées tout en s'appuyant sur les forces existantes de l'ASECNA, incluant les postes budgétisés, les descriptions de poste, les possibilités de mobilité interne, et la diffusion en ligne des avis de vacance. La recherche contribue à la littérature sur le recrutement dans les contextes publics et intergouvernementaux en fournissant un cadre pratique, fondé sur des preuves, pour améliorer l'efficacité et l'équité du recrutement dans les organisations multinationales.

Mots-clés: Efficacité du recrutement, modèle intégré, organisations intergouvernementales, ASECNA, GRH, personnel administratif, transparence, accueil, participation des parties prenantes, Afrique

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1. INTRODUCTION

1.1 The Challenge of Recruitment in Intergovernmental Organizations

Recruitment in intergovernmental organizations presents unique challenges that require tailored approaches. These organizations must navigate multiple stakeholders, diverse cultural contexts, complex regulatory frameworks, and often competing priorities of member states (UN Joint Inspection Unit, 2011). The Agency for Air Navigation Safety in Africa and Madagascar (ASECNA), comprising 19 member states across Africa and Madagascar, exemplifies these challenges.

Despite formally structured recruitment procedures, gaps persist between policy and practice. Empirical findings from ASECNA reveal that 37% of administrative staff are unaware of the recruitment process, internal prospecting is not systematic, only 48% report formal onboarding

procedures, and 44% express dissatisfaction with reception. These gaps undermine recruitment effectiveness, agent satisfaction, and organizational performance.

This article addresses these challenges by proposing an integrated model for improving recruitment effectiveness in intergovernmental organizations, drawing on theoretical frameworks and empirical evidence from ASECNA.

1.2 Research Objectives

The specific objectives of this article are:

1. To identify strengths and weaknesses in ASECNA's current recruitment process
2. To propose an integrated seven-stage model for improving recruitment effectiveness
3. To recommend corrective activities addressing identified limitations
4. To provide a conceptual framework for recruitment improvement in intergovernmental contexts

1.3 Theoretical Framework

The proposed integrated model builds on several theoretical foundations:

Peretti's (2013) Recruitment Process Model: Emphasizing five stages (strategy, preparation, candidate research, selection, onboarding) and fifteen operations, Peretti's model provides a comprehensive framework for structured recruitment.

Cohen-Heagel's (2010) Three-Phase Model: Highlighting strategic and anticipatory phases, research and selection, and integration, Cohen-Heagel's model emphasizes the importance of strategic alignment and stakeholder participation.

Equity Theory (Gavand, 2005): Emphasizing that perceptions of equity in organizational processes influence motivation and commitment, this theory underscores the importance of transparency and fairness in recruitment.

Gazier's (2004) Systemic Approach: Conceptualizing organizations as complex systems of interactions between diverse internal and external actors, this approach is relevant for analyzing how recruitment processes influence organizational performance.

2. STRENGTHS AND WEAKNESSES OF ASECNA'S CURRENT RECRUITMENT PROCESS

2.1 Strengths

Based on documentary analysis and empirical findings, ASECNA's current recruitment process demonstrates several strengths:

- 1. Existence of a Recruitment Officer:** ASECNA maintains dedicated recruitment personnel responsible for managing the recruitment process.
- 2. Application of Workforce and Competency Forecasting Management (GPEC):** The organization employs the Job and Competency Reference Framework (REC) for planning and positioning.
- 3. Budgeting of Positions:** Positions to be filled are budgeted and controlled by a Financial Controller, ensuring financial accountability.
- 4. Formalized Recruitment Process:** The organization maintains documented procedures for recruitment, from needs analysis to integration.
- 5. Formal Onboarding Procedures:** ASECNA has established formal integration and welcome procedures, though application is inconsistent.
- 6. Existence of Job Descriptions:** Most agents (80%) are aware of job descriptions, reflecting well-established documentation practices.
- 7. Internal Mobility Possibilities:** The organization offers internal mobility opportunities for staff development.
- 8. Online Dissemination and Collection of Vacancy Notices:** Vacancy announcements are disseminated online through a dedicated platform.

2.2 Weaknesses

Despite these strengths, significant weaknesses compromise recruitment effectiveness:

- 1. Inadequate Internal Communication:** 37% of personnel are unaware of the recruitment process, indicating communication failures.

2. Inconsistent Procedure Application: Recruitment procedures are not applied uniformly to all recruitments.

3. Non-systematic Internal Prospecting: Internal candidates are not consistently considered before external recruitment.

4. Limited Technical Testing: The selection process lacks systematic technical tests to assess candidate competence.

5. Insufficient Communication about Open Positions: Staff are not always informed of internal and external position vacancies.

6. Lack of Reference Checks: New hires' references and diplomas are not systematically verified.

7. Limited Staff Representation: Staff delegates are not included in recruitment commissions, reducing transparency and credibility.

8. Inconsistent Onboarding: Formal welcome and integration are not systematically implemented for all new hires.

2.3 Limitations Identified in Interviews

Interviews with recruitment officials revealed additional limitations:

- **Time constraints:** Insufficient time for planning commissions and interviews affects recruitment quality
- **Candidate shortages:** Difficulty attracting qualified candidates for certain positions
- **Dissemination challenges:** Problems with effective announcement distribution
- **Process complexity:** Administrative procedures may deter potential candidates

2.4 Summary Table

Strengths	Weaknesses
1. Existence of recruitment officer	1. Inadequate internal communication
2. Application of GPEC	2. Inconsistent procedure application

3. Budgeted positions	3. Non-systematic internal prospecting
4. Formalized recruitment process	4. Limited technical testing
5. Formal onboarding procedures	5. Insufficient communication about positions
6. Existence of job descriptions	6. Lack of reference checks
7. Internal mobility possibilities	7. Limited staff representation
8. Online vacancy dissemination	8. Inconsistent onboarding

3. AN INTEGRATED SEVEN-STAGE RECRUITMENT MODEL FOR ASECNA

Based on theoretical frameworks and empirical findings, we propose an integrated seven-stage recruitment model addressing identified weaknesses while building on existing strengths.

3.1 Stage 1: Strategic Identification of HR Needs

Objective: To align recruitment with organizational strategy and anticipate future competency needs.

Activities:

- Annual needs analysis by business unit
- Anticipated planning of departures, new needs, or temporary requirements
- Alignment with organizational strategy and budget

Addressing Weaknesses:

- Enhances communication about recruitment needs
- Ensures systematic approach to filling positions
- Builds on existing GPEC framework

3.2 Stage 2: Clear Definition of Position Profile

Objective: To develop comprehensive, current, and reality-based position descriptions.

Activities:

- Systematic updating of position descriptions based on the Job and Competency Reference Framework (REC)
- Collective validation by HR, user service, and hierarchy
- Development of competency reference frameworks

Addressing Weaknesses:

- Ensures consistent position definition
- Builds on existing job description practices
- Enhances transparency in position requirements

3.3 Stage 3: Transparent Announcement

Objective: To ensure broad, transparent dissemination of vacancy announcements with clear justification for recruitment choices.

Activities:

- Simultaneous internal/external dissemination with justification for chosen option
- Utilization of digital channels and paper media according to target profiles
- Explicit reminder of evaluation criteria
- Explanation of internal mobility preference

Addressing Weaknesses:

- Improves communication about open positions
- Justifies internal vs. external recruitment choices
- Enhances transparency through explicit criteria

3.4 Stage 4: Rigorous and Collaborative Pre-selection

Objective: To pre-select candidates through standardized, collaborative processes minimizing bias.

Activities:

- Standardized pre-selection grid shared with a pluralistic commission
- Cross-analysis of applications to limit bias
- HR software for automatic keyword-based sorting
- Inclusion of staff delegates in commission

Addressing Weaknesses:

- Limited bias through cross-analysis
- Enhances stakeholder participation
- Improves transparency and credibility

3.5 Stage 5: Structured Selection

Objective: To evaluate candidates through validated, structured methods ensuring objective assessment.

Activities:

- Validated technical and psychometric testing
- Structured interview with internal members and HR quality observer
- Collective scoring and result traceability
- Verification of references and diplomas

Addressing Weaknesses:

- Introduces systematic technical testing
- Ensures reference verification
- Provides traceability of selection decisions

3.6 Stage 6: Decision and Contractualization

Objective: To make transparent, timely decisions and manage contractual formalities efficiently.

Activities:

- Final decision by Director General after commission validation
- Clear and rapid communication of results to candidates
- Contractualization in accordance with applicable texts
- Integration of salary expectations during recruitment

Addressing Weaknesses:

- Clear communication of results
- Improved candidate experience through rapid responses
- Integration of compensation expectations

3.7 Stage 7: Comprehensive Onboarding and Integration

Objective: To ensure systematic, structured integration of new agents to maximize adaptation and reduce turnover.

Activities:

- Formalized welcome week (visits, tool presentations, mentoring)
- Personalized integration plan with follow-up at 1, 3, and 6 months
- Final evaluation grid for trial period
- Assignment of mentor/tutor
- Organization of integration seminars

Addressing Weaknesses:

- Ensures systematic onboarding for all new hires
- Improves integration outcomes through structured follow-up
- Builds on existing formal procedures

3.8 Conceptual Model Diagram

Stage 1: Strategic HR Needs Analysis



Stage 2: Clear Position Profile Definition



Stage 3: Transparent Announcement (Internal + External)



Stage 4: Rigorous and Collaborative Pre-selection



Stage 5: Structured Selection (Tests + Interviews)



Stage 6: Decision and Contractualization



Stage 7: Comprehensive Onboarding and Integration

4. CORRECTIVE ACTIVITIES AND IMPLEMENTATION RECOMMENDATIONS

4.1 Creating a Coordinating HR Unit

Recommendation: Create a coordinating HR unit responsible for centralizing and standardizing all recruitment stages.

Rationale: The empirical findings reveal inconsistent procedure application and limited communication. A dedicated coordinating unit would ensure consistent application, enhance communication, and provide oversight of recruitment activities.

Implementation:

- Establish unit within Human Resource Department
- Define clear responsibilities and reporting lines
- Develop standard operating procedures for all recruitment stages

- Create communication protocols for internal and external stakeholders

4.2 Strengthening Recruiter Training

Recommendation: Strengthen training programs for recruitment officers in equitable selection techniques and bias reduction.

Rationale: Systemic biases identified in the study require enhanced recruiter capabilities in objective selection methods and bias recognition.

Implementation:

- Develop training modules on equitable recruitment practices
- Provide ongoing professional development opportunities
- Create recruitment competency frameworks
- Implement assessment of recruiter performance

4.3 Annual HR Audit Integration

Recommendation: Integrate annual HR audits of the recruitment process with performance indicators.

Rationale: Systematic evaluation of recruitment effectiveness enables continuous improvement and accountability.

Implementation:

- Develop performance indicators: processing time, candidate quality, person-job fit, satisfaction
- Conduct annual audits with external validation
- Report findings to senior management
- Implement improvement plans based on audit findings

4.4 Integrated Digital HR Platform

Recommendation: Develop an integrated digital HR platform for dissemination, application management, and traceability.

Rationale: The study identified communication and transparency gaps that a digital platform could address through improved information sharing and process visibility.

Implementation:

- Develop platform with vacancy posting, application management, and tracking capabilities
- Ensure integration with existing HR systems
- Provide training for staff and candidates
- Establish data protection protocols

4.5 Recruitment Monitoring Dashboard

Recommendation: Implement a recruitment monitoring dashboard to be shared in expanded HR committee meetings.

Rationale: Transparency and stakeholder participation require accessible, up-to-date information on recruitment activities.

Implementation:

- Develop dashboard with key performance indicators
- Schedule regular review sessions with expanded HR committee
- Include staff representative participation
- Use dashboard for continuous improvement planning

4.6 Summary of Corrective Activities

Activity	Purpose	Implementation Steps
Coordinating HR Unit	Centralize and standardize recruitment	Establish unit, define responsibilities, develop SOPs
Strengthen Recruiter Training	Enhance equitable selection	Develop training modules, ongoing development, competency framework

Annual HR Audit	Enable continuous improvement	Develop indicators, conduct audits, report findings
Integrated Digital Platform	Improve communication and traceability	Develop platform, integrate systems, provide training
Recruitment Dashboard	Enhance transparency and participation	Develop dashboard, review meetings, include stakeholders

5. DISCUSSION

5.1 Theoretical Contributions

The proposed integrated model makes several theoretical contributions to the literature on recruitment in intergovernmental organizations.

First, it extends Peretti's (2013) recruitment framework by adapting it to the specific context of intergovernmental organizations with multiple stakeholders and complex regulatory frameworks. The model incorporates specific considerations for organizations with diverse cultural contexts and competing member state priorities.

Second, it operationalizes Cohen-Heagel's (2010) strategic and anticipatory phase through explicit mechanisms for annual needs analysis and collective profile validation. The model ensures that strategic alignment is maintained throughout the recruitment process.

Third, it applies equity theory (Gavand, 2005) through mechanisms for transparency, stakeholder participation, and explicit criteria. The model addresses perceptions of fairness through procedural justice mechanisms.

5.2 Practical Implications

The integrated model has several practical implications for ASECNA and similar intergovernmental organizations:

1. **Enhanced Transparency:** Explicit criteria, public justifications, and stakeholder participation would improve perceived fairness and reduce complaints.

2. **Improved Communication:** Systematic information sharing through multiple channels would address the knowledge deficit identified in the study.
3. **Consistent Application:** Standardized procedures and dedicated coordination would ensure uniform application of recruitment practices.
4. **Better Integration:** Systematic onboarding would improve new agent adaptation and reduce turnover.
5. **Accountability:** Performance indicators and audits would enable evidence-based improvement.

5.3 Challenges and Limitations

Implementing the integrated model may face several challenges:

Resource Requirements: The model requires investment in training, technology, and personnel.

Organizational Culture: Changes in recruitment practices may face resistance from established actors.

Stakeholder Coordination: Multiple stakeholders with varying priorities may complicate implementation.

Regulatory Constraints: Intergovernmental organizations face complex regulatory frameworks that may limit flexibility.

5.4 Future Research Directions

Future research should examine:

1. **Implementation Effectiveness:** Evaluate the impact of the integrated model on recruitment outcomes and agent satisfaction.
2. **Cultural Context:** Investigate how cultural factors influence recruitment perceptions in multinational organizations.
3. **Comparative Analysis:** Compare recruitment practices across intergovernmental organizations to identify best practices.

4. **Digitalization Impact:** Examine the role of technology in improving recruitment transparency and effectiveness.
5. **Stakeholder Perspectives:** Deepen understanding of stakeholder perceptions to inform process improvement.

6. CONCLUSION

This article has proposed an integrated model for improving recruitment effectiveness in intergovernmental organizations, drawing on empirical findings from ASECNA. The research identified critical gaps between formal recruitment procedures and implementation practices, including inadequate internal communication, non-systematic internal prospecting, limited stakeholder participation, and inconsistent onboarding procedures.

Building on theoretical frameworks from Peretti (2013), Cohen-Heagel (2010), and Gavand (2005), the study developed a seven-stage integrated recruitment model:

1. Strategic identification of HR needs
2. Clear definition of position profile
3. Transparent announcement
4. Rigorous and collaborative pre-selection
5. Structured selection
6. Decision and contractualization
7. Comprehensive onboarding and integration

The model emphasizes stakeholder participation, transparency, and systematic integration procedures. Corrective activities proposed include creating a coordinating HR unit, strengthening recruiter training, integrating annual HR audits, developing an integrated digital HR platform, and implementing recruitment monitoring dashboards.

The integrated model addresses identified weaknesses while building on ASECNA's existing strengths, including budgeted positions, job descriptions, internal mobility possibilities, and online

vacancy dissemination. The research contributes to the literature on recruitment in public sector and intergovernmental contexts by providing a practical, evidence-based framework for improving recruitment effectiveness and equity in multinational organizations.

Implementation of the integrated model would require investment in resources, organizational change management, and stakeholder engagement. However, the potential benefits—improved agent satisfaction, better person-job fit, reduced turnover, and enhanced organizational performance—justify these investments.

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