

THE PREDICTIVE VISION OF THE ANNUAL HUMAN RESOURCES MANAGEMENT PLAN AND ITS EFFECTIVENESS IN IMPROVING THE QUALITY OF THE ARAB INSTITUTION – THE ALGERIAN EDUCATIONAL INSTITUTION AS A MODEL

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ABSTRACT

The educational institutions are not far from the obstacles and difficulties that would cause the failure to achieve many of the desired goals of the national educational system, especially those related to the quantity of human resources and how to distribute them within the educational institution. Therefore, the annual plan is considered an important means in the field of managing Human resources, and a reliable modern tool in the field of discretionary management of human resources, according to what appeared in Executive Decree 126/95 and the various decrees that came after it.

The annual plan has a set of goals. The most important thing is to find tools to enumerate users and control the development of a discretionary management system for human resources, as well as rehabilitate the managers in the exercise of their specializations..... We also point out that the administration knew with the application of this procedure a kind of control over its human resources, and also to give a clear picture In this field and put some expectations for the future state of its human resources, based on certain data.

Keywords: planning, annual plan, human resources, system educational, effectiveness.

1. Introduction:

There is no doubt that the learning process is a vital one. While it derives its vitality from the contribution of both parties to the educational process in activating this process, the educational institution, through its human

resources and their functional positioning within it, also plays an effective role in the success of this process. This is in order to achieve interaction between the learner and the knowledge he or she acquires, and to elevate it within society. It is this objective that led us to raise the general question from which this topic emerged, namely: what administrative and managerial operations can the educational institution provide in managing its human resources, quantitatively and qualitatively, in order to advance the educational process?

For the purpose of answering this question, we assumed the following:

- The administrative apparatus is capable of implementing predictive plans related to human resources.
- Effective and more precise control over the quantitative and qualitative management of human resources within the educational institution cannot be achieved except through reliance on the annual plan for human resources management, in order to achieve the desired objectives of the educational institution. Through this plan, the process of monitoring the management of employees' professional life has witnessed a qualitative shift, as the role of this monitoring consists in ensuring the conformity of various management decisions related to employees with legal and regulatory provisions. Such monitoring is considered a necessary process for the implementation of predictive human resources management. For this purpose, the role played by departments affiliated with the public service in this field is indispensable.

Since the discussion relates to Algerian educational institutions, reference is made to the reform introduced by Executive Decree No. 95/126 dated 29/04/1995, which amended Decree No. 66/145 concerning the drafting of certain decisions of a regulatory or individual nature relating to the status of employees within the institution and their publication. This reform requires public administrations and institutions to establish an annual plan for human resources management.

Through the research problem and its hypotheses, it becomes clear that the main objective of this study is to determine the extent to which the annual human resources management plan contributes to the development of the educational process through its institutions. This is achieved by adopting the descriptive-analytical approach, through which we presented the general framework of the annual management plan, attempting to answer three questions: what (nature)? why (objective)? how (implementation)?

Before addressing the annual plan for human resources management, we will examine the concept of planning and the planner, as well as the objectives of planning and its most important steps.

2. The Concept of Human Resources Planning and Its Importance in Language Policy

2.1 Definition:

The assessment of the extent of success of an educational institution or any other institution depends on how language policy is implemented and realized in practice. Since one of the fundamentals of the Algerian state is to frame its language policy in a way that preserves identity and belonging to the Arab and Islamic worlds, it has been necessary to give great importance to the Arabic language, nationality, and identity. Language is in fact closely linked to the issue of personality and identity, as “the Arab child must first receive from schools his or her authenticity, history, and civilization in the Arabic language so that it becomes firmly rooted in his or her mind” (see: Abdelmajid Aissani, 2011, p. 102). Achieving such objectives requires good planning of the quantity of human resources and their distribution within the institution before it can be considered linguistic planning. In *Lisan al-Arab*, planning is defined as “drawing lines” or “lining” (Ibn Manzur, n.d., p. 1198). Human resources planning is also referred to as workforce planning or personnel planning. A number of definitions can be cited as follows:

First: “It is the process of obtaining the right number of qualified individuals for the appropriate jobs at the appropriate time” (Rawiya Hassan, 2004, p. 71).

Second: “It is a system of matching or reconciling the supply of individuals internally (those already present) and externally (those who will be recruited or sought) with the available jobs that the organization expects to exist over a specified period of time” (Rawiya Hassan, 2004, p. 71).

Third: “It is the process through which the organization seeks to obtain, at the appropriate time, its needs for capable and qualified employees to carry out the tasks assigned to them in order to achieve the organization’s objectives” (<http://www.brooonzyah.net/vb/>).

Fourth: “It is the study and selection of methods for organizing and directing human resources in order to achieve a specific goal within a defined period of time” (see: Manal Talaat Mahmoud, 2003, p. 59).

The most comprehensive definition we have encountered is that “planning is an intellectual process based on logic and order, in which effort is made to clarify the objectives desired by management, to search for the best means to achieve them, and to attempt to anticipate the obstacles that may hinder them and how to overcome them” (Ali Al-Sulami, n.d., p. 217).

According to this perspective, planning is one aspect of applied linguistics. It aims to investigate the means that assist in the implementation of a language policy, as well as to examine objectives, goals, and purposes, and to establish a set of measures through which a specific objective can be achieved (Abdelmajid Aissani, 2011, p. 105).

2.2 Its Objectives and Importance:

What motivated us to choose this section is the fact that “Arab education still suffers from major structural difficulties, beginning with the deprivation of children from pre-school education and the low level of achievement, passing through high dropout rates that feed the high stock of adult illiteracy—reaching even higher levels among females—and culminating in cultural illiteracy and high rates of technological illiteracy” (Al-Munji Bousnina, 2002, n.p.). Therefore, efforts should be directed toward achieving quality through proper recruitment of teachers, a predictive plan for selecting appropriate textbooks, high-quality assessment, and professional treatment of teachers in a manner befitting their dignity and preserving their pride in the national mission they perform (Abdelmajid Aissani, 2011, p. 60).

On this basis, many institutions suffer from two main problems: either a surplus of human resources or a shortage thereof. This highlights the importance of human resources planning, the main aspects of which include the following:

- 1/ It helps identify and plan the organization’s future needs in terms of quantity and quality.
- 2/ It contributes to increasing the return on the organization’s investments and reducing costs through optimal utilization of human resources.
- 3/ It helps prepare the organization to face changes in the internal and external environment.
- 4/ It reveals strengths and weaknesses in the quality and performance of employees, which affects activities related to human resources such as training and development.
- 5/ It satisfies and achieves the desires and objectives of both the organization and the individual (<http://www.brooonzyah.net/vb/>).

- 6/ Human resources planning helps prevent sudden disruptions in production and project implementation lines, or disruptions resulting from an employee leaving work unexpectedly (Module: Succession Planning).
- 7/ Human resources planning precedes many personnel management functions.
- 8/ It helps plan employees' career paths, including identifying training, transfer, and promotion activities (Module: Training).
- 9/ Analysis of the available workforce helps identify the reasons for employees leaving or remaining in service and the extent of their job satisfaction (Termination Analysis Module).
- 10/ Identifying required jobs.
- 11/ Ensuring that job specifications are determined in a sound manner.
- 12/ Ensuring that those occupying positions are capable of performing them through the existence of a job description for each position (Job Description).
- 13/ Determining the impact of expected changes in the institution's job hierarchy, as institutions may go through periods of organizational change, such as merging departments, dissolving entire departments, integrating the work of one department into another, creating a new department from an existing one, creating new positions, and eliminating others
(<http://www.hrm-group.com/vb/showthread.php?t=4403>).

Among the long-term objectives (Abdel Qahhar Hanafi, 2002, p. 181):

- 1/ Enhancing understanding of the importance of human resources in building the organization's strategy and integrating them within this strategy.
- 2/ Future provision and attraction of trained competencies.
- 3/ Improving workload distribution and developing competencies.
- 4/ Analyzing and monitoring the relationship between the cost of using human resources and the benefits resulting from their use.
- 5/ Planning is linked to performance, as performance can be anticipated based on planning (Manal Talaat Mahmoud, 2003, pp. 60–61).
- 6/ Planning assists administrative control.
- 7/ Planning facilitates the flow of operations and minimizes the likelihood of impulsive decision-making.

- 8/ Rationalizing optimal investment in human resources and directing their energies in the proper direction (Nafisa Mohamed Bashri and Mostafa Mostafa Kamel, n.d., p. 34).
- 9/ Facilitating career mobility for employees.
- 10/ Identifying individuals' training needs, such as adopting well-designed training programs that serve the institution and enable it to keep pace with methodological developments offered by global scientific research through various possible channels, while taking into account institutions that are in urgent need of scientific, technical, and administrative support in order to qualify them to perform their required scientific mission effectively (Abdelmajid Aissani, 2011, p. 60).

2.3 Who Plans Human Resources

(<http://www.hrm-group.com/vb/showthread.php?t=4403>):

Planning comes first, as it precedes all other administrative functions. Moreover, planning must encompass all parts and facilities of the organization; it is not sufficient, for example, for top management to be concerned with formulating a work plan while executive managers ignore the importance of planning at the operational level.

The responsibility for human resources planning within the organization lies either with the personnel and employee affairs department (the personnel unit) or with the core production and implementation units of the organization.

3. Reasons, Types, and Steps of Human Resources Planning

3.1 Reasons for Human Resources Planning (Nafisa Mohamed Bashri and Mostafa Mostafa Kamel, n.d., p. 34):

There are many reasons that call for human resources planning at the institutional level, the most important of which are:

1. The increasing number of different organizations, and consequently the increase in their needs and competition for the available workforce.
2. The development of the technology used by organizations and the increase in technical complexity, which has made it necessary to focus on seeking a workforce capable of dealing with such technology.
3. Population growth, the expansion of the workforce, and the diversification of its composition.
4. Changes in the job structures of organizations, whether due to expansion or changes in the nature of their activities.

3.2 Types of Human Resources Planning:

Planning types (in general) can be classified according to the following categories (Manal Talaat Mahmoud, 2003, pp. 64–65):

- **In terms of time:** short-term planning, medium-term planning, long-term planning.
- **In terms of activity:** financial planning, workforce planning, production planning, commodity planning.
- **In terms of level:** organizational-level planning, sectoral planning, regional planning, national planning.
- **In terms of use:** tactical plans, single-use plans (programs or projects), standing plans (policies, budgets, procedures, rules, planning budgets).

Human resources planning itself is divided into two main types (Ali Al-Sulami, n.d., p. 217): operational planning and strategic planning.

a- Operational planning: This is operations planning that focuses on setting plans for the recurring periodic activities of the institution in the short and medium term. It is characterized by dynamism and continuous change over short periods. Included within it is the annual plan for managing human resources, as it represents a periodic and annual plan.

b- Strategic planning: This focuses on how to achieve the comprehensive long-term objectives of the institution as a whole. Strategy defines the basic framework of its operations, gives everything a distinctive character, and changes within it are slow and spaced over time.

Thus, good planning in all its aspects contributes to building a successful institution. Accordingly, there must be a reconsideration of the teaching environment, which “is determined by the size of the staff and how it is organized, the support staff composed of administrators, assistant clerks, and typing facilities, the school workplace, class size—since modern education requires that a class not exceed fifteen students—along with other factors that help perform the mission effectively and assist both learner and teacher in accomplishing their work in the best and most complete manner” (Abdelmajid Aissani, 2011, p. 60).

3.3 Steps of the Human Resources Planning Process:

It is said that “a country that gives nothing to the school cannot expect the school to offer it anything of high quality, and a school that has no educational mission and no plan to achieve it is not a school in which a good citizen and future generations can take pride” (Abdelmajid Aissani, 2011, p. 59). Moreover, each institution has its own steps for human resources planning, which differ from one institution to another and vary according to a set of variables accompanying this process, such as its scope, importance,

and relationship to the institution's overall strategic planning. Therefore, researchers and writers have differed in determining the number of these steps and their priorities. We will attempt to outline the most important steps as follows (Rawiya Hassan, 2004, pp. 73–74):

- **Step One: Setting objectives:** Defining future objectives and the extent of their impact on organizational goals.
- **Step Two: Analyzing and evaluating the environment:** Collecting data and information, analyzing the current situation and available resources to achieve objectives, and forecasting future needs.
- **Step Three: Identifying alternatives:** Building a list of possible courses of action that will lead toward achieving objectives, and diversifying sources for obtaining the workforce.
- **Step Four: Evaluating alternatives:** Preparing a list based on the advantages and disadvantages of each possible course of action.
- **Step Five: Selecting the optimal solution:** Choosing the alternative with the greatest advantages and the fewest actual disadvantages.
- **Step Six: Preparing the plan:** Through final determination of the required personnel, the types of specializations needed, job sizes, etc., along with coordination between the plan and the organization's other functions.
- **Step Seven: Implementing and following up the plan:** Determining who will be responsible for implementation, the resources allocated, how the plan will be evaluated, and instructions for report preparation.
- **Step Eight: Monitoring and evaluating results:** Ensuring that the plan is proceeding as expected and making the necessary adjustments.

Accordingly, the multiplicity of human resources planning plans in each educational organization depends on the extent of achievement and realization of the established objectives. "Those who view the school as merely a means to other objectives—regardless of how diverse those objectives may be—while the teaching staff lacks motivation, suffers from weak qualification and training, and is devoid of a living conscience and vigilant sense of responsibility, all of these factors lead the school toward decline. Therefore, the administrative staff forming the educational institution system should possess the following:

- A sense of the educational mission and an understanding of the institution's purpose.
- The establishment of a strategic plan representing a long-term vision for achieving objectives" (Abdelmajid Aissani, 2011, p. 59).

This is what will be elaborated in detail through what is known as the annual plan for managing human resources in Algerian educational institutions.

4. The Concept of the Annual Plan for Managing Human Resources and Its Method of Preparation (Madhouh Jamouai, 2000, pp. 40–52)

The process of managing human resources is a highly complex one; therefore, it requires a specific and appropriate methodology that ensures maximum objectivity. For such management to be effective, it must rely on methods of investigation and analysis that make it possible to identify the disparities and dysfunctions affecting management, which are essentially the problems faced by management, with the aim of identifying and proposing the necessary corrective measures. This thus involves an effective diagnosis of the strengths and weaknesses present in human resources management, which can also be identified through the annual management plan. What, then, does this plan mean? What is its legal framework? How is it prepared and approved?

4.1 Its Concept and the Algerian Legal Framework:

The annual plan for managing human resources (Plan de gestion des ressources humaines – PGRH) is an important approach and an effective tool relied upon in the predictive management of human resources. It must be available in every Algerian educational institution in order to ensure the proper conduct of language policy or the full implementation of the language curriculum. It is relatively recent, having been established by Decree No. 96/126, which stipulates in its Article 6 that, within the framework of managing the professional career paths of employees, public institutions and administrations are required to prepare an annual plan for managing human resources based on the available budgetary positions. The purpose of this is to regulate the operations to be carried out during the financial year, particularly those related to:

- Recruitment, training, skills upgrading, and information updating.
- Promotion and retirement.

As for the legal framework governing this plan, it is mainly based on Decree No. 95/126 dated 29 April 1995, relating to the preparation and publication of certain decisions of a regulatory or individual nature concerning the status of employees and their publication. This is supplemented by Instruction No. 240 issued by the General Directorate of the Civil Service dated 27 May 1995, concerning the modalities for implementing the provisions of the aforementioned decree. There is also Instruction No. 795 dated 30 August 1995, relating to the modalities for exploiting human resources management plans, and finally Instruction No. 1278 dated 30 September 1995,

concerning the preparation and approval of annual human resources management plans within the framework of the new financial year.

According to Executive Decree No. 95/126, the purpose of this plan is to regulate the operations to be carried out during the current year, particularly those related to recruitment, promotion, training, skills upgrading, information updating, and finally retirement.

4.2 Method of Its Preparation, Approval, and Monitoring of Its Implementation in Algerian Educational Institutions:

Every institution or public administration, whether educational or otherwise, is required to prepare an annual management plan that clarifies the management operations scheduled to be carried out during the financial year, particularly with regard to recruitment, promotions, staff mobility, training, skills upgrading, re-traineeship, and retirement.

The prepared annual plan must take into account the budgetary positions of each specific institution or public administration, as well as the regulatory and legal provisions in force.

Approval of the annual human resources management plan prepared in accordance with the required forms and conditions is carried out, depending on the case, through joint agreement between the central or local civil service departments and the concerned public institutions and administrations.

After approval, minutes are drawn up by the civil service authority, including the results of the meeting, particularly the decision approving the plan, while taking into account evaluation remarks.

A copy of the final approved plan is sent within eight days by the civil service departments to the financial controller or the public accountant, as the case may be.

4.3 How to Use Human Resources Management Plans:

The annual human resources management plan provides officials of educational institutions in particular, and public administrations in general, with the following:

- A predictive management tool.
- Identification of shortcomings in management procedures and the proposal of practical and regulatory corrective measures.
- Determination of the real and accurate situation of staff numbers in various institutions and public administrations (staff structure, occupied and vacant budgetary positions, and new needs). This enables an objective determination of the recruitment that should be carried out

according to qualification levels, in order to ensure the opening of budgetary positions based on concrete data transmitted to the departments responsible for the budget, within the framework of prior consultation between civil service departments and budget departments before each given year.

- Identification of institutions and public administrations that require the establishment of a legal framework to regulate them.
- Identification of training and skills upgrading needs in institutions and public administrations, in order to carry out sector-specific training operations.
- Monitoring the organization of competitions, examinations, and professional tests within the framework of staff promotion.
- Determination of the number of employees required for the functioning of structures, bodies, and public administrations.

It is self-evident that the Directorate of Inspection and Audit of Accounts, which is considered the central body for depositing all management plans, is required to ensure the following:

- Effectively ensuring a driving role in the dissemination of information.
- Developing functional relations between the central and local departments affiliated with the civil service.
- Determining, in cooperation with the concerned bodies, frameworks for the use of data resulting from the exploitation of management plans relating to staff situations for each institution and public administration, the annual employment budget, standard tables for staff situations, the situation of vacant budgetary positions, the situation of senior positions, and the situation of joint committees.

For this purpose, and within the framework of the functional relations that should be established between the central and local bodies of the General Directorate of the Civil Service, and in order to ensure the expected effectiveness of the tasks entrusted to it, it is required to prepare work programs that give special attention to the exploitation of annual human resources management plans for all public institutions and administrations. The analysis of these documents should be directed toward the following aspects:

- Evaluation of human resources management.
- Rational regulation and control of staff numbers.
- Organizational coherence.
- Planning and coordination of training for entry into public service.

- Monitoring the development of employment in public administration.

The objective of these efforts is to submit an annual report to the government on the development of employment in educational institutions and public administrations, and to propose all measures included within the framework of employment policy in public administration.

5. Objectives of Establishing the Annual Human Resources Management Plan (Madhouh Jamouai, 2000, pp. 30–35)

The institutionalization of annual human resources management plans, whose preparation is imposed on all public institutions and administrations, primarily aims to ensure a close linkage between the tasks they perform and the human resources required to carry them out, both quantitatively and qualitatively. We now proceed to detail the objectives for which the annual human resources management plan was established.

5.1 Establishing Tools for Staff Enumeration and Regulating Their Development:

The new procedure introduced by Decree No. 95/126 dated 29/04/1995, along with the texts specifying its implementation and explaining how it operates, was intended to address the shortcomings and problems resulting from the endorsement (visa) procedure that was applied until the issuance of this decree, and to encourage the emergence of a predictive approach to human resources management free from negative manifestations and consistent with the requirements of a modern and efficient administration. This necessitated a review of the procedure for exercising civil service oversight for more than one reason.

It should be noted that this decree falls within a vision aimed at establishing predictive management of human resources in public administration.

Thus, through the annual human resources management plan, the educational institution can identify the real and accurate situation of staff numbers (staff structure, occupied budgetary positions, vacant budgetary positions, and new needs). This allows for an objective and precise determination of the recruitment that should be carried out according to qualification levels, in order to ensure the opening of budgetary positions based on concrete data communicated to the departments responsible for the budget, within the framework of prior consultation between the civil service departments and the budget departments.

As is well known, the subsequent oversight procedure exercised by the Algerian civil service departments, as stipulated in Executive Decree No. 95/126, primarily aims to establish appropriate tools to ensure:

- Predictive management of staff in public institutions and administrations.
- Control over staff numbers and their conformity with the real needs of public institutions and administrations.
- Preparation of an employment plan in public institutions and administrations.

With regard to determining budgetary staff numbers, it should be noted that the above-mentioned objectives are interrelated and complementary, and can only be achieved if a framework for close consultation and coordination is established between the functional departments and the budget departments at both the central and local levels.

It should also be emphasized that this functional relationship must be established within a framework of strict respect for the specific and actual competencies of each of the two concerned institutions.

Before initiating discussions that enable the determination of budgetary staff numbers for educational institutions and other public administrations, the services of the General Directorate of the Budget, in coordination with the civil service departments, study all data related to the actual staff situations of public institutions and administrations, as well as the expressed needs at both the quantitative and qualitative levels.

The purpose of consultation is to enable the rational distribution of the budgetary positions to be opened during the financial year in educational institutions and others, within the limits of the appropriations determined by the competent budgetary authorities.

For this purpose, the competent services of the General Directorate of the Budget and the General Directorate of the Civil Service should engage in joint consultation, which would allow, in particular, the rationalization of staff numbers and the improvement of the productivity of public human resources in educational institutions.

5.2 Emergence and Development of a Predictive Human Resources Management System:

In this regard, the annual human resources management plan aims to establish means for predictive human resources management by achieving the objective determination of the needs of educational institutions and other public administrations in terms of training and skills upgrading. This also includes monitoring the organization of competitions, examinations, and professional tests, as well as determining the number of employees required for the functioning of structures, bodies, and public administrations. This,

in turn, leads to rational regulation and control of staff numbers and to monitoring and developing employees within public administration.

Since we are addressing predictive management as an objective of the annual plan, it is appropriate to clarify its concept within Algerian law. It refers to a set of procedures and rules aimed at monitoring inputs and outputs that directly affect the professional career path of employees, with the purpose of achieving effectiveness on the one hand, and controlling the development that may occur in the staff structure in both its quantitative and qualitative aspects on the other.

Through interviews with some employees in the Algerian education sector, it was indicated that this procedure or management approach is relatively recent and was established pursuant to Decree No. 95/126, which stipulates in its Article (6) that, within the framework of managing the professional career paths of employees, institutions and public administrations are required to prepare an annual human resources management plan based on the available budgetary positions. The purpose of this is to regulate the operations to be carried out during the financial year, particularly with regard to recruitment, training, skills upgrading, information updating, promotion, and retirement. This annual management plan is to be sent to the departments responsible for the civil service within ten days following the date of signature of the aforementioned decisions.

From the foregoing, and based on this explicit legal provision, it becomes clear that the annual human resources management plan is an effective tool for establishing a clear break between traditional, ineffective management and modern predictive management aimed at modernizing public administrations.

5.3 Restoring the Role of Managers in the Exercise of Their Powers:

This objective refers to holding managers fully accountable for all personnel-related documents, as the new tool of subsequent oversight represented by the annual management plan requires personal responsibility for a set of managerial activities related to the conduct of employees' professional life and public agents of the state (recruitment and appointment decisions, promotion in grades and ranks, termination of duties, and disciplinary measures).

In order to achieve the objective of rationalizing administrative decision-making, the annual management plan requires managers to comply with the regulatory and legal conditions governing access to public service positions, particularly with regard to compliance with recruitment laws that guarantee

the principle of equality in access to public employment. This also includes respect for the conditions and modalities governing the organization and conduct of examinations and professional competitions, compliance with requirements related to qualification levels, certificates, age, and national service status in accordance with the requirements of the position to be filled, as well as respect for the conditions and procedures governing dismissal or termination of duties.

6. Content of the Annual Human Resources Management Plan (Madhouh Jamouai, 2000, pp. 32–38)

6.1 Content of the Annual Human Resources Management Plan:

Since Executive Decree No. 95/126 constitutes the legal framework that established the annual human resources management plan and defined the manner of its implementation through the regulatory texts that followed this decree, the General Directorate of the Civil Service issued a document considered as a model for the annual management plan to be prepared by public institutions and administrations when determining and approving budgetary staff numbers, in cooperation with the services of the body responsible for the civil service.

Accordingly, the annual human resources management plan consists of thirteen tables divided into three parts:

- **Part One:** Includes tables numbered one to three, relating to the status of staff numbers in public institutions and administrations.
- **Part Two:** Includes tables numbered four to seven, constituting the predictive human resources management plan.
- **Part Three:** Includes all tables numbered eight to thirteen, relating to subsequent control and evaluation of the predictive human resources management plan carried out by the civil service departments.

6.1.1 Content of the First Part of the Management Plan:

This part explains the organizational structure and the legal and consultative framework entrusted with implementing the predictive plan.

- **Table No. 01:** Table relating to the staff structure up to 31 December of the previous year. This table must extract staff numbers, actual staff numbers and discrepancies, and the number of temporary employees for the year concerning senior positions, occupational groups and grades, and the budgetary staff index.
- **Table No. 02:** Internal consultative bodies. This table must show a comprehensive inventory of all staff committees and appeals committees, with the following data: references of establishment

decisions, the validity of these committees, and the final date for extending the term of representation, if applicable.

- **Table No. 03:** Table of regulatory decisions relating to examinations and competitions. This table must show all decisions related to organizing the conduct of examinations and competitions as specified in the basic statutes.

6.1.2 Content of the Second Part of the Management Plan:

This part includes the various human resources management operations and their implementation deadlines according to the financial year.

- **Table No. 04:** Predictive recruitment plan for the current year. This table shows all budgetary staff numbers according to senior and high-level positions, occupational groups and grades: total endorsed theoretical budgetary positions, occupied budgetary positions, and vacant budgetary positions.
- **Table No. 05:** Summary timetable of predictive human resources management operations. This table lists the management operations scheduled during the financial year by specifying the expected dates for carrying out these operations.
- **Table No. 06:** Retirement table. This table includes nominal lists by occupational group and grade: the number of employees scheduled for retirement during the year and the expected retirement date.
- **Table No. 07:** Predictive plan for organizing training, skills upgrading, and information updating. This table shows, by occupational group and grade, each internal or external training operation, skills upgrading, or reclassification: start date, number of employees, and duration of training (skills upgrading or reclassification).

6.1.3 Content of the Third Part of the Management Plan:

This part reflects the level of implementation of management operations carried out by the manager and the monitoring role of the General Directorate of the Civil Service.

- **Table No. 08:** Staff movement table. This table is prepared on 31 December of each year and must show, by grades and occupational groups: actual staff numbers as of 01 January of the year, staff movements of those who joined public institutions and administrations and their subtotal, and the overall total representing staff numbers after staff movement.

- **Table No. 09:** Summary table including all contracted and temporary employees for each year. This table, prepared as of 31 December of the current year, shows the number of contracted and temporary employees by function, job position, and classification.
- **Table No. 10:** Monitoring form for recruitment operations through competition. This table, prepared for each recruitment operation through competition based on qualifications or professional examination by occupational groups and grades, shows: references of the decision organizing the competition or professional examination/test, method of publishing the competition or examination organization, number of positions opened, date of the candidates' selection committee session, number of candidates, number of accepted candidates, date of announcing the test, date of the final acceptance report, reference and date of the decision announcing results, number of successful candidates, and the minimum acceptance average.
- **Table No. 11:** Monitoring form for recruitment operations through selective promotion and professional competence for registration on the eligibility list. This table shows, by occupational groups and grades, all procedures related to each selective or competence-based operation: number of positions opened, number of positions allocated for selective promotion or professional competence, publication of new positions, reference of the eligibility list, date of the staff committee session, and preparation of the list of accepted candidates.
- **Table No. 12:** Monitoring form for recruitment operations through training. This table, relating to recruitment through training (entry into training) by grades and occupational groups, shows: total recruitments (internal and external), organization of training-entry competitions, reference of the decision organizing competitions, publication of competition organization, total number of positions opened, candidates' selection committee, date of the committee meeting, number of registered candidates, number of accepted candidates, final success, date of the success report, number of successful candidates, minimum acceptance average, training institutions, and training duration.
- **Table No. 13:** Monitoring form for the recruitment plan based on qualifications. This table shows, by grades and occupational groups: total positions opened and recruitments carried out.

This concerns the content of the annual human resources management plan. As for the main operations included therein, as stated in Instruction No. 240/M.A/M.A.C.S dated 27/05/1995 concerning the modalities for implementing Decree No. 95/126, they mainly include recruitment, promotions, staff movement, training and performance improvement, re-traineeship, and retirement.

7. Conclusion:

The annual plan, as an effective technique for human resources management, has established a new procedure consisting in the subsequent monitoring of the conformity of management decisions related to the professional life of employees within the institution with the regulatory and legal provisions in force. This procedure falls within the comprehensive framework of reforming the educational institution, with the aim of embarking on a real transformation in human resources management methods and procedures. As previously explained, the objective and purpose of this plan are as follows:

- 1/ To provide the best conditions in order to encourage the adoption of a predictive management of human resources and to put in place mechanisms and tools to ensure regular control over the number of employees within the educational institution.
- 2/ To establish auditing missions under the supervision of public service departments in order to assess the effectiveness of the services responsible for human resources management.
- 3/ To hold managing officials fully accountable for all documents related to personnel management.

All of this is intended to ensure that public administration is not merely an administration of procedures and formalities, but also an administration of responsibilities and decisions.

In the same context, the annual human resources management plans, whose preparation is imposed on all Algerian educational institutions and public administrations in general, aim to ensure a close linkage between the tasks carried out by public administration and the human resources required to assume them in both quantitative and qualitative terms. This is in accordance with Instruction No. 240/M.A/M.A.W.A dated 27/05/1995, relating to the modalities for implementing the provisions of Decree No. 95/126 concerning the preparation and publication of decisions of a regulatory or individual nature and their dissemination.

Consequently, this plan, as a management tool, has facilitated a number of matters related to human resources management within educational institutions, such as recruitment, training, retirement, as well as promotion. Thus, the plan has indeed achieved the objectives for which it was established, despite the existence of certain difficulties and obstacles that made the work of the administration more challenging.

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