

Managing talent, a new challenge for ULMA

Currently many of our Human Resources departments are fully engaged in a task that worries and concerns all of us. This task is: recruiting and retaining talent. For this reason, in this face to face, we have concluded a series of interviews with the heads of HR of our businesses to ask their opinions and get them to tell us, in terms of the group as well as within their own business, how they are experiencing, on the one hand, the need to recruit and attract talent, and on the other, developing the personnel that are currently employed with us.



“The ability to attract talent requires more than just offering a good salary”

NEREA BURGOA.
Director of Personnel and
Communication Management at
ULMA Piping

“ What is the current need of ULMA Piping in terms of the subject in question; is this a priority for the business?

For ULMA Piping the Personnel Management strategy is focused on challenges such as: talent attraction and retention, conversations about improvement, employer brand, leadership development programs, implementation and digitalization of human resource management systems and processes, and agile and flexible communication aimed at improving the response as well as the speed with which we handle the present and future business challenges.

“ Talent is the ability and quality that allows people to learn or perform a task in a manner that is brilliant; however, do you think we know how to identify the qualities of each person in the organisation and enhance them? Do you think we should be seeking this talent from within our cooperative or from our local academic institutions?

We are all able to identify the qualities of the professionals we have around us. However, this does not mean we are all capable of clearly naming them. Currently, the main challenge for organizations is understanding what skills our professionals must have in order to overcome the significant challenges we are facing; both as a society and as companies (challenges faced by Industry 4.0, socio-demographic changes and learning methodologies, among others), if we can identify these new capabilities (self-learning, entrepreneurship, collaborative work, etc.), we will become conscious of the importance of incorporating them into

the competencies of our professionals and therefore, our organization will be the first to promote them.

“ How do you value the ULMA Group in this area?

For the ULMA Group, developing personnel, establishment of guidelines applicable to all the businesses, development of projects jointly through the committees and working groups, sharing of best practices, and learning from what has already worked in certain businesses so as to apply it to others are all fundamental for the development of each business.

“ Do you feel you are in tune with the rest of the businesses?

Our businesses have very similar principles, values, and ways of understanding work. This ensures we are all on the same page and creates a remarkable feeling of belonging to the Group.

“ It seems that having a good business strategy is not enough. Instead we need to incorporate a brand and communication strategy that will define us as an employer brand. From ULMA Piping, how would you like to be recognised by your target audience in this area?

The ability to attract talent requires more than just offering a good salary; nowadays, people are looking for an attractive project rather than a company from which to retire; an opportunity with a healthy balance between the professional and personal life; a company culture where feedback and professional development are

encouraged, a place where people want to work. These must be the signs that we send to potential candidates. And if these strengths are also attractive to the people who work at ULMA, then the positive effect will be even greater.

“ Finally, do you think we need to invest more in generating and developing the talent we already have rather than recruiting and attracting external talent? Or is it about finding a balance?

Nowadays, the challenge is twofold; the ability to attract people with skill sets that contribute and complement the existing talent at the organization; but above all, to adapt the existing talent to the new challenges; to ensure their employability. We are going to have a workforce where 4 different coinciding generations exist. This imposes a significant challenge due to the different ways of thinking and working and we must ensure that each generation is capable of transferring its strengths to the others. With this, we will achieve an organization with greater added value.