

# Managing talent, a new challenge for ULMA

Currently, many of our Human Resources departments are fully involved in a task that worries and concerns all of us, which is: recruiting and retaining talent. For this reason, we have conducted a series of interviews with the heads of HR of our Businesses to press 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 hand, developing the personnel that are currently employed by us.



“We try to promote internally so that those persons with a different motivation or those who want to change positions or assume other functions or responsibilities can have other opportunities available to them at our cooperative”

KARLOS PEREZ.  
Personnel Manager at ULMA  
Handling Systems

« What is the current need of ULMA Handling Systems in terms of the subject in question; is this a priority for the Business?

ULMA Handling Systems is a Cooperative that has been experiencing significant volatility in terms of recruitment. The last cycle began two and a half years ago, in this case with historic growth and recruitment, which has developed into a very important need in terms of growth. Additionally, there is a characteristic element of our organisation which is the specialisation and specificity of our profiles in terms of technical level and knowledge. That said, most of the personnel here at UHS have an Engineering profile. The combining of these factors has caused the Recruitment and Retaining of Talent to be an essential aspect and a priority for us. And for greater redundancy, yet another aspect, the internationalisation we have been experiencing these past two years by getting awarded Projects Abroad along with the evolution experienced by our subsidiaries, going from SAT/Commercial resources to also having resources for Implementing Engineering Projects, has required us to learn how to work together with people from other cultures on a daily basis.

« Talent is the ability and quality that allows people to learn or develop an activity in a manner that is brilliant; however, do you think we know how to identify the qualities of each person in the organisation and boost them? Where do you think this talent should be sought? From our cooperative or from our academic environment?

Two fundamental aspects are required in our case for developing the talent of our personnel; the knowledge they may have gained at the Education Centres and the knowledge they must acquire when they begin working at our organisation. To become efficient and operative, on the one hand, the relationship between the Education Centre and the Cooperative must be continuous in terms of defining

the subjects and contents of the training that is imparted at regulated education centres, the aspects that the Cooperative deems of interest and currency of their day to day field work. On the other hand, when a person begins working at our organisation, we identify a senior person of reference as well as a Tutor and also hold a series of periodic meetings between the Universities and the Cooperative to analyse the evolution and progress. With all of this we can begin developing or putting Talents to work creating environments for development, continuous learning, PDCA processes, challenges...

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

ULMA Group is comprised of different businesses, but also different evolutions as well as very particular needs. At ULMA Group there are aspects that impact the entire group, which we work on together in the Personnel Areas of the different Cooperatives. We also work on other more specific aspects between two or three Cooperatives when there is a shared need that must be addressed. Cooperatives have an operability and responsibility towards our businesses and ULMA Group has this in terms of working with our Employer Brand outside our area of responsibility, in society, always in a coordinated manner and by consensus.

« Do you feel you are in tune with the rest of the Businesses?

One of the advantages of being part of a Group with such different businesses is the opportunity of becoming familiar with management methods that are different, innovative or creative and which may be applicable to one Cooperative or another. In our case, due to the shared reality we are experiencing in terms of growth and progression, there is a very good relationship and coordination between the Personnel Areas of the different businesses of the ULMA Group.

« It seems that having a good Business strategy is not enough, that we need to incorporate a Brand and Communication strategy that will define us as an Employer Brand. From ULMA Handling Systems, how would you like to be recognised by your target audience in this area?

This is an area that has been identified on several occasions in the latest dynamics we have carried out between the bodies of the Cooperative in Otalora. One of the challenges in the organisations is not only what to do, but how to do it. We are trying to evolve by implementing improvements, changes or new challenges but are also working on how to implement these in terms of organisation and information. Our evolution is based on the premise that if the aspects that are developing in the organisation are properly accomplished, then personnel in the organisation will be aware of this at all times. And the next aspect is, not only internally in the cooperative but also outward, towards the community and society.

« 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?

In our case and given the cycle we are experiencing at ULMA handling Systems, we are currently focussed on recruiting from external resources since this allows us to recruit the large number of people we need as well as be able to stabilise and distribute the workload and hours between the people that are already part of the cooperative project. We try to promote internally so that those persons with a different motivation or those who want to change positions or assume other functions or responsibilities can have other opportunities available to them at our cooperative. 90% of the positions posted on the cooperative with registered Members have been filled by Members, and as a result of the period of growth we have been experiencing these past two years we have published a total of 80 job offers, which have been very interesting opportunities.