

Talent management, a new challenge for ULMA

Currently, many of our Human Resources departments are fully involved in a task that concerns and occupies us all; talent recruitment and retention. We are therefore starting a series of interviews with the HR managers of Our Business to gauge their opinion and get them to tell us how they operate together, at Group level and in their own business, on the one hand to address the need to capture and attract Talent and, on the other, to develop talent already existing among our members and workers.



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AITOR GALDOS.
ULMA Construction Director
of People

“ What is ULMA Construction’s current need in relation to the issue that concerns us? Is it currently a priority for the Business?

Certainly, it is a priority. We have more than 2000 people involved in this project and for this Task we have gathered that in our social-business project we want to ensure that people are satisfied and developed. That is why Developing People, recruiting the best professionals and Managing Talent are part of our DNA. Our challenges are in constant transformation, and we need the people that are already employed at ULMA Construction as well as those who have yet to come, to be prepared to respond to these challenges and therefore to move in line with the Mission of our Cooperative.

“ Talent is the capacity and quality of a person that enables us to learn or develop an activity brilliantly. But, do you think we know how to identify the qualities of each person in the organization and leverage them? Where do you think this identification should come from, the cooperative or our academic environment?

Identifying and promoting the talent of the people who are involved in the project, is the responsibility of the company, of ULMA in our case. It must start from the concern of the worker-partner, from the monitoring of the line manager and from the work of the Personnel Department. The Personnel Department has to put the necessary processes in place to achieve this and also to guarantee that it is not a mere statement of intent.

By this I don’t mean that we should ignore what the academic environment says - quite the contrary. We have to stick close to it, to communicate the needs and challenges that we face as companies as clearly as possible. Likewise, we need first-hand knowledge of the motivations that drive new generations in relation

to their recruitment and subsequent development.

“ How do you assess the contribution of the ULMA Group in this area?

I think the contribution made by the ULMA Group is very positive and highly valued wherever we are present. The impact on Oñati and Debagoiena is beyond doubt and the same can be said about the province and Euskal Herria in general. We could say the same about our presence in the rest of the State and in all the countries in which we operate. Personnel development, professional and personal growth at ULMA, go hand in hand - we are convinced of that and it continues to be our top priority, to leverage existing talent within ULMA, by combining it with the new blood that equips us to respond to the challenges that we face.

“ Do you perceive a synergy with the rest of the Businesses?

We are well aligned with all the Businesses of the ULMA Group. With completely different situations and needs, but with the same objective in relation to Talent Management. The Directorates, the Bodies and all the Personnel Departments of the different Businesses of the ULMA Group share analyses and we’re all moving in the same direction. Strengthening the employer brand, facilitating promotions across the different Group businesses and prioritising the development of existing talent among the nearly 5,000 people that make up this great project.

“ It seems that it’s no longer enough to have a good business strategy, but that we must also incorporate a Marketing and Communication strategy to define us as an Employer Brand. From

ULMA Construction’s perspective, how would you like to be recognized by your target audience in this area?

As a socio-business project that works in the construction sector. A common workspace, where people can develop their technical and human capacities. A company that lives and is characterized by the values that we espouse; that together we are able to compete in a field of play in which, by volume, we might often not be in the game, but with the conviction that David can beat Goliath “asmoz eta jakitez” (ingenuity and know-how). And this is part of our origin and continues to be a growing value both for competing and for attracting talent in socio-business projects such as ours.

A community, like the Basque community, with scarce material wealth, but with a sense of community, based on the Auzolan, has been able to generate a human and economic development that is unparalleled anywhere else on the planet. This is a calling card that, I think, is very attractive today, both for those of us who are involved in the Project and for those who will come in the future.

“ Finally, do you think we should prioritize the generation and development of the talent that we already have rather than attracting and recruiting talent from outside? Or is it about achieving a balance?

The key is to achieve a balance. We cannot neglect the wealth of talent that we already have but nor can we turn our backs on those coming from other companies, the university world, the field of professional training, etc.

We must empower, train and promote the people of our businesses and, at the same time, we must be able to convey the attractiveness and reputation of working at ULMA.