



Managing HR in “interesting times”

Andrea Crivelli
Elettra-Sincrotrone Trieste

Managing HR in “interesting times”



Peak of workload / Crisis
&
International mobility

“Interesting times”

- **NO interesting times:**
 - “business as usual”
 - Gradual growth
 - Time to plan
- **Interesting times**
 - Radical changement of management
 - Sudden increase in workload (with no assured continuity)
 - Market or financial crisis
 - Need for rapid (and painful) decisions

Peaks / Crisis

- **Sudden increase of workload:**
 - New projects,
 - Unexpected increase of orders,
 - No guarantee of continuity
- **Risks:**
 - Anxiety and pressures from top management or "production"
 - Making hasty decision
- **Tools:**
 - Recruiting and hiring or temporary employment
 - Using people coming from other Institutions: Secondment (→in)
 - Whole areas of work committed to outside organizations: Outsourcing
- **Lack of funding**
- **Lack of orders**
- **Conclusion of major projects**
- **Tools:**
 - Reduce the staff
 - Send people to other institutions: Secondments (out →)
 - Whole areas of work committed to external organizations: Outsourcing

Secondment vs. Contract management

- The Secondment corresponds to a model in which the Company intends to maintain a strong relationship with the person, so working abroad is also a step for professional growth.
- The business model for Contract Management is similar to an engineering company that works and lives on the basis of contracts which can earn. Requires an organization to do marketing, "business", recruiting.

“Three pillars”

SOCIAL SECURITY

**Guarantee the
basic needs**

**Social security
public
institutions**

SUPPLEMENTARY PENSION FUNDS

**Protection of
standard of life**

Pension Funds

PRIVATE PENSION FUNDS

**Satisfy more
requirements**

**Private
insurance
companies**

IORP

- The IORP is an instrument provided by European legislation (Directive 2003/41/EC)
- It is a financial instrument
- Does not affect national laws on tax, labor and social security
- The sum paid in the individual countries according to the internal rules of each
- Funds are transferred to the management based in an EU country and governed by the rules of that country.

“Communication, communication, communication”

- *If you have a vision and you expect your people to run with it, but they don't properly understand it, you're probably going to fail.*
- *Not communicating clearly bring out the worst in people*
- *You must keep your messages very clear: very digestible simple terms, easy to remember and to understand. And then repeat, repeat. Be boring.*
- *Sometimes, extremely capable leader just stop to listening... eventually they self-destruct*
 - *“Herding cats” by Garret and Davies -Triarcy Press 2010*

Something to be Superman?

After many years of studying economics and psychology, after years of thinking about economic and human, resources management, I am increasingly aware that running a business is not something to be Superman but by serious people with common sense, by those who have desire to work by taking the weight of their responsibilities. The real problem is that it seems easy, but it is not at all. So we prefer shortcuts to highways. And this can sometimes be convenient for the individual but certainly it is always detrimental to the community.

Paolo Iacci Editor HR on line