

THE PEOPLE FACTOR - FINAL PROJECT BEST PRACTICES FOR HR

By Héctor Orellana

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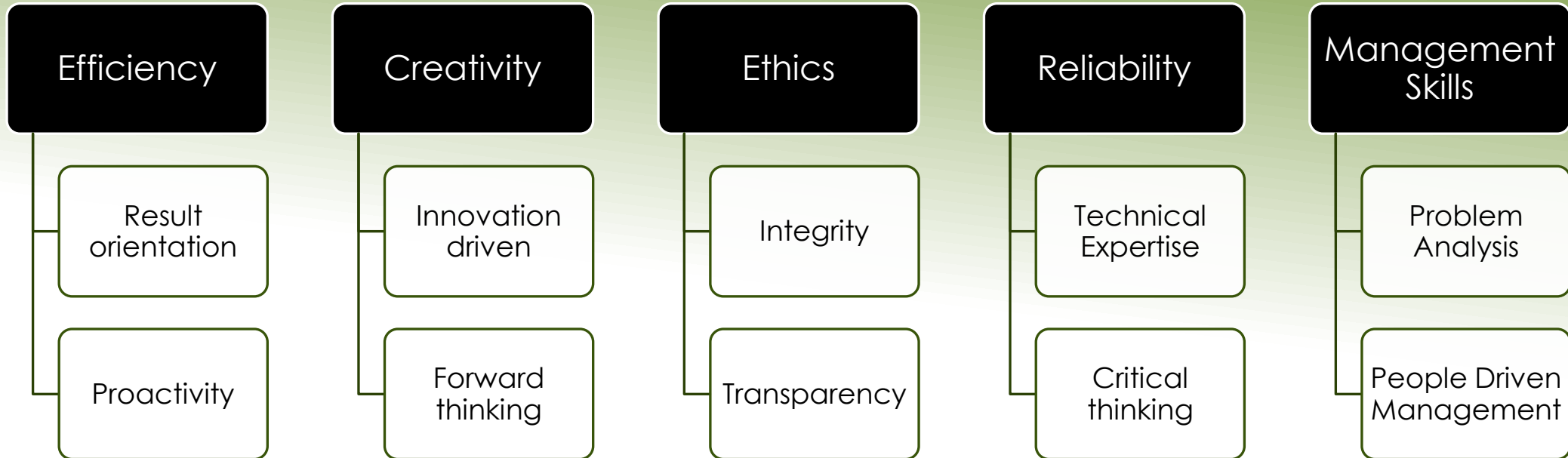
LIGHTNING
eMOTORS

- Based in Colorado,US
- Produces Electric Vehicle fleets
(Medium and heavy duty)
- Started in 2008 with hybrids
- In 2017 they switched to electric drive trains
- Zero-emssion
- Business focused on partnerships



SELECTION

Company's key Competencies



Hiring process: Asses cognitive ability with problem/solving tests. Technical questions related to the industry and market can be used along with practical tests on engineering, mechanics or management.

A trainee program can help acquire loyal employees that can develop with the new market as it expands. And it can attract graduates in the scientific fields (Engineering, Data Science,etc..) , these candidates are highly demanded.

QUALITY OF LIFE

Stress Control

- Pressure in rapid innovative markets like EVs can be high
- Tasks should be clear and reasonable in workload
- Make sure work hours are within the range

Motivation

- Involve employees in decisions
- Remuneration should match the workload and consider the expertise for each role
- Make the projects challenging (Constant innovation)

Environment

- Check on the workers' mental health
- Capable HR department to resolve problems and ensure employees are comfortable
- Strive for a healthy friendly environment
- Diversity

HIGH PERFORMANCE TEAMS

- **Set objectives for the business, along with goals for the team. SMART objectives.**
- **Make all roles relevant, allow decision making. Tasks should be thoroughly defined and assigned.**
- **Ensure communication between team members is broad, having all team members on the same mental orientation for reduction of mistakes, misunderstandings and conflicts.**
- **Give the team the tools to work efficiently, technology and techniques.**
- **Give feedback, if one employee makes a mistake you should acknowledge it. However, if someone is doing a good job they should be told so as to motivate them.**
- **Ensure that the team is supported when it comes to their personal well-being, when someone feels supported, they will continue to do a good job.**



RETENTION

- Good benefits (Salary, quality of life, work hours, etc.)
- Facilitate new knowledge, this can be done with courses , in the case of Lighting eMotors the content could be based on engineering or data science.
- Involve the whole team, focus on communication and allow flexibility.
- Encourage self development in different areas
- Development programs can be imparted on relevant topics for the industry and also on soft skills. The EV market is a fairly new one and innovation, critical thinking or creativity are needed.
- Peer assessment and feedback on employees is a good way to keep people focused on achieving good results and motivate them. Also bad behaviors need to be addressed.



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