

People & Capabilities

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1. Methodology - High level assessment of HR topics

This standard has 2 main objectives:

- To brief leadership team on P&C intention and workplan
- Create of a heatmap and high level assessment of the site using existing HR data to support priorities identification

In order to reach these objectives, the following **tools and solutions** are provided:

- Template presentation for leadership team briefing and kick off HR stream
- Template & guidance interview with site HR
- P&C Heatmap & High level assessment
- Debrief Heatmap & High level assessment

Applying this standard will lead to **potential impact** along clear KPIs:

- Increase engagement rate (e.g., feeling satisfied / proud)
- Increase talent Attractivity
- Promote Workforce diversity
- Improve site structure & sizing

In order to apply this approach, a **few elements are required**:

- A vision and strategy of the site (This is a Workshop run for the entire StarFactory program)
- The cooperation and data availability from the local HR Team (to ensure alignment)

2. Site Talent Attractivity

- The goal of this standard targets Site HR, Talent Attraction & Sourcing team, Hiring Managers (on demand), DE&I representative to address challenges related to talent attractivity surfaced at site level i.e.,:
 - Recruitment challenges (time, volume, etc.)
 - Site attractivity (lack of applications, etc.)
 - Use of traditional sourcing channels
 - DE&I (Diversity, Equity & Inclusion) improvement need

To achieve this goal, this standards will support its user to Establish a talent & attractivity room to:

- Accelerate and improve talent attraction (cadre and non cadre)
- Reinforce partnership with site's ecosystem
- Enhance DE&I

Many prerequisites are necessary to follow standard's approach:

- Talent Attraction, DE&I information for the site included in the heatmap.
- Cooperation and data from the local HR Team so all are aligned from day 1
- List the current recruitments and macro view on the future needs with priority level
- List of the current sourcing channels
- List of the DE&I site actions
- Mapping of the site ecosystem
- Collect EVP site materials

3. Capabilities & learning journeys

The objective of this standard is to Identify capabilities needed for the Star Factory roadmap implementation. The solution provided by this standard is divided into 3 elements:

- A fundamental training is given: the objective of this training is to provide you an overview in key topics in your learning journey inside the Star Factory Program. We will cover in this training different modules: Star Factory, HSE Basic Requirements, Solvay Life Saving Rules, Introduction to Sustainability, Overview in Digital Foundations and Operational Excellence & Lean Foundations.
- Organization of workshops with site team to deep dive into the needs and expectations of the Site that will lead us to the roadmap, and to prioritize capabilities once roadmap has been drafted
- Impact evaluation - link between capabilities building and actions included in the roadmap

Following this standard enables capability development supporting value creation and improving retention, talent attractivity and people development.

A few elements are required before launching such procedure:

- A long term vision - people development is not a quick win.
- Flexibility to adapt the journey in accordance with the site needs

4. Operating Model

The goal of this standard is to optimize the current organizational structure to fit the purpose of global project and site vision and strategy. This is done following the solution below:

- Design Operating Model adjustment or transformation that are necessary to reach the strategy and ambition stated
- Start by presenting the opportunity of a new operating model to assess appetite and opportunities

Following this standard will provide the plants with a few elements:

- List of Resources
- Detailed analysis organization As-IS
- Tools used by other streams
- People impact dependant on vision of site
- Other streams impact with OM connected to the ambition of the site

Some elements are required to put this in place:

- A clear site strategy and ambition
- DILOs, systems, culture, organization assessment ("as is" situation)
- Identification of "what's painful", "what is not working well", "what are the disconnects" (DILO type)
- Open to opportunity in order to learn
- Connection with other streams to build the as-is scenario

5. Culture and Mindset

The goal is to prepare the site to understand and make the leadership cultural and mindset transformation that is required to support future changes and make them sustainable.

The standards will support its user to:

- Run an awareness session ensuring all stakeholders are fully briefed on the process and understand why leadership culture and mindset is important
- Conduct an analysis of current culture. A full cultural and leadership assessment plus a survey of Solvay partners and the site leadership team along the 5 cultural dimensions
- Debrief the analysis with the leadership team, identifying the areas to improve and the strengths to build on
- Generate ideas for the desired cultural transformation
- Create a concrete action plan

Following this standard allows for effective change management, increased employee engagement and improved retention as well as the development of change readiness assessment for understanding what will help us move forward and hold us back.

Some elements are required to put this in place:

- An absolute commitment and willingness of the leadership team to initiate changes must be assessed and confirmed prior to activation
- A "change team" made from a diverse group of site representatives (including LT members) is essential to co-build the changes and ensure regular contact with LT.
- Site partners / influencers should also be considered in the change process and identified with a stakeholder mapping activity

Navigation tree

[Expand all](#) [Collapse all](#)

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Key Documents:

- [Vision workshop](#)
- [Interview with site HR](#)
- [Heatmap & high level assessment template](#)
- [Brief on HR stream](#)
- [Operating model framework](#)
- [Workshop - capabilities needs](#)
- [Data gathering sheet](#)
- [Action tracking sheet](#)
- [Back to basics Talent attraction and learning process](#)
- [Workshop 1 -Key people & development opportunities](#)
- [Workshop 2 - DEI](#)
- [Workshop 3 - Attractivity](#)
- [Workshop 2 -Talent attractivity \(sourcing, DEI & EVP\)](#)
- [Culture & Mindset Awareness session](#)
- [Cultural diagnosis template presentation](#)
- [Culture & Mindset idea generation session](#)
- [Culture & Mindset Action plan session](#)
- [Template for recording diagnosis participants](#)

Standard Synthesis One Pager:

- [Capabilities page](#)
- [Operating Model](#)
- [Talent Attractivity](#)
- [Culture & Mindset](#)

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