

## HR Process Management – Growing shadows over the Photovoltaic industry?

According to PHOTON, the leading journal for the photovoltaic industry, the worldwide production of solar cells grew by nearly 70% in 2007, up to 4.28 Gigawatt. For 2008, a production volume of 8.53 Gigawatt is expected. This would mean a growth of about 100%. It seems as if there are no clouds appearing at the horizon so far, as the production volume of solar cells expected for 2010 are 23 Gigawatt.

Sunny perspectives for all persons employed in this industry, estimating that each more Gigawatt means a plus of 4,000 jobs at least. But are the perspectives for the employers and their HR departments as sunny, too? Our answer is a "Yes, but ..." Looking at the growing needs for qualified personnel especially at managing and at engineering levels, there might arise some bottlenecks in relatively high developed and still strong growing European PV markets, like in Germany, but overall, we don't see the lack of managers and/or engineers as such a big issue yet. It is solvable: with a strong process management, within suitable structures.

That's where we put the question marks: Do the business processes in general and the HR processes in special fit to a fast growing organisation? Do the structures always follow the processes? Is the organisation prepared for the challenges which will come, sooner or later?

Many of the PV companies have been growing rapidly during the last years, but not all of them did grow up already. An innovative, "aggressive" Marketing & Sales organisation, preparing the company for the price and market share battles of the future: hardly to find. A Management system based on effective controlling tools: not often implemented. And an HR department which is respected as business partner of the General Management and the different units: ???.

In such a fast growing, continuously changing environment, an HR department has to define proactively and offensively its role and its processes, especially with regard to its recruitment activities. The search for the best available talent will win who achieves first to establish a convincing employer branding strategy and who is the quickest in the operational handling of the complete selection and hiring process.

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