

## Exploration of some of the 7 concepts identified as constituting a “circular” HRM

**Business case : SPB GLOBAL CORPORATION, SL (Spain)**

**Interview : Ana Isabel Talens Monzo, Health and People Director at SPB GLOBAL CORPORATION, SL**

Date of interview : 7th July 2020

### **Context**

SPB Global is a company dedicated to the development of household cleaning and personal care products, both in-house and as a supplier.

They have more than 40 years of experience in the chemical sector. What started as a small family business has become a national benchmark and a global company on a par with the main players in the international market.

Integrity, honesty, rigour, proximity and communication characterises their work. Working with passion, committed to society and the planet.

They create and link ideas in search of the one that allows them to add value.

### **Concept 1**

**The design of ‘work practices’ and ‘work spaces’, emphasising maximum positive impact on a worker during his/her employed experience**

The SPB team is made up of 400 employees, in addition they have a group of more than 40 experts from different fields dedicated to the management of R&D.

Because their product and their business, like their employees, are in constant evolution, every year they plan the motivation of their employees and work on policies that guarantee a Healthy Company Model.

At SPB they want to be facilitators of actions and tools aimed at improving aspects such as food or healthy lifestyle, as well as equality and work-life balance.

SPB has designed a transversal and strategic project in which each person is an agent of their own health and well-being. This philosophy permeates every area of the company and has been set out in SPB's philosophy.

Their wellness Programme involves all departments of the company, forming an active part of their strategy. Training in areas such as health, nutrition or sport helps them to improve productivity and achieve a positive impact both inside and outside the company.

At SPB they are a pluralistic, protective and flexible team that works constantly to increase the quality of life of their employees beyond their work in the company.

Their work-life balance Programme is designed by and for the employees, where each one applies the good practices and can contribute with new proposals.

In relation to teleworking, all those workers who can carry out their work at home, can do so, with the appropriate means provided by the company. And in relation to flexibility, they have an important improvement that consists in the adaptation of the working days according to the needs. In this way employees can manage their own schedule, knowing that they have to comply with a series of hours and jobs, but with the ease of adapting to their own needs.

The office work spaces are open to encourage dialogue and communication, something else is currently in production, designed according to the products of the company, but adapting all the working conditions to the workers. To this end, they carry out constant risk assessments of the workstations and ergonomic studies to evaluate the existence or not of an ergonomic risk that could affect the health of the workers in order to try to eliminate or mitigate it.

## Concept 2

**Processes for understanding and responding to workers' needs in order to optimise their redeployment within the company.**

From the incorporation of a new worker, SPB works to achieve an ideal accompaniment and listen to their needs.

In some cases, new employees are not sufficiently prepared to deal with the tasks and roles of the job without the help and direction of others; for this they are assigned a senior worker to accompany and guide them in this first stage. From the company's perspective, for new workers to start contributing to the organisation's objectives, they need activities orientation and socialisation to help them feel as comfortable as possible with their new colleagues and task.

At SPB, from a company perspective, it is clear that **career planning reduces the time needed to fill vacancies**, assists in planning (preparing employees for renewal or retirement), identifies those employees with talent and this provides all workers the opportunity to discover their professional goals and develop plans to achieve them.

The Directorate of Health and People's Affairs promotes **specific technical training for women** in order to provide them with skills that allow them to perform a variety of tasks and enable them to rotate between the different existing positions, for example for electromechanical work, where we encourage a female profile, through training courses, etc.

### Concept 3

**Support for the reintegration of a worker so that, after a period of leave or illness (short/long term), he or she can continue to be employed in his or her original function or in a new function within the company.**

After an absence from work for health reasons or an accident at work, the first thing they do is for the Health Service to talk to the worker himself or herself to detect and find out the psycho-physical conditions in which he or she is, and whether he or she can join them with full guarantees and without restrictions, or if not, to make some adaptation to his or her job, either physically or organisationally. From this point onwards, it will be necessary to see what the worker needs, more flexible hours, adaptation of furniture, etc. This type of adaptation is made at the request of the health surveillance doctor or the prevention technician himself.

Once the worker informs them that they have been discharged, they are given an appointment for a return to work medical check-up, especially when the leave has been long.

If, after evaluating the worker's situation at the time of his/her return, it is detected that he/she has experienced changes in some aspect, whether physical or mental, it will be essential to establish an action plan to facilitate his/her adaptation. Their aim is to:

- Get him to adopt a positive attitude towards returning to work
- To ensure that he/she regains their autonomy in their work
- To restore their maximum physical and mental capacities
- to ensure that they perform tasks appropriately to their abilities as individuals.

### Concept 4

**The mentorship of a worker who is considering leaving the company**

For SPB, mentoring is the most effective way to transmit the values of the company, its culture and at the same time accelerate the development of performance. In their case, when a new person arrives, the company is assigned to a worker with experience in their field of work that is in charge of facilitating and accelerating their incorporation into the organisation. They are helped to get to know the culture, values and internal processes, as well as to establish the necessary network of contacts.

## Concept 5

The categorisation of workers' qualifications, with the aim of planning and implementing strategies centred on the individual and enabling the optimisation of the set of skills identified in the company's ecosystem

SPB has 4 basic pillars:

1. Develop talent, and therefore they promote learning, communication and in many cases change within the structures of a company
2. Motivate their team and they do so by providing a positive work environment, helping them to grow professionally, giving them options for professional development and managing welfare at work
3. They try to create a positive atmosphere, which makes them have an absenteeism and rotation rate below the sector and finally
4. They promote the integration of health and welfare in all activities of the company, they perform a psychosocial assessment to all employees, which also evaluates the skills, mismatches, motivations, stress at work. All this is done with the help of their Prevention Service.

Their policy is not to take age or gender into account when recruiting, and they sometimes expertly seek out people over 50 for specific assignments. They have 4 different generations living together in the company without any problems.

## NOTA

*The other concepts identified as part of the project (prioritisation of human-centred rather than contractual strategies and worker's transition to the (external) labour market) appear to be less relevant in the specific context of the transformation.*