

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

## Business Case: NFQ Technologies (Lithuania)

**Interview:** The interview is attended by the organization’s human resources specialist.

Date of interview: 20th April 2020

### Context

Founded in 2002, NFQ Technologies is a company active in numerical innovation. It implements projects in areas such as digital engineering and product development, company digitalization, Business Intelligence and data science, and also provides IT services and consultancies for companies’ active in different fields. It employs more than 600 persons and is active on three sites (Kaunas, Vilnius, Šiauliai).

### Concept 1

The configuration of **work practices and workspaces** for maximum positive impact on workers in their work experience.

#### **1. Opportunities for training, skills upgrading or requalification**

« We see learning as a long-term process, not a specific event or a training program. Learning includes learning from colleagues, learning from new challenging tasks assigned, job function development, from internal training, external training, e-learning platforms, and so on. Each employee has a “training basket” (financial resources allocated for their learning), and up-skilling/re-skilling is implemented according to their career development plan. »

#### **2. Provisions and practices to promote the well-being of workers**

« Our goal is to ensure supportive environment and their high involvement. It is a long process that begins from the first conversation employing the person. Our practices are:

- health insurance;
- annual employee engagement survey;
- office space advancements and arrangements (lounge spaces with football tables, gaming consoles);
- office perks and company events. »

« I would like to highlight that we permit remote working constantly (not only during this particular quarantine period). Also, we apply a flexible work schedule (with flexible working hours). »

## Concept 2

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

« For the performance appraisal, we run interviews every quarter. Interviews are run by the employee and the manager. The main objectives of this interview are:

- to provide feedback about task performance and discuss challenges;
- to coordinate the following career development plan;
- and to set new goals.

Main job positions have already predefined minimal requirements for certain skills and competencies for every level of seniority. »

« Managers together with the staff members are responsible for this process. As I have mentioned before, almost all positions have clear minimal requirements for certain skills and competencies. Based on that we can put forward their career development plan and identify areas that still need to be improved. »

« In our offices, employees have their personal working zones, but we also have common spaces where employees can work in teams, or just change their environment for an inspiration. We also have silent zones for tasks, requiring deeper concentration. »

## 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.

« We do not have a formal reintegration process. Managers support each of the employee individually. »

« The manager keeps in touch with them. Employees also receive a quarterly company communication "magazine" with all the latest news. »

« We do not have formal tools for precise situations. Anyway, annual employment survey or quarterly interviews is safe and secure place to discuss possible challenges, discuss any reasons of absence and if any support is needed. So far, we had too few longer periods of leave. Usually, managers are responsible for smooth reintegration. »

## Concept 7

**Supporting the transition of a worker into the external job market** where a worker is no longer meeting the requirements of their current contractual obligations

« If it is an employee initiative, then we try to ensure that the last days in the organisation would be as smooth as possible and all necessary support would be received from the manager. An Exit interview is conducted. A survey is also sent with a request to assess whether all the required support from the manager has been received during that period. If it is an employer initiative, we support them with new job search (Outplacement service). »

## Concluding remarks

« Main challenges:

- every employee is unique and have very specific needs, approaches. It is a huge challenge to fit them all with one strategy or tool;
- we found the designing of a career system challenging - selecting criteria so that it is not too specific and not too abstract;
- sometimes the priorities of employees change very quickly, and they lose their focus. External motivation is not so easy;
- great challenge is leadership development;
- competition in the market increases salaries and fringe benefits our company can offer. »

## NOTA

*The other concepts identified as part of the project (mentoring, prioritization of human-centred rather than contractual strategies, transition to the job market) appear to be less relevant in the specific context of the transformation.*