

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

## Business Case: Peikko Lietuva (Lithuania)

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

**Date of interview:** 14th May 2020

### Context:

“Peikko Lietuva” belongs to the international “Peikko group”, which provides a wide selection of concrete connections and composite beam for pre-cast and cast-in-place solutions in a wide variety of applications. “Peikko Lietuva” was founded in 2006 and now employs around 321 skilled workers.

### 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**

« I would like to start with the fact that the organisation has a very strong focus on employee competencies. Quality is very important for the prosperity of an organisation, and it is not possible to ensure it without proper competencies and continuous improvement, so education of employees is one of the top priorities. Opportunities to learn and improve are provided for both production and administrative staff, besides, we have responsible person for internal trainings organisation. Recently we have received financial support for training organisation, even though our company allocates our internal funds for such training organisation. So, education in the organisation is a continuous and uninterrupted process. »

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

« I will start with the fact that our organisation has a human resources department. Organisation has focused professionals whose mission is to ensure the well-being of employees (motivation, involvement, education) in the organisation. We try to take care of the employee’s well-being from the very beginning in the organisation. We believe that proper adaptation of the employee is a very important aspect. We use a variety of motivational and engagement measures. For example, it can be various gifts, company attributes or just attention if needed.

For new employees: we have a tradition to issue an article about a new employee (internal company magazine) or breakfast with a human resources specialist so that the employee can discuss work matters, challenges and needs. In general, we

organise interviews after a month, after three months, to find out how the employee is doing.

For all employees: we organise various events to strengthen the team spirit and to promote friendly organisation culture. We provide insurance against accidents, both at work and at home. Employees who achieve good results are appreciated - they are given a trip to Finland. We also conduct annual job satisfaction survey. It helps to find out the weaknesses of the organisation in terms of employee involvement, motivation, satisfaction. » « The organisation offers the opportunity to work from home. It can be used if certain unforeseen circumstances arise. The problem is that not all employees can use it because of their job functions. For example, production staff cannot work from home because they do not have safe working conditions and equipment at home. »

### Concept 6

#### The prioritisation of **human centred optimisation** over contractual obligation

« In case there is an interim gap in contract, we do the following to manage talents across or between projects:

- we are looking for another project,
- we offer the employee to learn and take another position,
- we arrange a common meeting to discuss future collaboration/employment perspectives. »

« We have a common database that employees can access beyond the office. The organisation has invested in computer equipment that employees can use in a variety of locations. We also have internal co-working spaces. But as I have mentioned before, we cannot offer flexible working opportunities for everyone. »

### 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

« We have a common database that employees can access beyond the office. The organisation has invested in computer equipment that employees can use in a variety of locations. We also have internal co-working spaces. But as I have mentioned before, we cannot offer flexible working opportunities for everyone. »

« We don't have formal process for the transition into external job markets, but we try to provide support for the employees we are capable to. »

### NOTA

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