

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

Business Case: Edukacinės sistemos - tutoTOONS (Lithuania)

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

Date of interview: 11th May 2020

Context

“Edukacinės Sistemos” (tutoTOONS) is a studio dedicated to the development and publication of creative games for 3 to 12 years children, available on Google Play, App Store and Amazon. These have the vocation to encourage children’s creativity, to stimulate their imagination and to help them discover the world. Launched in 2014 as a small start-up, the company underwent a rapid growth and operates in three countries. It employs approximatively 70 people.

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 are very happy if the employee himself shows a desire to improve. Of course, we also report various opportunities for improvement. Thus, the employees can choose what is relevant to them, what they want to know, what to learn. We represent an industry where that knowledge is changing very fast, innovations are constantly emerging. For this reason, we organize trainings both internally and externally. We think this is a great investment. »

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

« Employees and their knowledge are the assets of the organisation. Therefore, the well-being of employees in the organisation is a priority. We provide learning opportunities, in addition, we strive to create a cozy, modern and comfortable work environment. What is more, we provide the opportunity to work remotely depending on the circumstances and situation. We do not encourage all employees to work in this way because we believe that teamwork and collaboration spirit might suffer. Sometimes we have projects that are much more convenient to manage and administer in dynamic (physically flexible) co-working spaces. Co-working spaces provide an opportunity to communicate and exchange ideas much more in-

tensively. For this reason, we sometimes change our permanent place of work and travel to such spaces. By changing the work environment, we also avoid routine. »

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 return to the office, our team members are usually assisted by colleagues who work together, as well as assisted by a department head. The heads of the department familiarize with recent changes, what are current goals, offer to attend trainings (and support with re-adaption in the workplace. We try to gradually introduce the employee to the rhythm of work, and not to leave him alone. Both heads of department and the human resources specialist try to support through mentoring the reintegration process.

During the period of absence, we inform the employees about the most important changes in organisation. All members of the team are invited in all formal and informal gatherings, events. »

Concept 6

The prioritization of **human centred optimisation** over contractual obligation

« The majority of employees are long-term employees. But currently we have 4 short-term team members who are employed for a period of 3 months to work on a specific project. If any employee demonstrate talent, passion we usually offer a permanent position. »

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.