

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

Business case: Gorska Water (North Macedonia)

Koding Gorska Company was founded in 1987 and initially worked as an enterprise in the construction sector. The water bottling plant and beverage production started in 2004. Koding started production and distribution of Gorska water in 2005. The water bottling section of the company is located near the springs in the village of Konopishte, N. Macedonia

Interview: Kristina Stoickovska, Person responsible for Human Resource Management

Date of interview: 15 May 2020

Context

Koding Gorska is a medium enterprise that works with water production, non-alcoholic beverages and alcoholic ones - wine and beer. In September 2013, it received the International Star for Quality Award - Platinum award. It also holds an international Certificate “ISO 22000”, and ISO 14001:2004 environmental management system. “Our aim is to be a market leader in the country and wider, bringing the quality factors and aspects of the environment and human life together in one integrated management system which strives towards sustainable economic growth and continuous improvement of the quality management system.”

Concept 1

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

Emphasising maximum positive impact on a worker during their employment is done through the design of different work practices and work spaces. The first such practice is providing up-skilling and re-skilling opportunities. When it comes to up-skilling and re-skilling opportunities provided for the employees, Gorska as a company focuses on providing internal trainings. Moreover, the company makes use of outsourced trainings from other, international companies, such as PricewaterhouseCoopers, DETRA centre as well as Buzz, that specialize in those particular kinds of trainings.

As for employee wellbeing, Gorska focuses primarily on performance motivation based on the annual budget, which in its essence is a system that rewards the highest earning employees in a calendar year. Gorska takes advantage of the advancements

in technologies such as online sales, online information transferring, and social media and smart applications for remote and teleworking. Though the company doesn't have physically flexible co-working spaces, it relies heavily on flexible working hours and an open-door policy for every employee.

Concept 2

Processes of understanding and responding to the needs of workers to optimize redeployment within the same company

Optimisation of the redeployment within the company is done via processes of understanding and responding to the needs of the workers. One such example for Gorska are the anonymous notes written by the employees, that focus on their own perception and evaluation of the working environment. When it comes to employee review processes, the company has regular dialogues about the employees' capacity, as well as group meetings that evaluate the achieved results.

The company's structure consists of top management, middle management, distribution and merchandising, but it does not include a proactive HR training.

Concept 3

Supporting the reintegration of a worker so he/she, following a period of leave (short/long term) can continue to be employed in his/her original function or in a new role within the same company

If an employee finds themselves needing a justified leave of absence, they request it in a timely manner from their supervisor so that a proper replacement can be found. The absent employee is consistently in touch with the replacement, as well as their supervisors so that their return and reintegration can be organised. "Because every employee in the preparatory phase or newly employed process, in the beginning is given work tasks and responsibilities, which he/she will skilfully apply in the future." Says Kristina Stoickova, the person responsible for Human Resource Management in Gorska.

Concept 4

The mentorship of a worker who is considering leaving the company (e.g. due to retirement, or the completion of a project) to apply their skill-set in a different role within the company (e.g. proactive use of skill set prior to retirement, or re-orient skill set to a new project)

There are several different mentorship methods inside the Gorska hierarchy.

The mentorship process within the upper echelons of the company is strategic and methodical, and it is learned through practical examples of direct sales skills, communications, negotiations, and concluding contracts. Whereas the mentorship

process in the operational-distributive sector is much quicker and simpler. All the mentorship resources are allocated through the Human Resources department, which has the responsibility of choosing the new working positions, and determining the necessary qualifications, as well as suitable mentors for the employees.

Concept 5

Categorising the skill set of workers with a view to planning and implementation of worker-centred strategies that optimize the categorised skills sets within a company ecosystem

Implementing worker-centred strategies that optimise the categorised skills sets within the company ecosystem is primarily done through skill assessment.

The employee skill assessment is a formal process based on digital software tools, which contain different criteria set by the company. When it comes to hiring employees, the company's biggest priority is determining the candidate's motivation and desire for the job, after which the talent and capabilities are taken into consideration. Diversity is another dimension being taken into consideration in the hiring process.

Concept 6

The prioritisation of human centred optimisation over contractual obligation

According to Kristina, it is a company policy to have precisely determined goals and duration within the contract, because it simplifies the process for all parties involved. When it comes to flexible working, the company is currently focusing on pre-sale, which is executed through defined route lists, regular visits and dispatch. The entire process is online, enabling the employees to manage their own time, which in turn provides for flexible working hours.

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

The Human Resources manager assures that there is no issue with worker transition because the company has built an open relationship between the employee and the management. The company also provides regular trainings because it focuses on using every opportunity for promotion and development. "The career and development processes are a bit more long-termed, because of the experienced learning under mentorship from the experienced employees." Explained Kristina Stoickova.



Concluding remarks

Katerina Stoickovska is interested in applying the circular economy in the HR. As closing remarks to the interview, she said: “It is a big challenge to survive, especially in time of such a crisis - to keep the employees and witness their career development in the company.” Nowadays the conditions are different, and Katerina emphasized that this as a big challenge for every SME.