

HR Management Training

**Good Practices and Digitisation
Concept to Support Human
Resource Policy and Personnel
Management in SMEs**



ESTONIAN
CHAMBER OF COMMERCE
AND INDUSTRY



Izba Rzemieślnicza w Opolu



**Wielkopolska Izba Rzemieślnicza
w Poznaniu**

Introduction



Name

Company

Number of employees

Age and gender distribution

Company Function

Number of years in the company

Temporary employment

Education

Who does HR function in the company

What's the purpose of the REGROW project

The purpose of the project "Recruiting the Young Generation Workforce Innovative HR Management" (REGROW) is on the one hand designed to focus on the recruitment of (young) younger employees, on the other hand there is a broad opening for a general orientation towards innovative HR policies.

- Development of (transferable) practical examples, instruments and digital models for modern human resource management in SMEs, with special regard to younger generations
- Development of practical examples and models for the use of digital tools in the management of human resources.

Program for the days

Day 1

Welcome and presentation
Purpose and program for the days

Focus on Generation Z

Coffee

Personal management strategists
Recruitment

Breakfast

Intro program and onboarding
Personnel Management

Coffee

Case

Day 2

Performance Management
Benefit Management
Personal development

Coffee
Corporate culture
Job design

Breakfast

Mental illness prevention (Stress management)
Health and safety
Labour laws and collective agreements

Coffee

Home Case

Personnel Management and the Generation Z

What human resource management requirements will SMEs have in terms of recruiting suitable trainees and skilled workers?

Dealing with Generation Y and especially Generation Z plays a major role in attracting young people in particular to small and medium-sized companies.

Generation Z in particular (people born around the end of the 1990s - 2010) sometimes focuses on different values with regard to professional requirements than previous generations.

They attach great importance to a healthy lifestyle and have grown up with mobile devices (especially smartphones), which are everyday companions for them, whether in their professional or private life.

What should companies consider in connection with Generation Z?

Uwe Schaumann, Joachim von Kiedrowski

Some information about *Generation Z* from various studies



Important remarks:

- The special needs of Generation Z (born between 1995 and 2010) can hardly be consistently identified for all young people of this generation.
- Some studies tend to contain positive traits (in the sense of socially recognized), while other studies tend to contain negative traits and problems that Gen Z can cause.
- Some results also sound contradictory.



Gen Z*

Today's young people differ from yesterday's.

	<div>B</div> Baby boomer 1940–59	<div>X</div> Gen X 1960–79	<div>Y</div> Gen Y (millennial) 1980–94	<div>Z</div> Gen Z 1995–2010
Context	<ul style="list-style-type: none"> • Postwar • Dictatorship and repression in Brazil 	<ul style="list-style-type: none"> • Political transition • Capitalism and meritocracy dominate 	<ul style="list-style-type: none"> • Globalization • Economic stability • Emergence of internet 	<ul style="list-style-type: none"> • Mobility and multiple realities • Social networks • Digital natives
Behavior	<ul style="list-style-type: none"> • Idealism • Revolutionary • Collectivist 	<ul style="list-style-type: none"> • Materialistic • Competitive • Individualistic 	<ul style="list-style-type: none"> • Globalist • Questioning • Oriented to self 	<ul style="list-style-type: none"> • Undefined ID • “Communaholic” • “Dialoguer” • Realistic
Consumption	<ul style="list-style-type: none"> • Ideology • Vinyl and movies 	<ul style="list-style-type: none"> • Status • Brands and cars • Luxury articles 	<ul style="list-style-type: none"> • Experience • Festivals and travel • Flagships 	<ul style="list-style-type: none"> • Uniqueness • Unlimited • Ethical

Lots of stereotypical descriptions but maybe some realistic views.

McKinsey&Company

Characteristics of Generation Z

Some characteristics of Generation Z*

- ... most ethnically diverse and technologically sophisticated generation
- ... informal, individual and very straight way of communicating
- ... social media is a vital part of their lives
- ... more realistic about their work expectation
- ... a high dependency on the technology and a very less attention span
- ... individualistic, self-directed, more demanding, materialistic ...
- ... very much concerned with environmental issues
- ... have a high sense of responsibility towards the natural resources
- ... wants to be heard independently of their young age
- ... technology is a part of their identity and they are tech savvy
- ... but lack problem-solving skills and have not demonstrated the ability to look at a situation, put in context, analyze it and make a decision
- ...

Generation Z (and Y)

Additional statements of **Gen. Z***

(partly in contrast to Gen Y (born 1980 – 1994))

- **Gen Z has more of an entrepreneurial spirit**
 - 17% of Gen Z vs. 11% of Gen Y wants to start a business and hire others.
- **For Gen Z, it's not about the money ... yet**
 - Only 28% of Gen Z said money would motivate them to work harder and stay with their employer longer, as opposed to 42% of Gen Y.
- **Gen Z prefers face-to-face communication over technology**
 - Gen Z grew up with technology, yet 53% percent prefer in-person communication over tools like instant messaging and video conferencing. (...)

Generation Z (and Y)

If you're the leader, be honest

Take note business leaders:

- One-half (52%) of both Gen Z and Gen Y state that **honesty** is the most important quality for being a good leader.
- The generations agree that after honesty, leaders should exhibit a **solid vision** (Gen Z 34%, Gen Y 35%), followed by **good communication skills** (Gen Z 32%, Gen Y 34%).

Let's talk. In person.

- Contrary to the assumption that younger workers want "**constant connection**" to technology, a majority of Gen Z respondents say they prefer **in-person communications with managers** (51%), as opposed to emailing (16%) or instant messaging (11%).
- The same trend applies to Gen Y: in-person (52%), emailing (18%), instant messaging (11%).
- And few believe that technology actually enhances personal relationships with co-workers (Gen Z 13%, Gen Y 14%).

Technology is a distraction

- Slightly more than one-third (37%) of Gen Z ranked **instant messaging as the biggest work distraction**, followed by Facebook (33%) and email (13%).
- Gen Y reports being most distracted by email (31%), Facebook (28%) and instant messaging (25%).

Generation Z and some questions for companies regarded to recruiting activities



Are we making Generation Z aware of our company with the appropriate (particularly digital) information?

Yes ☐

No ☐

Are the job profiles in our company also suitable for people from Generation Z? (or would they have to be adapted once)

Yes ☐

No ☐

Do we consider Generation Z in our recruiting activities in the company and their expectations of employment?

Yes ☐

No ☐

Do we have suitable, authentic (digital) information from the company that is interesting or important for Generation Z, e.g. lived values, actual leadership culture, dealing with feedback and criticism, consideration of individual needs for flexible working hours, etc.

Yes ☐

No ☐

Are our personnel selection procedures suitable for identifying good applicants from Generation Z?

Today's view in times of a shortage of skilled workers:
Today a company applies to applicants and qualified employees.

Does our company have a personal contact with applicants?

Yes ☐

No ☐

Do we have a recruitment strategy that takes into account the differences between generations X, Y and Z during their

Yes ☐

No ☐

Perhaps the answers to these questions are (partly) decisive for whether or not you can get suitable applicants in today's world.



Reflection on Gen Z:

How do the recruitment opportunities look like in your company?

Are you recruiting Generation Z and if so - what challenges do you have in relation to Gen Z
If not - what is the reason?

Can your company match the challenges Gen Z presents?

Is your company attractive to Gen Z?

Where are the biggest changes in your business to get more Gen Zs to choose your business?



Personnel Management - Strategy

HRM Strategy

The HRM strategy looks at the "big picture" of the company (like an umbrella stretched across the area). It includes planning, management and governance activities necessary to adapt the company's processes to the company's strategy. This also applies to the processes in personnel management.

The essential HR processes are



For all functions and tasks, there are various digital applications that support HR at work and various organizational interest organizations that can contribute with solutions

Personnel Management – Strategy

HRM Strategy

It is important to describe the personnel management's expectations

Objectives Tasks Functions Responsibility

based on the company's idea (vision).

A strategy describes what the company wants to do and what it does not want to do. It formulates ways and means to achieve the defined goals. The clearer the framework for action is described, the more confident those involved can be in their actions.

The figure below shows the traditional view of personnel management and the more modern approach shown in the HRM section.

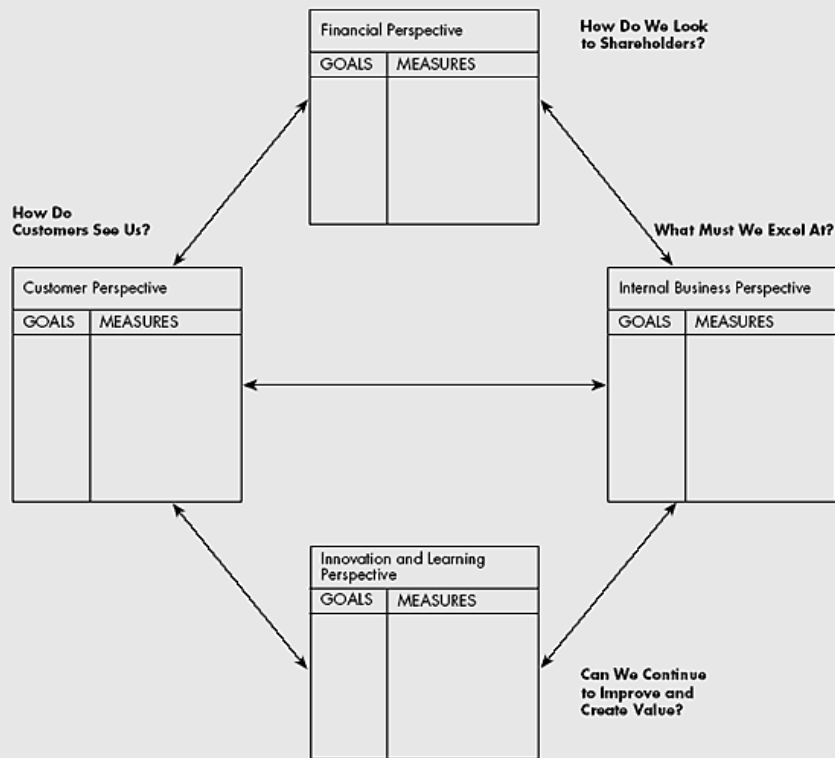
Personnel Management	HRM
Personnel policy	HR Strategy
Employment	Visitation contract
Employee interviews	Development interview
Promotion	Promotion + career paths
Working hours in focus	Goals and results
Job descriptions	Activity overviews

Source::Henrik Hilst Larsen, Danmark)

Personnel Management - Strategy

HRM Strategy

The Balanced Scorecard Links Performance Measures



SWOT ANALYSIS



Personnel Management - Strategy

HRM Strategy

In order to develop a strategy, it is first necessary to make a meaningful analysis of the current situation. A distinction must be made between two interconnected strategy elements, namely:

1. Registration of structures

Updated status with characteristic data for the existing staff, ie.

- qualifications (profession, competence / experience)
- current and past jobs - possible other - activities
- age; expected retirement age
- seniority in the company
- and, if applicable: gender, health-related restrictions

Updated description of job and job needs:

- qualifications or experience required (also through other activities)
- the duration of training / competency adjustment and confidentiality
- physical and mental dangers
- assessment of age-critical job elements (high physical stress) or work requirements (shift work / night work)
- possible career paths (entry, development, retention).
- a medium- to long-term forecast in order to assess development and replacement needs.

Personnel Management - Strategy

HRM Strategy

2. Assessment of the development.

It is necessary to assess the development and trends within five market areas in order for the HR department to assess where the effort should be:

- a) Demand for products and services**
- b) Customers (customer structures)**
- c) Suppliers**
- d) Technology development and technical applications**
- e) Labor market.**

The HR department must e.g. examine and assess:

- What development can be managed with the existing staff?
- Is there a need for additional qualifications?
- Can these be achieved internally through further education, or should they be acquired in the labor market?
- Does the development have an impact on investments in the physical or technical field - with consequences for the qualification?
- Is the organizational structure and process organization sufficient?
- Does it change anything in the job descriptions or in the risk assessment?

Case



- What development can be managed with the existing staff or more staff must be hired?
- Is there a need for additional qualifications?
- Can these be achieved internally through further education, or should they be acquired in the labor market?
- Does the development have an impact on investments in the physical or technical field - with consequences for the qualification?
- Is the organizational structure and process organization sufficient?
- Does it change anything in the job descriptions or in the risk assessment?



The recruitment process

Advertising, Hiring, Onboarding and Personnel Planning

Recruiting and hiring talent is one of the most important HR responsibilities, and it goes beyond checking resumes and hiring references. Personnel planning, writing job descriptions, job openings, screening and interviewing applicants and helping managers make the best hiring decisions are all part of this critical HR function.



The figure shows the individual steps you should go through when you need to find and select a new employee

Job profile and Person type

Very important to find the right employee

When you are going to hire a new employee either because a person has left the company or more hands are needed, then there is now an opportunity to look at what the company now lacks in competencies and which person "type" we would like to supplement with

There are some things you should consider:

What type of job do we want to fill?

What skills and competencies does it require?

Do we need to supplement with competencies we do not have in the company today?

Are there future competencies that we should consider right now?



Which person type do we want?

Is there a person who gets a lot of customer contact?

Outgoing?

Service minded?

Team oriented?

Collaborating?

Smiling?

Flexible during working hours?

Etc.



Here, the immediate manager and HR set criteria for job profile and person type

Advertising

Searching for the right candidates

Today, SMEs should use a variety of channels to advertise job vacancies and keep their eyes open for new developments in the recruitment sector.

Traditional advertisements can be supplemented using media such as:

Facebook Instagram LinkedIn Xing osv.



Other channels can be:

Current employees can play an important role in promoting their business through authentic **descriptions of the fascination of their work**. be it through **texts, podcasts or short videos**.

Collaboration with local public education schools, presentations of companies can be carried out, for example also in the form of **virtual events in online conferences** with usual systems such as GoToMeeting, Fast Viewer, Webex, Zoom, Microsoft Teams, Skype or similar.

The company's participation in various **Job Fairs** held locally by schools and Job Centre jointly

Innovative recruitment processes

Recruitment staff often face the problem of how to create attractive job ads and landing page landing pages. With recruitment software, it is possible to create attractive job ads and share them on social media and job search sites. There are also other digital tools to use during the recruitment process.

Recruitlab.co.uk: Provides applicant tracking, recruitment surveys, flexible application forms and social recruitment, ultimately giving you more control over the recruitment process.



Hcm4all.com: HCM4Recruiting lets job postings be clearly defined. All need profiles are based on competencies that are divided into "must haves" and "nice to haves".

Heyjobs.co/en-us: Uses performance marketing and artificial intelligence to find qualified candidates on over 1,000 pages and 50+ channels. As a result, a company can receive 2.5 times more applicants than in traditional job boards.

www.jobufo.com: Developed a recruitment assistant that is implemented via a button - directly on your career page. This recruitment assistant offers a unique candidate journey and the applications are sent directly to your applicant tracking system. As a result, the company receives complete and controlled applications. Including verified contact information.

www.kenjo.io: Is an all-in-one HR software that also offers recruitment services.

Involve employees in the recruitment process

In SMEs, it is a good idea to involve staff in the recruitment process. The owner can have a meeting with his or her employees, and then he or she can get information about what competencies and skills they see that are necessary in the team, before conclusions are drawn for the specific description of the job requirements and the desired competencies.

Although the owner has very specific ideas about the position and the new employee, it may be worth asking the other employees to get their perspective on the position.



Develop small "samples" for the applicants in the recruitment process

Especially in small craft businesses, it is important to have practical skills. When hiring someone with told skills, it is important to check the skills. A company can therefore ask the applicant to present his skills by performing a practical task.

For this purpose, the company or an experienced team should develop some small practical tasks in advance. These tasks should vary depending on the applicant's profession and age / experience.

If short work samples during the job interview are not sufficient to determine suitability, applicants may be offered an internship lasting several days. This serves both parties to find out if the company, the task and the person fit together.



Onboarding and induction program

Job, role, company, culture and colleagues all need to be digested and it requires support. Good onboarding is about managing the process that the new employee goes through - from the contract being signed to the first working day and through the first period in the company.

A process that ensures retention, productivity and commitment.

A **business process** that facilitates integration in the organization

A **personal process** that creates direction and expectation as well as emotions and relationships

A process the new employee goes through, from feeling "**like a new person**" and to feeling "**like someone who belongs**".

(Organizational socialization)





Why spend time on onboarding?



Why spend time on onboarding?

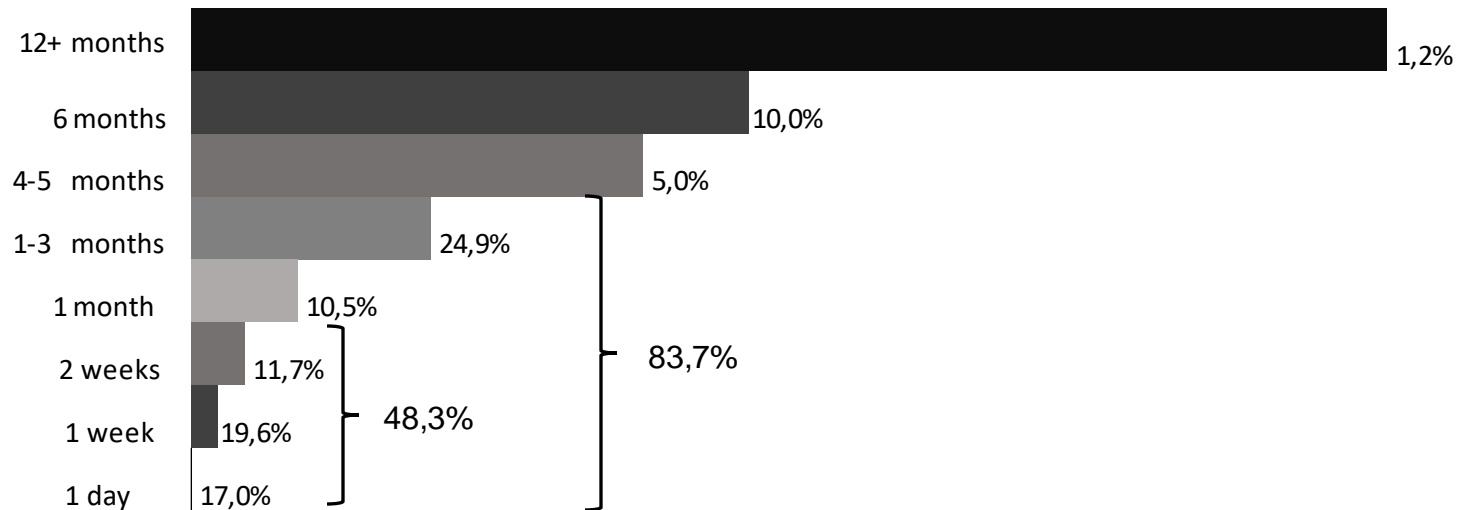
- 6 out of 10 experience that the job does not live up to expectations. (Feels cheated - work ethic and employee culture not as told)
- Every 5th person who leaves the job does so within the first 45 days
- 4% of new employees do not return after the first day at work
- Every 4th employee has left the workplace within 1 year
- We can shorten "time to performance" = save money + better well-being
- Employees stay longer in the job

How long time should an onboarding course take ?



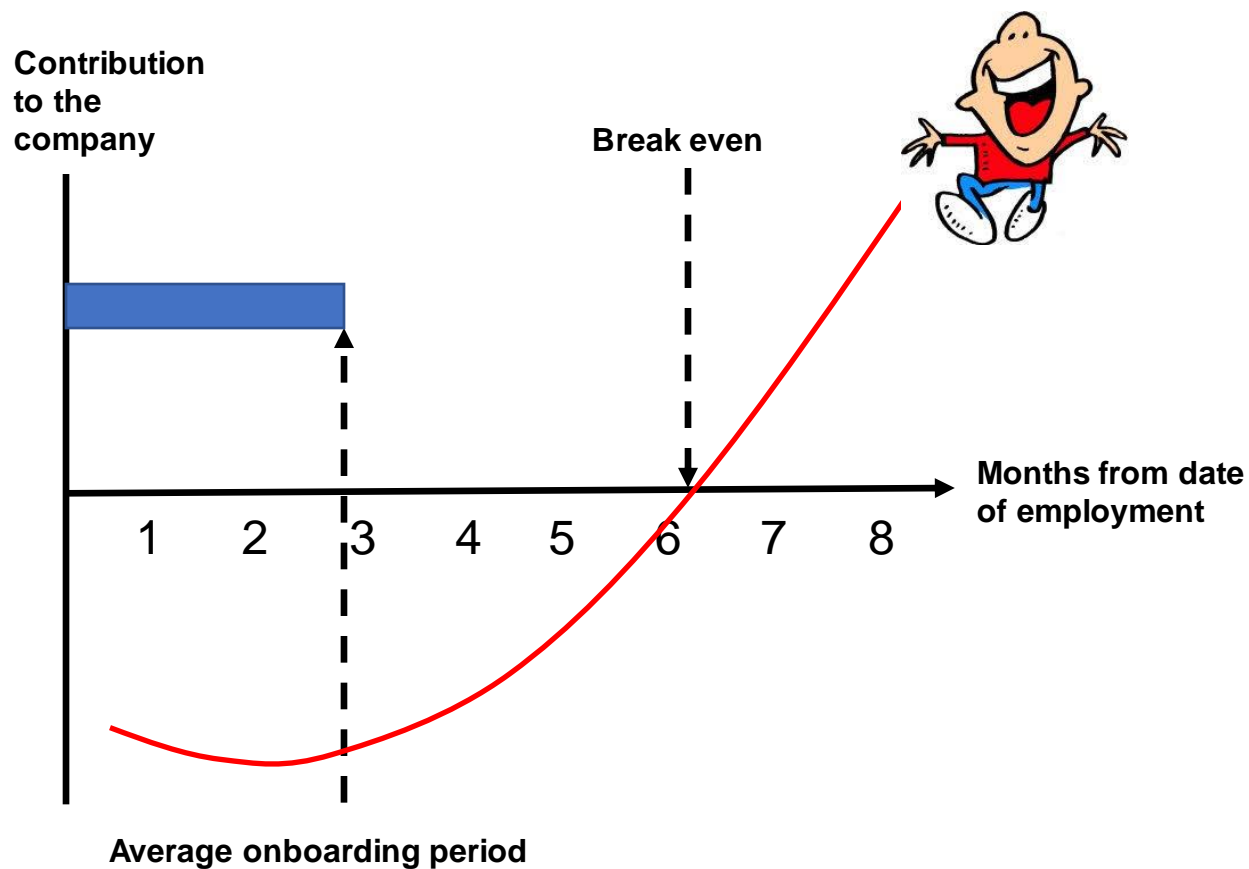
Length of onboarding

Typical duration in companies



Source: Laurano, M: Looking Ahead Extending the New Hiring Experience to Achieve Business Results.
Aberdeen Group 2014

Time to performance



Onboarding and induction program

Joining the company also serves to get to know the company's values, the usual behavioral repertoire and the attitude of managers and colleagues. This socialization phase is used by the company as well as by employees to test the stability of the psychological employment contract

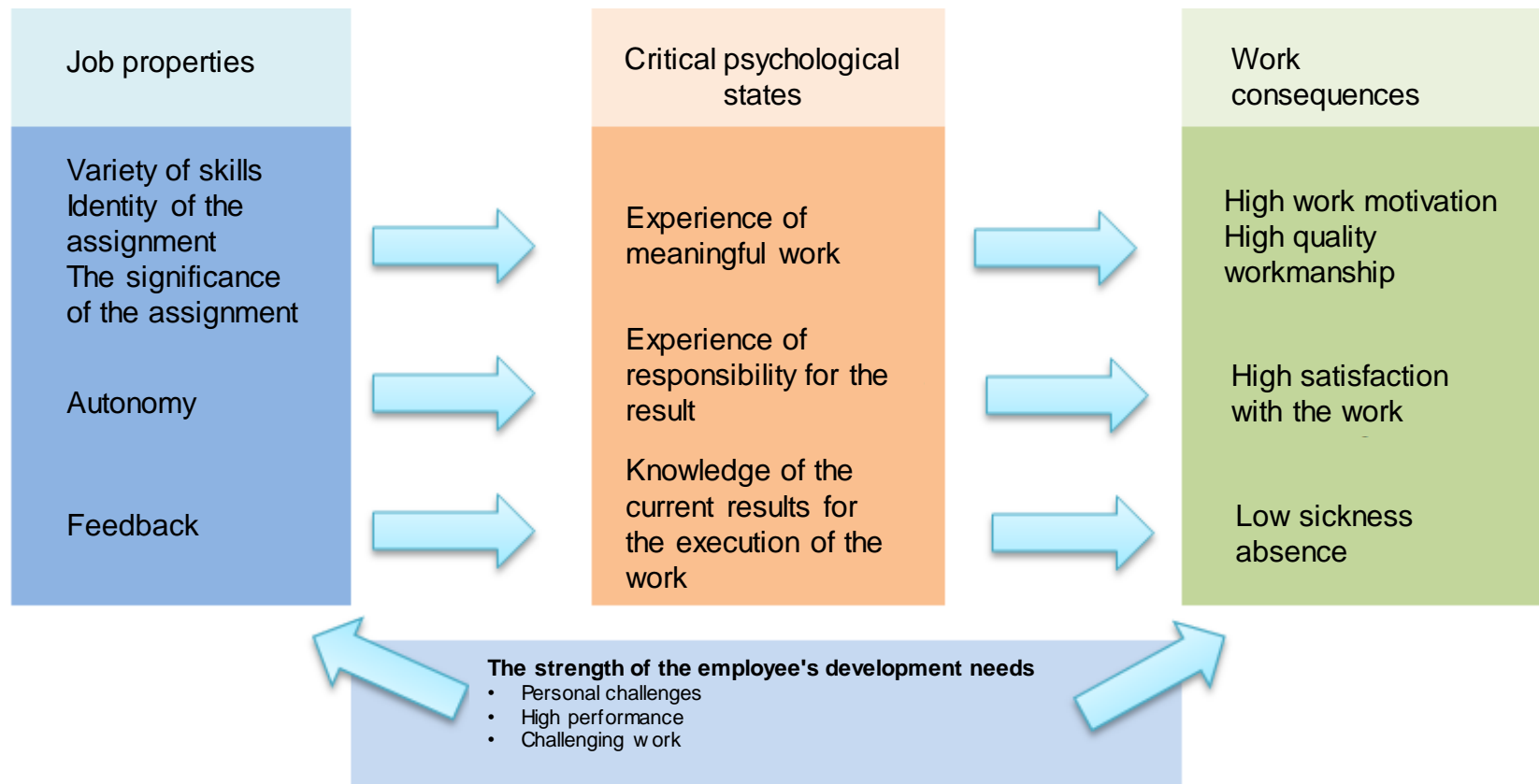
For all tasks, it makes sense to have a workable plan:

- Onboarding checklist and responsible person.
- Introduction manual, mentors, regular feedback with supervisor and mentor (What is good? Where is the need for improvement?).
- Attentive conversations to explore mood.
- ... and subsequent appreciative annual dialogues for development wishes and perspectives.

The complete onboarding and induction process must be understood as a significant investment in the future.

Digital support: is possible. You can use an e-book or pdf and a variety of internal communication channels to reach your employees. Videos and workshops are also possible to include. A full software solution could be hierology.com. With this software solution, you can capture critical hiring materials during the interview process while starting new hires with an onboarding program they can complete online before their start date. Other options are Freshteam, Personio, Userlane, Wrike or Newired.

Hackman & Oldham's Job characteristics



Meeting with the "director"

Why?

How?

When?

Tip: If there is no time for a personal meeting with the director, start with a short but engaging video message from the CEO or owner could be a good starting point for the introductory plan.



Case

Job and Person profile

In point form, you must prepare a job profile and personal profile of the position of skilled joiner for your carpentry business.

The description of your company is attached as an annex.



The REGROW Toolbox

In this project a toolbox to support the recruitment process in companies was developed. It has four stages:

- 1) Competence + Preferences assessment of the applicant
- 2) Required competences + characteristics of the hiring company
- 3) Comparison and analysis of the first and second stage
- 4) Interview on basis of the previous analysis

Institutions involved in this training are qualified in consulting you about the REGROW Toolbox. Free consultations are available until December 2022!



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Electronic manuals

All personnel policies should be clearly specified in an employee handbook and it should be necessary to read for all new employees.

Communicate the important points personally to the employee and have employees sign a document confirming that they have read the handbook and agree to comply with its terms. Useful information about the new employee before the first working day may include the following:

- Welcome letter
- E-contracts
- Other contractual agreements
- Infosheet what data is needed for the first working day or in advance
- Agenda for the first working day, meetings in the first week
- Information about the company, products, markets, customers and competition
- Information about finding an apartment
- Building plan, route route, public transport connections
- Parking conditions
- Note: Here you must show up on the first working day.

Therefore, in order to make a good impression and welcome the new employee, his/her workplace should be prepared correctly in advance. Colleagues also need to be informed a few days before, and a timetable for the first day and the first week worked. In recent years, several companies have chosen to replace a written handbook with short videos that are entertaining yet instructive. Some companies have also tested using gamification methods to make the process more engaging for newcomers.

Remuneration Management

Establishment of salary systems that can handle:

Wage ranges for jobs, in the case of collective agreements, which can only be deviated from in the case of better treatment.

Put workers within the intervals based on their personal information

Administration of performance rewards, such as year-end bonuses and sales commissions

The HR manager will be responsible for developing a comprehensive payroll plan and working with supervisors and managers to ensure that payroll policies are competitive and consistent across the company.

Conducting routine audits through gender, age, capacity, and other characteristics covered by anti-discrimination legislation is one way of ensuring that pay practices are the same and legal.

Under no circumstances may there be any discrimination on the basis of individual characteristics such as age, sex or origin, but may at most relate to work requirements and competence in this regard.

- 24% of SME owners spend four or more hours a week on payroll administration, which equates to at least 16 hours a month.
- 32% of SME owners have made a pay error at least once.
- 42% of SME owners use their own created wage solutions, which can be a waste of time and pave the way for mistakes.

Digital support: is possible and recommendable. There are many software solutions on the market, some are specifically designed for SMEs, e.g.

medenefits.com, gusto.com., paychex.com, adp.com, onpay.com or surepayroll.com.

Benefits Management

Key goals for managing employee services:

- Attract employees
- Retention of employees
- Improve the company's internal and external reputation.



There are many opportunities to provide employees with additional financial compensation and / or other benefits (including non-monetary benefits), e.g. in health measures at the workplace or outside the company (sports clubs), old age services, insurance, employee influence, nutrition, childcare, etc.

Benefit Manage Plan

A company can offer a catalog of benefits to its employees from which employees can choose their latest. Some benefits are more attractive to some employees than others, but for other people it may be the other way around.

A company can create a catalog of perks and award points for each benefit. Each employee is given a budget of points to "spend" on his benefits.

E.g:

Credits per employee: 6

Benefit	Credits	David	Lisa	Jasmin
Mobile phone	3	x		
Gym Membership	2		x	x
2 cinema tickets	1	x		x
Ticket for public transport	2		x	
Bicycle	1			x
One day extra vacation	2	x	x	x
Additional dental insurance	1		x	
Total		6	6	6

Digital support: A benefits plan can be easily supported by a software solution. In fact, it is recommended to use software to increase employee flexibility. Benefits management is often included in various payroll management software solutions. An example of a software, including performance management, is: **WorkforceHub**

Performance Management

Performance management is an ongoing process of evaluating how individual employees are doing, identifying areas for improvement and recognizing performance. Many organizations perform performance appraisals on a regular schedule, often annually, with additional reviews as desired by the employee or manager.

Performance management helps with:

Setting individual goals and prioritize work processes. When employees understand how their performance contributes to the overall business goals, they become more engaged and motivated to achieve the assigned goals.

Small businesses can drive employee engagement, increase productivity and stimulate growth with automated performance management software. SMEs can have access to all organizational goals and employee performance just by catalyzing growth and innovation through digital performance management.



Weekly feedback Round

Employee strengths are celebrated and opportunities for learning and development are identified when excellent feedback is given. Employee feedback is when team members use a mix of informal and structured feedback mechanisms to communicate, collaborate, and achieve their goals.

Especially for younger employees' constant feedback is very important. They may require it in a more constant way than many top executives are used to (for example, once a week).

This feedback must be two-sided. The employee can say what type of help he or she needs, and the manager can say how he or she performs the work.

For SMEs, a 360 ° feedback model may be suitable. In this model, an employee receives feedback from all of his colleagues that he works with every day. Then the second part of the model is the employee's self-evaluation.



Weekly feedback Round

Digital support: Digital support: Is possible. Today, Teams meetings and / or "sharing" documents can be used for these feedback rounds.

Online surveys can be used for 360 ° feedback: Each employee receives feedback from all his / her colleagues with whom he / she works every day.

Then the second part of the model is the employee's self-evaluation and one - e.g. quarterly, semi-annually, annually - development interviews or appreciative exchange of experiences with the supervisor.

Here, Microsoft Teams, Skype, etc. can be used instead of physical meetings.

When choosing a system, the business owner will be guided by the following functions / parameters:

- Does the program have a free version?
- Is the application available for mobile devices?
- Is the program available for Windows computers?
- What is the meeting deadline in the free version?
- What is the meeting participant limit in the free version?
- Is it necessary to install special software?
- Does the program have a built-in chat?
- Does the program allow you to send files as attachments?
- Is it possible to record the meeting?
- Can the meeting be shared via a direct link?
- Is the program in the language of the country where the owner of the business, e.g. Polish, German, etc.?

Checklist for feedback Round

Performance management focuses on what the company wants to achieve in the long run and gives employees manageable expectations for success.

The best way to start a new performance management process is to create a checklist to identify key areas where the greatest impact can be made. A performance management process checklist is a great start for both employees and managers to monitor performance, meet expectations, and provide critical information about the status and growth of the company.

The feedback meetings should focus on:

Organizational goals
Employee development



The future of Jobs

<https://www.weforum.org/videos/what-will-the-future-of-jobs-be-like-b7/cb5bt46>

The Future of Jobs

WORLD
ECONOMIC
FORUM



Professional Development and Training

Staff development

Development of both personal and social competencies and professional qualifications

Is tied up in and dependent on:

- **Corporate culture** - traditions, attitudes
- **Management** - attitude to competence development and own competencies within the area
- **Job content and opportunities** - in current jobs and in future, development for the company's and own sake



Personal, industry and methodological competencies



Personal skills:

Personal competencies are determined by your basic human qualities, attitudes, self-awareness and experiences. These are the qualities that influence how you tackle and perform your work in daily life and in collaboration with others. If you e.g. is analytical, independent, curious, detail-oriented, outgoing, etc.

Professional skills:

Professional competencies are the competencies you have acquired through education, your work or leisure activities. It can be project management, programming, presentation techniques, citizen service, etc.

Professional competencies:

Professional competencies are competencies that are linked to a specific industry. If you have worked in the furniture industry, you get e.g. an insight that will be attractive to some particular companies in this industry.

Methodological competencies:

Methodological competencies are the type of professional competencies that are not linked to a specific industry. It can e.g. be the salesperson from the furniture industry, who probably has sales skills, regardless of which industry he / she works with. IT, communication and teaching are other examples of methodological competencies



Invest in critical skills

For special activities with high demands on explicit and implicit knowledge, skills and abilities (so-called bottleneck competencies), there are not always sufficiently qualified (junior) staff on time. Therefore, it is advisable to have a knowledge management system in place; Nevertheless, an early training process is necessary for the transfer of tacit knowledge (routine, experience).

Case

Which competencies are most focused on in your company?

Professional
Personal
Professional
Methodological

Should focus change after
Your opinion and from
where to what?



Educational Leave

Put in the rules for your country.



Relief from age-critical burdens

Aside from health limitations that cannot be ruled out in principle, each person has changes over the course of his or her life. In the beginning, all physical and mental abilities grow.

However, with aging, the physical capacity decreases from the third decade onwards, the sensory organs become weaker, but mental, psychological and social capacities remain at a high level.

The attitude to life and work, motivation and commitment can be changed in different phases of life (family, children, relatives to look after). Lifestyle has an impact on health, the personal environment has an impact on one's own values and behavior.



Corporate culture and relationships between managers and executives and their employees

The culture of the organization is a set of values, behaviors, written and unwritten rules that the company and its employees follow. The smaller the company, the more likely it is that these values and rules are not documented, but rather take place as actions of the founder and employees.

Employee relationships are all the activities that affect a company's relationships with its employees. Positive employee relations create a satisfied workforce

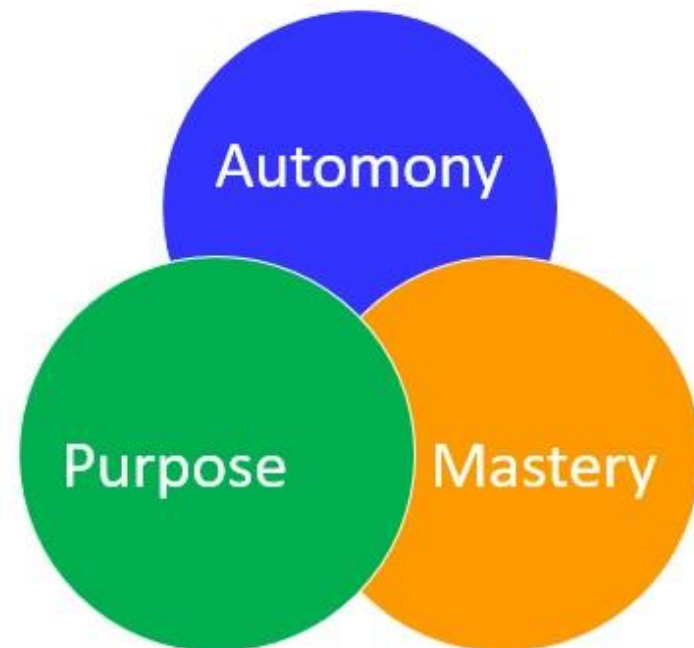
Why is it worth investing in organizational culture?

Because there are two types of motivation - extrinsic and inherent.

External motivation is short-term and follows the "carrot and sticks" method, in which those who follow the rules are rewarded.

The inner motivation consists of 3 parts, according to Daniel H Pink, which are **autonomy, mastery and purpose**.

Internal motivation lasts for the long term and provides viable results.



Employee Surveys

Employee surveys and other anonymous communication channels can help one measure employee relationships and identify areas for improvement. Responding to the results can further increase morale by showing that the leader took the feedback and has implemented optimization measures.

Appreciation: Closest managers can get indications for improvement (behavior and conditions) from annual interviews as an appreciative exchange of experiences and expectations.

Digital support: Yes, possible. Anonymous questionnaires can be programmed with a variety of tools, e.g. SurveyMonkey. But - it should be noted that the informative value of the survey depends on the quality of the survey instrument.

Quality criteria are:

- **Validity:** A measurement is valid if it actually measures what it is supposed to measure and thus gives credible results.
- **Reliability:** Reliability refers to whether the analysis (e.g. when performed repeatedly) gives reliable results.
- **Objectivity:** An analysis is objective if there are no unwanted influences from the people involved.



Employee-centric organizational culture

"Employees first" attitude has described the culture of tech start-ups in recent decades. How will they assess the union's impact on manufacturing in the early 20th century? Especially over the last few decades with the advent of technology companies the mindset of employee-centric organizations has grown. Also, thanks to widely publicized scientific research shows that happier employees feel more engaged with the company, have more willpower to learn new skills and execute new ideas.

Digital Support:

happyme.ee/en/: **HappyMe** is the world's most employee - friendly career and talent management tool.

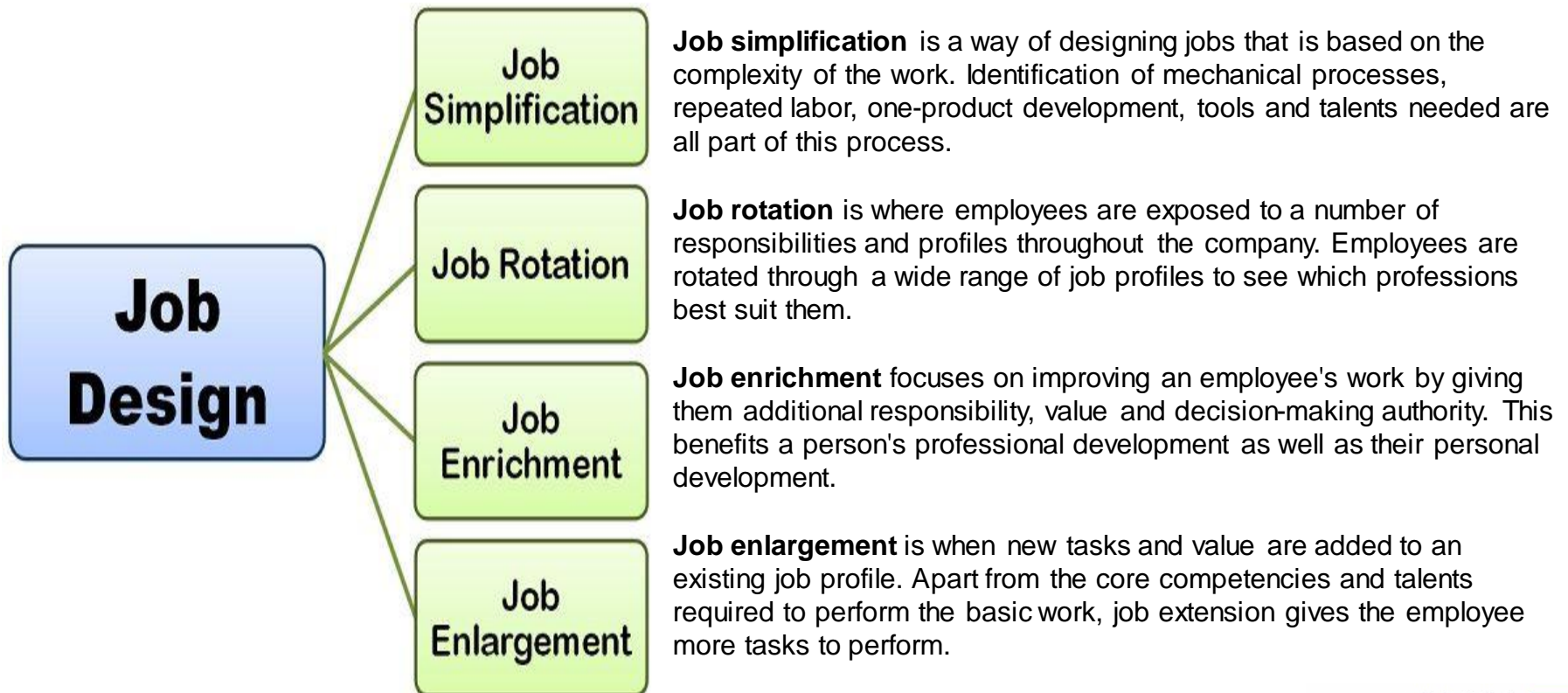
You can find out how much of your employees' potential is untapped because people are somewhat dissatisfied, even though it's actually easy for you to change it when you're aware of it.

Happy Workplace helps managers research workplace well-being and design an employee-centric organizational culture.



Jobdesign

The work must be appropriate for the person. Work ability is the balance between a person's capacity and the demands of the job. Work must be harmless, possible, tolerable and conducive, but also challenging enough for the person to find motivation in the job. The existing competencies must be required in the work, and the work must match the person's competencies and state of health. The competencies must be kept up to date at all times, so that the person can master his job, and the company can utilize the competencies optimally in relation to the company's strategy and future plans.



Employee development interviews

EDI is an important tool to get an overview of the expectations from the employee for the job, and how it fits into the company's expectations and strategy, and where gaps can be. When you use **EDI**, you must take it seriously and act on the result of **EDI** and continuously follow up on whether the employee is coming in the desired direction in relation to the agreements.

How do you, as a manager, ensure that both you and the employee experience the EDI conversation as meaningful and motivating - and not as a heavy and artificial affair?

The short answer is: You make sure to structure the conversation so that you "get all the way around" - without being caught in a long questionnaire that stretches the legs of the good, curious dialogue.

3 themes that form a single EDI conversation:

The employee in the center,
The collaboration at the center
Everyday practice in the center.



Employee development interviews

The employee in the centre

When you put the employee at the center, you make sure to create a dialogue about the employee's "human capital". It covers the employee's knowledge, experience and ability to put his knowledge into a concrete context. It also covers the employee's understanding of and empathy for the people for whom the employee's work is important. When you put the employee in the center, it gives rise to talk about individual mastery, competence development, division of tasks, etc.

To examine the employee's human capital, you as a manager can work with these questions:

How do you bring your knowledge, experience and competencies into play in the task solution?

Are there work assignments where you lack knowledge, experience or skills to solve or develop the tasks? If yes: How could that knowledge, experience or competence be obtained?

Are there work assignments where your knowledge, experience and competencies could be brought into play in other and better ways than we do now?



Employee development interviews

The collaboration at the centre

When you put the collaboration at the center, you make sure to create a dialogue about the organization's or the individual department's "social capital". It is about how strong and good the relationships in the workplace are, and how well the organization or department collaborates on the important task to be solved. When you put the collaboration at the center, it gives rise to talk about further development of collaboration skills, the internal communication, etc.

To examine the collaboration and the organization's social capital, you can work with questions such as:

How do you experience the collaboration and communication with your closest colleagues? In the department? Between managers and employees? Across departments? Across the management layers? With any partners?

Are there relationships where we could advantageously strengthen the collaboration and communication to succeed better in solving our core task and / or strategy?

If so: in the light of our strategic objectives, where would it be most important to develop cooperation and communication?

How could we work with it, for example?



Employee development interviews

Everyday practice in the centre

When you put everyday practice at the center, you make sure to create a dialogue about the employee's "decision capital". It is about how the employee makes day-to-day decisions in areas over which manuals cannot be written. It is also about how the employee's qualified judgment is expressed and what opportunities the employee has to turn it around with colleagues for joint reflection. When you put everyday practice at the center, it gives rise to talk about common sparring, feedback forms, supervision, reflection on daily practice, etc.

To examine everyday practice and the employee's decision capital, you can work with questions such as:

Are there situations at work where you may have doubts about what will be the right thing to do?

Do you experience the opportunity to discuss this doubt and get the necessary sparring from colleagues and / or managers?

If no: How do we create a good framework for discussing considerations and doubts as well as reflecting on the task solution together and getting sparring?

What agreements are needed at this point?



Case

Corporate culture / Job design

What reflections do you make on your corporate culture as a way to brand your business?

What are the opportunities for your employees to job design their jobs?

How do you use EDI – feedback calls etc.?



Mental Illness Prevention

Modern working life is complex, dense with information and often requires quick decisions. Employees are committed to delivering fast results, flexible solutions and customer friendliness. Above all, it requires mental and emotional work from people - in other words, mental skills. The psyche has become our Achilles heel in the modern world of work.

Work can put our mental health at risk in two ways:

The requirements and working conditions themselves can be so unfavorable that they contribute significantly to our becoming mentally ill.

Or we can be mentally unhappy for other reasons, noting that our performance at work is limited because of it.



Mental Illness Prevention

Acknowledge early warning signs of stress

Some early warning signs show up with more psychological strains, others are more specific. For the leader, it is a matter of expanding the antennae of perception and getting mental disorders on the radar as an option in the first place. This applies to characters that you recognize in others as well as those that may become visible in yourself.

General signs: Fluctuations in performance, unpredictability, thin-skinnedness, increased irritability, acceptance of conflicts, tenseness, exhaustion.

Early warning signs of high stress levels: The neck is tense, the abdomen is on fire, the heart is pounding, the chest is tight. Negative thoughts revolve and cannot be stopped. At work, the head is suddenly empty. Physically, you're tired and exhausted, but sleep is still hard to find.

Early warning signs of burnout: You only see mountains in front of you. A sense of heaviness is spreading. You put things off - even at home. You don't really have to recover from sleep or the weekend. And the holiday effect is gone again after a few days.

Early warning signs of depression: You feel tired and exhausted no matter how long you have slept. Some sufferers wake up very early in the morning and/or lie awake for a long time before falling asleep. You quickly get annoyed, feel criticized or rejected. Conflicts are piling up. Concentration is difficult, one seems absent and dispersed. Consistency in performance is no longer present: sometimes nothing works at all, and those affected can even call in sick. The next day, everything goes on as usual. Nothing's funny anymore.

Early warning signs of addiction: Those affected show thin-skinnedness or even bouts of rage. On the other hand, they are often overfriendly. Conflicts and performance fluctuations increase. Short absences are more frequent. A smell of alcohol is noticeable (breath, skin).

Mental Illness Prevention

10 focus points in stress prevention.

1. Assess the current stress level of the workplace.

For example, use the stress stairs to discuss which step you are at and whether everyone is on the same level. Consider what can bring the workplace towards the temperate phase where demands and resources balance. Find the stress staircase in the tool 'Understand and prevent stress'.

2. Check the balance between requirements and resources.

In dialogue with management, make sure you get an overview of which requirements are particularly stress-stressful and which resources prevent stress. Assess the requirement/resource balance both for the workgroup as a whole and for employees in the danger zone. Read more about this in the material 'Understand and prevent stress'.

3. Set the necessary priorities.

In a situation where you cannot achieve everything, it is important to agree on what is particularly important and urgent. Such a common picture of the priorities relieves the individual, and it should be created both throughout the staff group and in the dialogue between manager and employee. Get support for the prioritization with this tool.



Mental Illness Prevention

10 focus points in stress prevention.

4. Find meaning in the core task.

Delivering a good job that provides value for others helps to make sense of work and prevent stress. Therefore, it is important that you continuously put core task and quality on the common agenda.

5. Devise a stress policy.

Talk about how you work with stress prevention and write it down in a policy. Explain how you want to keep the policy alive and translate it into active action. And agree to revise the policy on an ongoing basis so that it is constantly adapted to changing workplace conditions. In public workplaces, it has been agreed in the agreements that guidelines should be drawn up for the overall effort to identify, prevent, manage and process stress.

6. Integrate your efforts into your environment work.

Stress is closely linked to other health and safety issues. Therefore, you can also use e.g. Work Space Assessment in the preventive work and thereby strengthen organisational learning.



Mental Illness Prevention

10 focus points in stress prevention.

7. Make sure everyone is responding to stress signals.

Stress can be taken into the bud if it is detected and handled in time. Therefore, in the workplace, you should discuss how the individual should react if he or she suspects stress in himself or herself – or a colleague.

8. Help each other help.

Being able to support each other both professionally and socially is an important resource in stress prevention. There is therefore a need to create the necessary framework for collegiate support. For example, give the team the opportunity to dialogue about tasks that drain and provide energy.

9. Pay special attention to change.

Both small and large changes can shift by the balances of the working environment. Think about this in the process of change and be aware that we often react differently to change. Find inspiration at etsundtarbejdsliv.dk, or read about different reactions to changes in 'Understanding and Prevent Stress'

10. Have the support of the management.

It is important for both the working environment organisation and the individual manager that the organisation as a whole supports the efforts to prevent stress. The dialogue with higher management layers is essential to align expectations with the objectives and means of the effort. It is the employer's responsibility that the work is safe and healthy.



Make mental health self-evaluation tools available

A first step to improving your employees mental health may be the availability of mental health self-evaluation tools. By giving your employees these tools, you show them that they are in an environment that cares about their mental health and that potentially new problems are taken seriously. Of course, you should offer employees to take online screening in the privacy of their homes.

Employees will be provided with referral information directly when they receive their results. Keep in mind that a screening is not a diagnosis and make sure that everyone is also aware of this. A screening may simply indicate a need for further assessment and treatment of a qualified mental health professional.

Digital support: There are many associations, groups and websites that offer free self-evaluation tools for mental health. You can provide one of the following solutions to your employees or search for national solutions:

<https://www.admboard.org/addiction-mental-health-self-screening.aspx>
<https://screening.mhanational.org/screening-tools/>
<https://www.psychologytoday.com/us/tests/health/mental-health-assessment>
<https://www.thinkmentalhealthwa.com.au/mental-health-self-assessment-checklist/>

Host seminars on mental health

Another opportunity to spread broad awareness of mental health problems in your business is to host seminars or workshops dealing with depression and stress management techniques, such as mindfulness, breathing exercises and meditation, to help employees reduce anxiety and stress and improve focus and motivation. In these seminars, your employees can learn about mental stress, causes and consequences. They learn about stress and burnout and about the new starting points for the works council work. Often topics such as creating an environment of awareness of mental illness in the workplace are addressed in order to ensure that employees look after each other and therefore take a burden from the manager's

Digital support: Seminars are offered online at intervals that the company can give employees access to participate in.



Occupational Safety and Health

Ensuring a safe and healthy working environment is a fundamental function in the management of human resources. This includes tasks such as creating safety guidelines, providing employees' wellness programs and conducting emergency planning.

Appoint a health and safety representative

Regardless of the size of your business or the nature of your work, it is important to have a point person for safety at work. A safety manager is someone who not only practices personal safety, but also encourages others to do so. There are individuals who not only adhere to safety guidelines but also speak positively when they see someone doing things in a safer way.

Anyone demonstrating these characteristics can be a safety manager:

- Security protocols must be understood and followed.
- Reporting security issues as soon as they occur and proactively avoiding security issues.
- Introduction of new procedures to increase protection.
- Inspire others to prioritize protection.

Digital support: Is generally not necessary. However, the employee's safety manager can use a number of digital tools to carry out his or her purpose and inform his employees.

Risk assessment

In most countries, risk assessment is required by law. An age, aging and gender-sensitive assessment of physical, psychological, cognitive, emotional and social stresses and strains is useful. Appropriate measures must be inferred for changes in results and implemented.

There are a greater number of checklists and risk assessment tools available. They range from very rough assessments from the manager to more detailed and thus meaningful evaluations. The assessment of mental risks and the recording of loads should not refer to similar activities but should be individually oriented.

Rough screening with valid instruments is the first step. The main objective is to deduce measures leading to a reduction or avoidance of unwanted workload and strains.

Digital support:

Additional insurance for employees

The company could set up additional insurance for employees in the event of accidents at work. This can reduce the risk to the company and increase the attractiveness of the job for the employee. The company is protected from lawsuits from employees and can reduce its financial risk as a result of compensation.

Compliance with labour laws

Labour laws (also known as labour laws or employment laws) are those that convey the relationship between workers, employment units, trade unions and the government.

Employment standards are social standards (in some cases also technical standards) for the least socially acceptable conditions under which employees or contractors are allowed to work. Government bodies (e.g. The former US Employment Administration) enforces labour law (legislature, law or court).

Monitoring compliance with all labour law (e.g. working hours and holidays), state regulations (e.g. workplaces and hazardous substances), collective and enterprise agreements should be regularly audited and applied in practice in the company.



Digital support:

Diversity Management

Diversity management is defined as taking steps to address, support and meet the demands and lifestyles of the identified groups.

Education, promotion and support for different types of diversity are all part of diversity management tasks.

Race, gender, religion, ethnic and visible minorities, LGBTQ, Indigenous people and many others are examples.



It has already been proven in numerous studies, for example the Page Group study, that companies that practice successful diversity management have the following business benefits, among other things:

They have a stronger corporate culture

Employees' morale increases and the sense of belonging intensifies.

Workflows are advanced.

Talents and potentials are best used.

The work-life balance comes into focus and absenteeism is reduced.

The fluctuation is lower.

You have a more open feedback culture.

Diversity Management



Diversity management requires a targeted awareness and use of the individual's diversity, thus creating structural and social conditions in which all employees can develop their full potential.

It is therefore important to go through your own business with your eyes open. Specifically, the following competences are required for successful diversity management:

Perception: Who does what works in the team? What makes individuals stand out in particular?

Sense of responsibility: Whoever leads a team is responsible for making sure the processes work and the atmosphere is right.

Sensitivity: Gender mainstreaming and diversity management require a sensitive, empathetic approach to humans.

What to do:

Listen and watch: Counsellors usually have a different view of daily work than their employees. Proper diversity management therefore often fails due to the fact that supervisors don't know what their team really needs. If they are aware of where the problems lie, it is easier to provide targeted support to employees.

Pay attention to your own language: It is important to include everyone present in the daily work routine, and language is already the first step here. For example, when we talk about families, both mothers and fathers should turn to encourage them to also take advantage of family support programmes!

Show no tolerance to exclusion: If a colleague likes to make a sexist remark in a meeting or makes inappropriate comments about a colleague's homosexuality, it is important as a supervisor not to show tolerance and ask the said colleague to speak and make it clear that statements of this kind will not be tolerated.

Offers support to disadvantaged groups: Whether it is women, people of other ethnicities or people with disabilities, in most large companies there are groups that may need special support. In such cases, it may be worthwhile to set up special contact points here, such as a women's network or an LGBT group where those affected can find support.



Case

Stress management and working environment

What considerations do you consider about stress management?

Do you have control over the working environment in your company and the risk assessment?

How do you view your business in terms of the diversity idea?



Buddy

I want you to find a BUDDY:

who will be your sparring partner
who will remind you that you must have to do your tasks
that you can reverse your challenges with



Home Case – Second KAIN phase

For the next time you need to develop a HR innovation project at your company

12 -18 weeks to develop

Free choice of topic (HR-related)

In this time 2-3 consultations by us



Visit the company and help until next time

We will come out and visit you in the company to hear how the project is going, at your place.

We agree the visit in advance and the visit will take a maximum of 1 hour.
Can also be agreed as Microsoft Teams meeting.

You can contact us at mail if there is something you are missing or you would just like to turn.

You can contact us at: XXXX XXXX XXXX



Thank you and we wish you a lot of success with your projects!

