

Results Work Package 4

Workplace Innovations further training programme

Result 4.3: Training C "Innovation Processes"

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English

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Summary and Introduction

For SMEs in the Baltic Sea Region to remain competitive in the long term, it is necessary to increase their innovation capacity and reduce the gap between qualification requirements and demands. For this reason, the Knowledge Alliance "Human Resources and Organizational Development", consisting of eleven partners from four countries, relies on increased cooperation between universities and companies in order to realize education and innovation promotion. To reach as many SMEs as possible, chambers strengthen the partnership between universities and companies.

Human capital is the most important resource for strengthening innovation and productivity. Hence, the project focuses on the comprehensive promotion of Workplace Innovations. While there is great need for further development in this area in the countries south of the Baltic Sea, Workplace Innovations are already more advanced in the Scandinavian countries. Therefore, the project involves countries from both regions.

The alliance, which will be extended to 68 partners from 13 countries and permanently continued, focuses on cooperation in two areas. First, the development, testing, and implementation of SME-specific methods, instruments, and projects through R&D work at universities, that create workplace innovations in areas such as employee recruitment, motivation and digitization, a more innovative working environment and more efficient use of human capital. Second, the strengthening of awareness and competences in this new area of innovation promotion for small and medium-sized enterprises in the Baltic Sea Region through qualifications. The project will develop and implement:

- a) three comprehensive continuing education programs: "Digitization & Human Capital", "Employees on the way to Co-entrepreneurs" and "Innovation Processes".
- b) a dual bachelor's degree course: "Human Resources and Business Administration".

All products and further results will be transferred to 68 actors from 13 countries.

The work to develop the output of Work Package 4 "Further vocational Trainings" was carried out entirely as planned in the project application. Three different training courses were developed, tested, evaluated and implemented:

- Training A Employees on the way to Co-entrepreneurs
- Training B Digitization and Human Capital
- Training C Innovation Process

The development and implementation of the three trainings is based on the KAIN method. This method is described under result 4.1. Listed below are curricula, teaching materials and implementation reports for the training C "Innovation Processes".

Results Work Package 4

Workplace Innovations further training programme

- ### Result 4.3
- #### Training C Innovation Process
- Concept, Curriculum and Teaching Materials
 - Implementation Report

Innovative Entrepreneurs and Innovation Support for SMEs: Knowledge Alliance “Human Resources and Organizational Development”

Training course for companies

Innovation Process

Course Description and Teaching Materials

KAforHR WP4 PP8

PP8 - University of Latvia, Centre for European and Transition Studies (LU CETS) in cooperation with PP9 - Latvian Chamber of Commerce and Industry (LCCI)

Compiled by Romans Putans, Dr.sc.admin. (UL CETS), Denize Ponomarjova, Ph.D. Cand. (UL CETS), Janis Tilibs (LCCI) and Liga Siceva (LCCI)

Course Description for further training - Innovation Processes.

Course code	CETS_005			
Faculty	Centre for European and Transition Studies, University of Latvia			
Field of Science:	Economics and Entrepreneurship			
Target Audience:	The course is designed as the training and targeted towards entrepreneurs and managers from SMEs – mostly for the middle and upper management representatives and HR managers and experts.			
Credit points	Compared to 2 Latvian credits (3 ECTS)			
Number of classes (ac.hours)	Total Contact	Lectures, Seminars	Guided practical experience	Individual studies
	24	8	16	48
Course annotation	<p>The study course is developed within the framework of the Erasmus+ Project “Innovative Entrepreneurs and Innovation Support for SMEs: Knowledge Alliance “Human Resources and Organizational Development”” (https://www.lu.lv/cets/research/euproject/kaforhr/).</p> <p>The course is designed as the training and targeted towards entrepreneurs and managers from SMEs – mostly for the middle and upper management representatives and HR managers and experts.</p> <p>Implementing principle: The course is conducted according to the KAIN concept.</p>			
Course objective:	<p>The training course aims to provide its participants with the set of theoretical and practical knowledge of current trends and skills in Innovation Process conduction with the focus on HR management (Talent management) for sustainable performance and succession of SME`s management.</p>			
Prerequisites:	Basics of human resources management			
Requirements for obtaining passing the course	<p>Participation in lectures - 75%</p> <p>Participation in seminars - 75%</p> <p>Midterm knowledge check - written unassisted work (at least 60% result)</p> <p>Assessment Criteria</p> <ol style="list-style-type: none"> 1. Activity in seminars + Home assignments – 30% 2. Case study analysis and Presentation – 30% 3. Exam – 40% 			
Final examination:	Written <i>closed-book</i> exam (online)			
Participants` independent work and tasks:	Home assignments, case studies, summary reports.			

Required Reading:	1. Drucker P., Innovation and Entrepreneurship, Routledge, 2015, pp.3-10. 2. Shlomo Maital, Seshadri D.V.R. Innovation management: strategies, concepts and tools for growth and profit, Response Books, 2007, pp.402-510. 3. Bean R. , Radford R. Business of Innovation: Managing the Corporate Imagination for Maximum Results, AMACOM Div American Mgmt Assn, 2001, pp.109-141.
Additional suggested reading:	4. Elias S., Origins of Human Innovation and Creativity, 2012 5. Juma C., Innovation and Its Enemies: Why People Resist New Technologies, Oxford University Press, 2016 6. Fitzgerald E., Wankerl A., Schramm C. J. Inside Real Innovation: How the Right Approach Can Move Ideas from R&D to Market and Get the Economy Moving, 2010 7. Muller C., Apple's Approach Towards Innovation and Creativity, 2011 8. Альтшуллер Г. Найти идею. Введение в ТРИЗ - теорию решения изобретательских задач, 2017
Other Information Sources:	See in the detailed training description below and lecturers` materials.

Topics outline of the study course:					
No.	Topic	Type of implementation	Contact ac.h.	Venue	Individual studies ac.h.
Workshop 1 – 8h (preliminary planned in March/April, 2020)					
1	Organizational behaviour: traditional and innovative company	Lecture Seminar Practical experience	1 1 2	Class Class Company	8
2	Leadership	Lecture Seminar Practical experience	1 1 2	Class Class Company	8
Workshop 2 – 8h (preliminary planned in June, 2020)					
3	Talents` place in HR management process	Lecture Seminar Practical experience	1 1 2	Class Class Company	8
4	Current trends in personal and professional self- and personnel development	Lecture Seminar Practical experience	1 1 2	Class Class Company	8
Workshop 3 – 8h (preliminary planned in November/December, 2020)					
5	Innovation and Invention. Rewarding and Recognition.	Lecture Seminar Practical experience	1 1 2	Class Class Company	8
6	Nonmonetary motivations to ensure employees satisfaction with workplace	Lecture Seminar Practical experience	1 1 2	Class Class Company	8
7	Exam	Theoretical knowledge Practical knowledge	1,5 1,5	Online	
TOTAL:			27		48

Detailed contents, topics, materials, cases, companies:

Workshop 1 – 8h

1. Organizational behaviour: traditional and innovative company

1.1 Skills in labour market – the gap analyses

(planned lecturer – Dr.sc.admin. Romans Putans)

1.2 Innovation and creativity – determinants of today's business success. Traditional and innovative company.

(planned lecturer – Mr. Vladimirs Rojenko, Ph.D.cand.)

First classes of the training intends to introduce the participants to the essence, connections and importance of innovation and creativity in today's business environment. During the lecture it is also intended to explore the differences between traditional and innovative entrepreneurship, the characteristics of an innovative company, the role of creativity in an innovative company, the role of creativity in promoting competitiveness, innovative entrepreneurship risks. Participants will be offered to complete a test to assess the organisational behaviour of the company.

Main topics:

1. What is innovation and creativity?
2. What links exist between these concepts?
3. Why is creativity and innovation important in today's business environment?
4. What is innovative and traditional entrepreneurship? How are they different?
5. What are the features of an innovative company?
6. What is the role of creativity in an innovative company?
7. The role of creativity in promoting company's competitiveness?
8. What are the risks of innovative entrepreneurship?
9. How to distinguish an innovative company (test)?

Additional literature:

1. European Central Bank. 2017. How does innovation lead to growth? European Central Bank homepage.
2. Nefiodow, L., Nefiodow, S. 2014. The Sixth Kondratieff. The Growth Engine of the 21st Century. In: Grinin, L.E., Devezas, T.C., Korotayev, A.V., ed. Kondratieff Waves. Juglar – Kuznets – Kondratieff. Yearbook. Volgograd: 'Uchitel'. 326-354.
3. Nunes, P., Breene, T., 19.07.2019. Jumping the S-Curve: Beat the Growth Cycle, Get on Top and Stay There [video]. From: Harvard Business Review International Business homepage.
4. OECD. 2015. The Innovation Imperative: Contributing to Productivity, Growth and Well-Being, OECD Publishing, Paris, 15-66.

5. OECD/Eurostat. 2018. Oslo Manual 2018: Guidelines for Collecting, Reporting and Using Data on Innovation, 4th Edition, The Measurement of Scientific, Technological and Innovation Activities, OECD Publishing, Paris/Eurostat, Luxembourg, 45-58.
6. Andersen, E.S. 2009. Schumpeter's Evolutionary Economics : A Theoretical, Historical and Statistical Analysis of the Engine of Capitalism. New York: Anthem Press, 144-154.
7. Ābeltiņa A. 2008. Inovācija – XXI gadsimta fenomēns. Rīga: SIA Biznesa augstskola Turība
8. Hargadon, A. 2015. Sustainable Innovation: Build Your Company's Capacity to Change the World, Stanford University Press, 1-55.
9. Bodell, L. 2016. Kill the Company: End the Status Quo, Start an Innovation Revolution, New York: Routledge, 10-19. [see materials in e-studies!]
10. Kim, C.W., Mauborgne, R. 2005. Blue ocean strategy: how to create uncontested market space and make the competition irrelevant. Boston, USA: Harvard Business School.
11. Karsten, L. 2016. The Science of Innovation: A Comprehensive Approach for Innovation Management. Walter de Gruyter GmbH. 119-137.

2. Leadership

- 1.1. Case-study of KAforHR BestPractice - TYKY – maintaining the work ability and concept of work ability management

- <https://www.ilmarinen.fi/en/my-pension/rehabilitation/>
- <https://www.ilmarinen.fi/en/my-pension/rehabilitation/rehabilitation-pays-off-even-for-the-employer/>
- <https://www.keva.fi/en/pensions/diminished-work-ability/>
- <https://www.elo.fi/employer/work-ability-management-services>

3. Company visit – Leitners Ltd.

Workshop 2 – 8h

4. Talents` place in HR management process

- 1.2. Skills in labour market – the gap analyses. HR learning and development. Future competences. Learning abilities. (planned lecturers – (planned lecturer – Dr.sc.admin. Romans Putans and Dr.sc.admin. Olga Leontjeva).

- 1.3. People management for fostering innovation. (planned lecturer – Mr. Vladimirs Rojenko, Ph.D.cand.).

During the second part of the first workshop it is planned to examine the essence, significance and characteristics of people management for fostering innovation in organisations. The role of innovation leader, motivation, team spirit, smart recruitment, creativity and talent management in innovation development is explored.

Main topics:

1. What is people management for fostering innovations?
2. How should people be led to promote innovative development in organisations?
3. How are people's leadership principles transformed today?
4. What are the principles of people management for fostering innovations?

Additional literature:

1. Lapiņa, I., Maurāne, G., & Stariņeca, O. (2014). Human Resource Management Models: Aspects of Knowledge Management and Corporate Social Responsibility. *Procedia - Social And Behavioral Sciences*, 110 (The 2nd International Scientific conference)
2. Castro, C. L., Kuvaas, B., Hayton, J. (Eds.). 2011. Global human resource management casebook. ProQuest Ebook Central. 3-44.
3. Peacock, M. J. 2017. The human resource professional's guide to change management: Practical tools and techniques to enact meaningful and lasting organizational change. ProQuest Ebook Central. 1-81.
4. Owens, D. A. 2011. Creative people must be stopped: 6 ways we kill innovation (without even trying). John Wiley & Sons, Incorporated. 25-95.

5. Current trends in personal and professional self- and personnel development - Company visit – EiroPersonals (TBC)

Workshop 3 – 8h

6. Innovation and Invention. Rewarding and Recognition.

The third workshop of the training provides an overview of the principles, advantages and disadvantages of the most common innovation and invention support structures (business incubators, innovation centers, technology centers, etc.). Practical examples of the use of innovation and invention support structures for real innovative business development will be considered.

Main topics:

1. What are innovation and invention support structures?
2. What kind of innovation and invention support structures exist?
3. What are the operating principles of innovation and innovation support structures?
4. How are innovation and invention support structures used in practice?

Additional literature:

1. Feld, B. 2012. Startup communities: building an entrepreneurial ecosystem in your city. John Wiley & Sons, Inc. [see materials in e-studies]

2. Feld, B., Cohen, D. 2010. Do more faster: Techstars lessons to accelerate your startup. John Wiley & Sons, Inc. 203-269.
3. Golomb V.M. 2017. Accelerated Startup: Everything You Need to Know to Make Your Startup Dreams Come True From Idea to Product to Company, Time Traveller Books. [see materials in e-studies]
4. Latvijas Investīciju un attīstības aģentūra (LIAA). 2011. Inovācijas atbalsta struktūras Latvijā. From: <http://www.liaa.gov.lv> [29.07.2019]

7. Nonmonetary motivations to ensure employees satisfaction with workplace

- “Freedoms” at work
- Paid extra to work (trainings, gym)
- Workations
- Inspiring complements (visits, guest-lectures)
- Case-study of KAforHR BestPractice – Draugiem.lv group. <https://draugiemgroup.com/work>

Company visit – Draugiem Group (TBC)



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Innovative Entrepreneurs and Innovation

Support for SMEs:

Knowledge Alliance „Human Resources and Organizational
Development“ – KAforHR



IMPLEMENTATION REPORT

Work package 4: Workplace Innovation trainings and specific development projects within the companies (1st training cycle)

By Janis Tilibs-Etikis

Head of the EU projects department

Latvian Chamber of Commerce and Industry

August 31, 2021



Introduction

In order for small and medium-sized enterprises to remain competitive in the long term, their innovation capacity needs to be strengthened. Human capital is the most important resource for improving innovation and productivity.

The project researched national best practices on innovation in the workplace and developed training curriculum using the “Knowledge Acquisition according to Individual Needs” method. The KAIN method aims to create a common knowledge base for participants with different experiences, taking into account their individual experiences, and to help develop and implement innovations in the company. After obtaining theoretical information and exchanging experience, participants had two months to implement the innovation in their company, if necessary in consultation with the course teachers.

Training participant Mr. Ainārs Kazušs, Chairman of the Board of MRV LUX says “During the training I learned a lot of new and useful information about innovations and personnel management, as well as gained inspiration for the implementation of practical things in my company”

Elīna Valdmāne, Head of the Competitiveness Department of the Latvian Chamber of Commerce and Industry, notes: “The exchange of experience between participants during the course is very valuable, which promotes the emergence of new ideas and helps companies create and implement innovations in their workplace”

Right from the start participants started working on the implementation of individual innovations in the company. Participants gained knowledge about changes in today's labour market and business environment, features of an innovative company and entrepreneur, innovations and creativity in business, non-monetary motivation for employee satisfaction and other topics, as well as on-site and virtual visits to TET, Bite Latvija and Accenture Latvia.



Ingrida Rone, Director of Human and Environmental Services at TET, admits that one of the main reasons why employees choose TET is a flexible work environment, but at a time when work is a remote, maintaining a sense of team is one of the innovations necessary to facilitate.

Asked what promotes innovation in the workplace, Bite climate control architect Laura Pļavniece answers: "We ask employees and they themselves give us new ideas", while Zanda Arnava, head of the talent studio Accenture Latvia, adds that one of the most important things that promotes innovation environment in the company is constructive and growth-oriented feedback.

Admission and organisation of the training

Latvian Chamber of Commerce and Industry promoted trainings using social media, homepage and individual e-mails to member companies. Therefore, participation was open to every Latvian company who wanted to join.

12 companies participated in the trainings. Trainings were separated in 5 separate full day sessions (07.09.2020—09.09.2020, 09.11.2020 and 13.09.2020). Trainings happened in Latvian Chamber of Commerce and Industry premises, but due to COVID-19 restrictions last two of them were held online.

Trainings were led by two Experts:

- Dr. Sc. Admin. Romans Putans – University of Latvia social-economic changes researcher in business environment. Riga Stradins University programme Manager. International Business and sustainable economy docent.
- Mr. Vladimirs Rojenko – Entrepreneur, Innovation and creativity lecturer, doctoral student in business management

In addition several visits (on spot and online) to companies were held during trainings. Visiting companies were chosen based on their experience with workplace innovations and relevance to training topics.

Visited companies:



- Tet Ltd. – biggest Internet and television services provider in Latvia
- Bite Latvia – One of the biggest mobile phone operators in Latvia
- Accenture Latvia – Global IT services and consultations company
- Fontes Group – Executive head hunters and HR consultants
- 4Finance - Global leader in digital consumer finance

Participants profile

Training participants range from 25-40 years of age and were various genders. Mostly with university education. In the companies they mainly represent managerial positions or positions that are fully or partially responsible for human resource processes in the organization. All the participants and companies are from Latvia. Represented company sectors – energy, real estate, wood, IT, finance, design sectors.

Execution of the training

Trainings were carried out using the KAIN method “Knowledge Acquisition according to Individual Needs”. Trainings consisted of theoretical lectures, group tasks and several company visits.

Curriculum

1. Session (07.09.2020)

- Introduction and defining the specific development project within the company
- Changes in the economic self-organization of society
- Innovation and creativity – business success factors
- Company visit TET, Ltd. (organizations culture, flexible job, remote job organization)



2. Session (08.09.2020)

- Changes in business models and social business norms
- Group work
- Human resource management for innovation development
- Company visit Bite Latvia (Employees non-monetary motivation)

3. Session (09.09.2020)

- Gap between skills supply and demand in the labor market
- Group work
- Innovations and inventions. Rewarding and recognition
- Company visit Accenture Latvia (Talent management)

4. Session (14.10.2020)

- Guest lecture by Fontes Group (Establishment of a remuneration system)
- Individual consultations based on company needs

5. Session (09.11.2020)

- Nonmonetary motivations to ensure employees satisfaction with workplace
- Group work
- Company visit 4Finance (Internal training programmes)

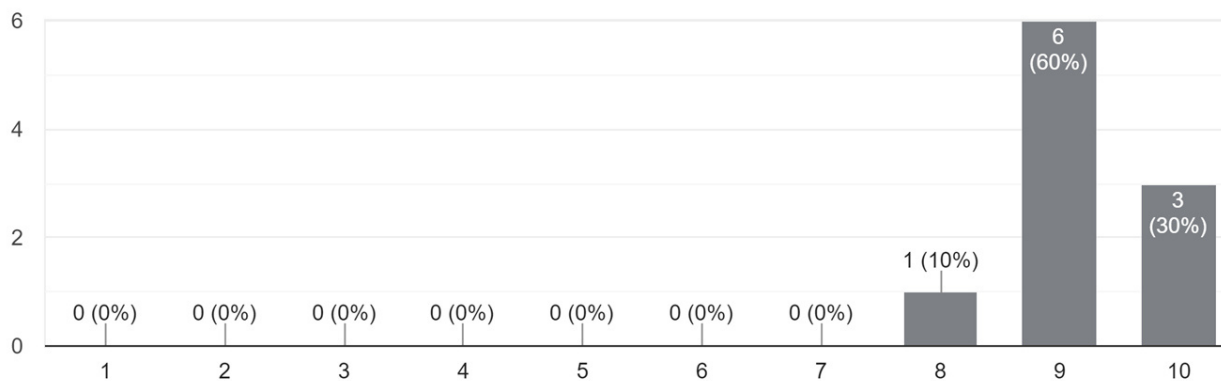
6. Session (13.11.2020)

- Presentation of specific development projects within the companies

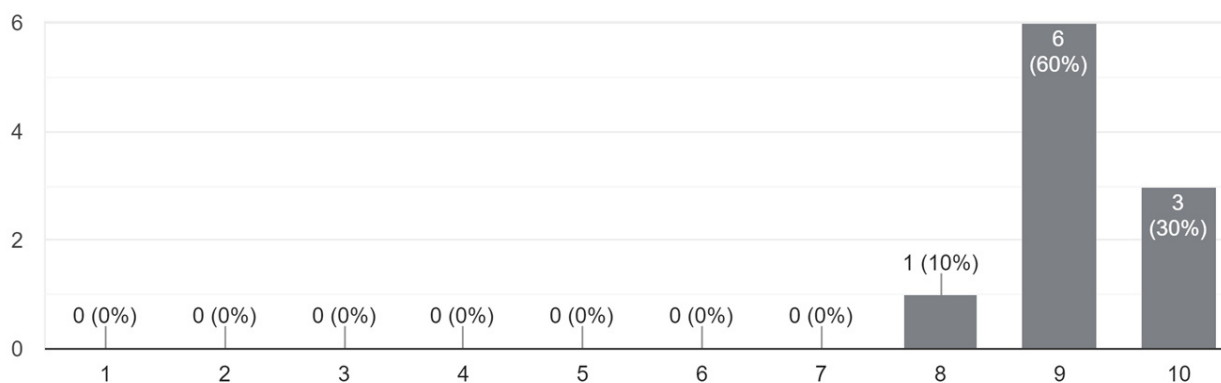


Participants feedback

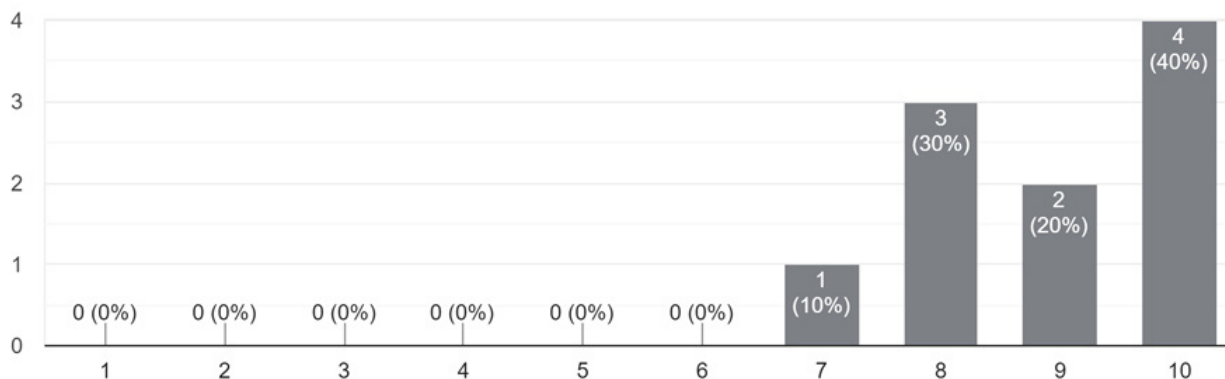
1. Overall satisfaction with theoretical information and training lecturers.



2. Satisfaction with information received during company visits and guest lectures.

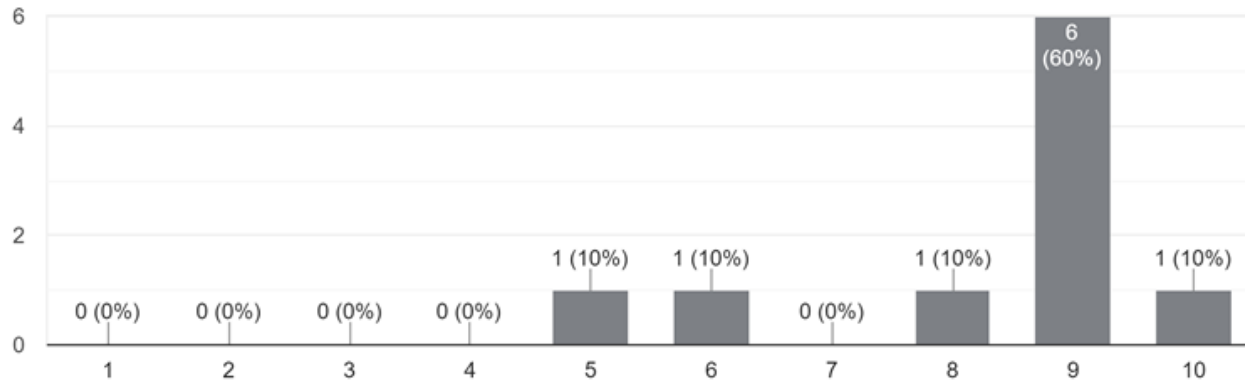


3. Please rate idea exchange that happened during the course between participants

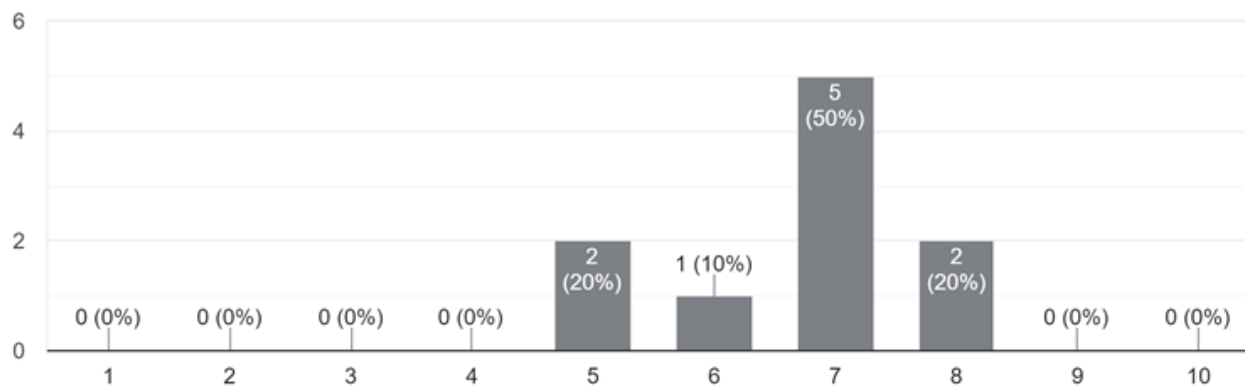




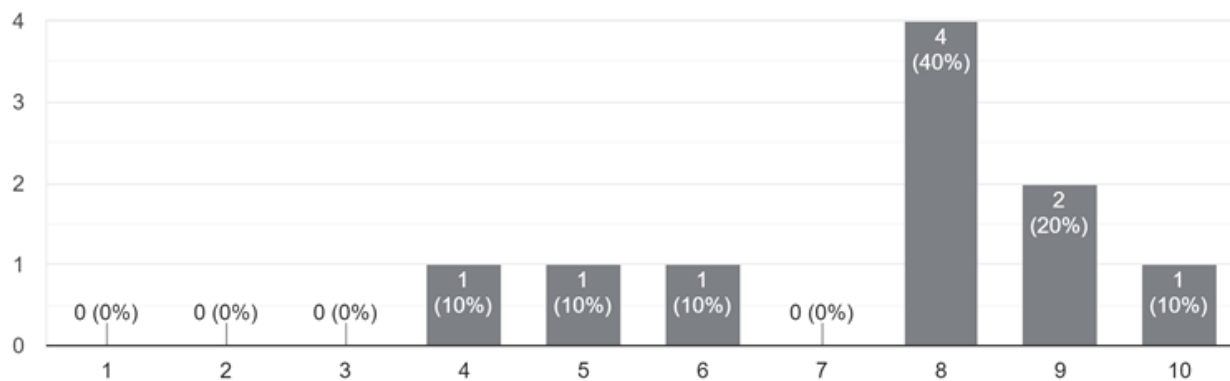
4. Please rate your overall satisfaction with the trainings



3. Please rate how successfully you managed to complete workplace innovation project in your company

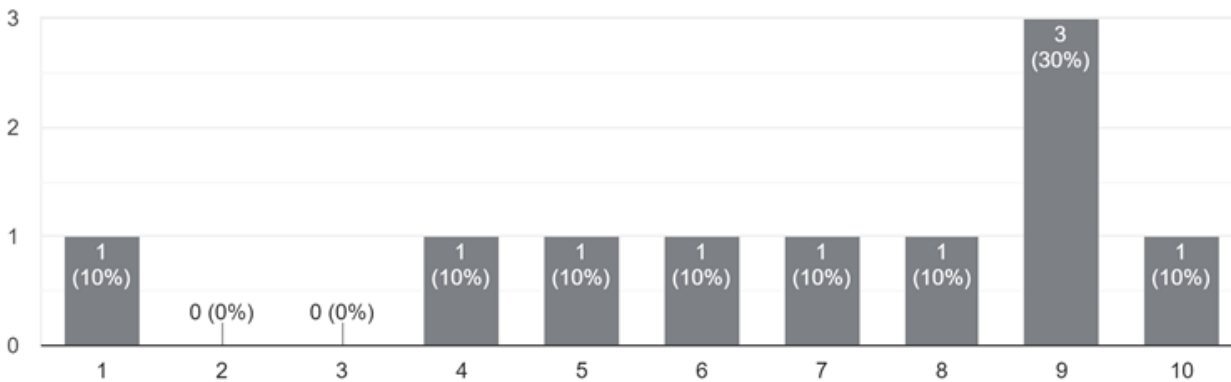


5. Did you had sufficient support from the management to implement workplace innovation





6. Did you had sufficient support and co-workers support implementing workplace innovation



Main Findings and Conclusions

- More lecturers from the professional field and less from the academic. Personal experience is more valuable than theory.
- Additional themes could be included for example – How to involve employees and management in innovation process. How to plan and implement innovation processes successfully. Successfully manage remote workers.
- Trainings overall has proven to be successful and useful for companies and they will be implemented again in the future by Latvian Chamber of Commerce and Industry. Curriculum must be adjusted over time as the COVID-19 situation will highlight new problems, challenges and needs for the company's human resource processes.

Specific development projects within the company

Not all of the training participants managed to create or was willing to develop projects within their companies. Total 5 companies were active and managed to complete the projects.



Project No. 1

Name and address of the company: MVR LUX SIA

Branch/focus of activity of the company: Forest management - production of forest taxation, evaluation of growing wood, reforestation, logging, preparation and arrangement of all types of documents.

Number of employees of the company: 17

Brief description of the development project: Challenge - Since the spring, company has been working mostly remotely due to COVID-19 and have only been together in the office for a few months in year 2020. In addition, supervisors work in the regions and are not directly attached to the central office.

Desired result - Increased engagement of employees. At the start, the company wanted to understand how to control employees who work remotely. How to assess whether employees are doing all the work and not doing private things most of the day and doing only what is absolutely necessary.

Short description of the results: During the trainings company understood that problem lies in employee motivation and not control mechanisms. Motivation was increased.

HR project implementation tasks:

- Employee surveys/interviews
- Gathering feedback from employees
- Organize tender for insurance companies and provide employees with health insurance to increase motivation
- Implement regular joint online meetings



Short progress report of the project partner: Project was rather easy and company owner was directly interested in the success of the project as he wanted to increase employee's motivation and engagement rate.

Project No. 2

Name and address of the company: Latvian Environment, Geology and Meteorology Center

Branch/focus of activity of the company: Ensure the collection, storage and provision of environmental information to the public and state and local government institutions, environmental monitoring, identification and assessment of subterranean resources, management of the state-owned hazardous waste landfill, safe management of radioactive waste and nuclear facilities, as well as participation in geology, meteorology, climatology, hydrology, water and air quality, the effects of transboundary air pollution and radioactive and hazardous waste management, as well as the maintenance of the national geological fund, fringes and reference samples, the environmental data archive and the library of scientific and technical literature.

Number of employees of the company: 290

Brief description of the development project: Employee learning process management - Currently, training for employees is planned within the structural units, within the annual budget, mainly emphasizing only expenses. Aspects of implementation, change and feedback are not traceable.

Short description of the results: Transparent learning process in the company as a whole, which can identify starting with what employees need (what to learn) or goals, motivation, and ending with not only the results that have been learned, but also an overview: costs, application in practice, assessment of training providers and internal transfer of knowledge to other employees.

HR project implementation tasks:

- Development of the project specifics
- Introduce other department managers with the project



- Introduce members of the board with the plans and include training plan in the next years budget
- IT platform development
- Inform employees
- Monitor process

Short progress report of the project partner: Project was quite challenging as the company is governmental and with huge amount of employees and therefore needs. This demands serious preparation from Human resource department as all these initiatives needs to be approved by members of the board and that requires clear argumentation.

Project No. 3

Name and address of the company: Sanne group

Branch/focus of activity of the company: Leading specialist alternative asset fund administrator, with jurisdictional and asset class expertise like no other.

Number of employees of the company: 100

Brief description of the development project: Analyze local and external evidence, understand the relationship between how brand image affects talent acquisition and retention, and suggest ways to improve the situation.

Short description of the results:

- Increase in average employment time
- Increase new and talented employees in the company
- Increased employee satisfaction with the company and working conditions
- Increased word of mouth effect

HR project implementation tasks:



- Understand what causes people's dissatisfaction in the company (Promised vs. real company environment and job responsibilities that affect attitudes towards the company and, together with word of mouth, reduce the company's brand image)
- Understand the link between brand image and talent acquisition and retention
- Develop recommendations to promote the acquisition and retention of talents
- Practical activities to acquire and retain talent

Short progress report of the project partner:

So far, the problem has been identified, the evidence analysed and ways to improve the current situation suggested. It takes long time to actually implement and test the impact of such changes in the company

Project No. 4

Name and address of the company: Primum Ltd.

Branch/focus of activity of the company: Finance management company, whose main specialty is accounting outsourcing.

Number of employees of the company: 16

Brief description of the development project: Talent management and talent attraction. The profession is undergoing change, technology is becoming more and more involved, so the accounting service is transforming from a data processor to more and more business consulting. Therefore, highly qualified staff is needed.

Short description of the results: Most of the team consists of high-class professionals who are also able to consult.

HR project implementation tasks:

- Employee audit



- Employee interviews
- Individual competence building plans for existing employees
- Employee competence standard development
- Recruitment of new specialists

Short progress report of the project partner:

- A non-monetary motivation program has been established - flexible working hours (remote is not the same as flexible), 2 additional holidays - name days and birthdays, health insurance, training program, including certification program
- There is a remuneration program - basic salary and various bonuses
- Has a comfortable and modern workplace, technical means (including programs, 3 monitors, etc.)
- There are cohesive and recreational activities
- Work has been started to improve the public image, because in the conditions of insufficient labour market, the public image is of great importance, incl. creating a new website with not only customer feedback, but also employee feedback - why it's good to work here
- Internal growth program developed
- More active work has been started with educational institutions in attracting trainees and potential employees
- There is a plan to buy a small office - it is quite a risky, but there is an option to get potential talent

Project No. 5

Name and address of the company: Augstsprieguma tikls, AS

Branch/focus of activity of the company: Independent transmission system operator in the Republic of Latvia, engaged in providing electric power transmission network services and ensuring the balancing and stability within the transmission network.

Number of employees of the company: 200



Brief description of the development project: Employee involvement and implementation of LEAN management system

Short description of the results: Involved, responsive employees. LEAN has been introduced to improve all processes and improve the company's efficiency by working with fewer resources.

HR project implementation tasks:

- Research on employee involvement, analysis of its results in cooperation with "RAIT GROUP" to find out employee satisfaction with various aspects of work (work environment, processes, communication in the team and with the manager, motivational factors, etc.)
- LEAN methods and tools - training organization for the management team
- Exchange of experience with companies that have already implemented LEAN
- Organization of LEAN training for 2nd level managers - Productive service management
- LEAN training for employees (Riga and regions), in cooperation with SIA "Leilands un Putnis"
- LEAN training and work sessions for the change management team - in cooperation with SIA "Leilands un Putnis"
- Start of LEAN implementation

Short progress report of the project partner: Implementation takes long time but at this point company has organized Trainings for senior management and level 2 managers. A large group of employees has been recruited for introductory training on the LEAN method. A group of 15 managers and employees has been created to study and start implementing LEAN.