

► **Focus on the employees**



*Connection with Brunata's strategy:
Strengthens focus on the organisation and intensifies and targets the introduction of wireless communication*

Background

In 2008, Brunata's employee policy was supplemented by a fifth dimension in the strategy development, aimed at intensifying focus on the organisation. In the current financial year, training has thus been provided to enable management to act in accordance with the new business strategy and to enable the accounts department employees to handle a new effective online accounting system. The higher priority given to remote reading in the current financial year is also expected to remove various time-consuming work functions and reduce the need for labour for manual reading in 2010. The expected result of the management training is to provide Brunata with a management working more consistently towards shared goals. The result of the accounts employee training is expected to be less time consumption, less stress during the peak season and less sick leave.

Policy / strategy	Activity	Result	Dilemma / Future
Focus on the organisation	Implementation of training for the organisation's managers	<ul style="list-style-type: none"> ➤ United management group working towards shared goals. In the current financial year, each manager has prepared an action plan for the individual department with a view to ensuring focus on Brunata's overall strategy. ➤ Greater focus on the need to steer the employees towards shared goals (see action plans and action profile) ➤ Improved qualifications for acting in accordance with Brunata's strategic goals 	<p>Dilemma: To keep pace between the development of the organisation and the management training, so that everyone can benefit from possible synergies</p> <p>Task: To continue to develop procedures taking account of the above</p>
Optimisation of the heating accounts systems	Training of employees in using the new heating accounts systems	<ul style="list-style-type: none"> ➤ Less time consumption, less work pressure during the peak season and an expected reduction of sick leave. ➤ Establishment of a special helpdesk function listing requests, problems and priorities in order to provide ongoing support of the employees in using the system and adjust functions in the system. 	<p>Dilemma: On the one hand, the automation built into the new heating accounts system makes the work easier, but on the other the individual employees may feel that they lose control of the calculations, which creates insecurity.</p> <p>Task: Complete a full financial year, so that the accounts system can demonstrate the desired accuracy and restore confidence in the work for the individual employee.</p>