



An interview with

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## **What were the top challenges we faced during the pandemic?**

The pandemic impacted our way of living. It changed the relationship within our families, the way of working, our social life, everything. Suddenly it created some new challenges which put all of us in a situation we had never thought could happen.

Having a Business Continuity Plan and strictly following it, helped us to center ourselves and to take precautions in this new environment. Some of the challenges we faced were:

**Protecting and supporting our people.** Being more aware of their personal well-being.

Communication and transparency were the main keys during this pandemic period.

We maintained frequent contacts with our colleagues, informing them on the situation, government's rules which frequently changed and reassuring them as much as possible during that difficult time.

Colleagues who had symptoms similar to Covid19 were asked to stay home.

**Moving to remote working.** Even though we had experience in working in distance, with small teams abroad, before the pandemic happened, we did not try "everyone at home at the same time". We made sure to create the best conditions we could for our staff to be

able to work from home. We supported them with the tools and supplies they needed in order to create a “mini office” in their homes.

Using tools such as Zoom, GoogleMeet, WebEx, which are easy to use, helped us to plan, organize and generally to keep in touch with each other and with our clients & partners.

**Motivation and engagement.** We found this period did not decrease staff performance.

It was not easy, it took more time for managers to organize teams in distance, to set clear objectives and measure them. Internal communications became more

frequent and longer but on the other hand, it raised the awareness of the team. Everyone knew it was a difficult situation and that it was needed to work harder and to be more responsible than ever.

### **How did Covid19 impact our business practices?**

On boarding was a challenge because working from home was impossible for juniors, who had lack of experience and lack of access in systems we use. This led us to fast forward their training and, in some occasions, to provide it in the offices.

To face the situation, we had to build new capacities by organizing online training in

different areas, such as technical skills, soft skills and managerial skills.

Going virtual made it possible for us to be available at any time but the Company always encouraged people to maintain a healthy work/life balance.

On the other hand, hiring hasn't been impacted, except for the period of isolation. During this period, we have hired new staff and are continuing to hire in order to meet our human resources needs.

**How has the workspace been re-defined and how does it look like right now?**

We have taken measures to make the workplace safer and more comfortable, beginning from publishing new “Rules at Work” and “Working from Home” policies to the re-organization of the workspaces in order to respect the required distances.

We have contracted an external company to sanitize constantly and frequently the working spaces as well as we clean more often and disinfect the common areas. Everyone has been provided with masks and hand sanitizers products.

And, of course, we often remind everyone to follow the rules in order to reduce risks for themselves and others.

## **What have we learned and will continue to implement during the "new normal"?**

We have learned that we, as humans, are more adaptable than we think, we can face extreme situations and still manage to succeed.

And that communication, building trust and being empathetic are the keys to overcome challenges like this.

We cannot control everything, but this situation made us stronger and more responsive to changes. It taught us how to adopt new methods quickly and to adapt the old ones when they are not effective anymore.

For the future we will consider remote working

for specific activities as a normal procedure.

