MODULE 5 CASE STUDY · SPAIN

The starter who said everything was fine



Brisa Formación, S.L., Valencia. One situation, four national versions. This is the Spain version.

The situation

Brisa Formación, S.L. is an online training company of about 45 people. Its head office is in Valencia, and most staff work from home. You are the only HR person. The People team is you and a part-time payroll colleague.

Nuria joins as a fully remote People Administrator. She works 35 hours a week from her home in Albacete. Her manager is Elena, Head of Operations. Her buddy is Pilar, from the support team. The support team also includes Kati, who works from Tartu, Estonia, one hour ahead of head office.

Weeks 0 to 2 · a start that slipped

- Nuria signed her contract three weeks before day one. Nobody contacted her again until the Friday before she started.
- Her laptop arrived on the Wednesday of week one. She spent two days reading the staff handbook on her phone.
- Her written terms arrived on day nine. Nobody had checked which deadline applies.
- Pilar was named as her buddy on a form. By day 45 they had never met on video.

Day 45 · a thread in the team channel

Part of Nuria's job is a handover note for the support team at the end of her day. Kati starts earlier, and picks up what the note lists. On day 45, at the start of Kati's day, she posts in the team channel: “No handover again. Twelve requests with no owner.” Nuria replies four hours later, in public: “Maybe check the shared folder before counting my mistakes.” Two colleagues react. Nobody takes it out of the thread.

Day 60 · the checkpoint

At the day-60 checkpoint, Elena tells you that three handover notes were missing in two weeks, and that two staff questions to the HR inbox waited four days. Nuria says: “Everything is fine. It's just a busy month.” Her camera is off. In the same week her messages start arriving after 22:00.

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A week later, in a call with you about the handover, Nuria says that her father had a stroke last month. She does his mornings before she logs on, and she is barely sleeping. She asks you not to tell Elena.

Two more questions

- Nuria asks whether the company pays anything towards her electricity and internet, because nobody has told her.
- She has also heard that a colleague with the same role who lives in Madrid is paid more. She asks you why.

What this case study is for

Every lesson in Module 5 meets this one situation: the pre-boarding that did not happen (5.1), a team that does not connect (5.2), work that slipped (5.3), a wellbeing concern that goes beyond your role (5.4), a conflict that grew in public (5.5), and a question about costs and pay (5.6). The events are the same in all four countries. What you must check, and who you ask, is not.

What is different in Spain

Before you use any of this

National detail below is a starting point for your own checking, not legal advice. Laws change, and rules differ by company size, sector and collective agreement. Verify the current position before acting on any of it. Module 6 covers how to do that properly.

Written terms and the remote-work agreement

What to check	Who to ask, and why it matters here
Which deadline applies to the written terms? Check how Spain transposed Directive (EU) 2019/1152.	Ask your labour adviser (graduado social or lawyer). Nuria's terms arrived on day nine.
Is there a written remote-work agreement, as Ley 10/2021 de trabajo a distancia requires? What does it say about equipment and expenses?	HR keeps it. Check what the law and any collective agreement say about compensating expenses before you answer Nuria.
What is the company's policy on digital disconnection?	Relevant to messages after 22:00. Check the national rules on the right to disconnect; Module 6 covers them.

Wellbeing, care and support routes

What to check	Who to ask, and why it matters here
Which prevention service (servicio de prevención)	Your prevention service. Ask how an employee reaches

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covers the company, and does its risk assessment include psychosocial risks?	occupational health.
Is 116 123 in service in Spain, at what hours and in which languages?	Check before you name it. If a life is at risk, the number is 112.
What carers' leave and flexible working for carers does national law give? Check the transposition of Directive (EU) 2019/1158.	Your labour adviser, or the Inspección de Trabajo y Seguridad Social guidance.

Pay and representation

What to check	Who to ask, and why it matters here
Has Spain transposed the Pay Transparency Directive (EU) 2023/970? What do existing national rules already require on pay records?	Your labour adviser. Nuria can ask why pay differs from the colleague in Madrid.
Are there workers' representatives (delegados de personal or comité de empresa) who must be informed about surveys or appraisal criteria?	If there are, check their information and consultation rights first.

How it may differ in practice

- Working hours, and the lunch break, may differ between head office and remote staff. Agree core hours in writing rather than assuming them.
- Regional public holidays differ. Check the calendar of each region in the team before booking checkpoints.
- These are tendencies to check, not rules about people. Ask the person, not the stereotype.

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What you are asked to do

1. Fix the onboarding. Write the pre-boarding, day-one and week-one lines that would have prevented weeks 0 to 2, each with an owner and a date (lesson 5.1).
2. Repair the buddy arrangement and the team's connection. Name one change and one indicator you would check at day 90 (lessons 5.1 and 5.2).
3. Rewrite the day-60 feedback on the missing handovers and the slow HR inbox as situation, behaviour and impact, with a next step and a date (lesson 5.3).
4. Decide whether her disclosure needs a conversation, a referral, or neither. Write what you would say, which routes you would name, and what you would tell the manager (lesson 5.4).
5. Plan the next step on the thread with the colleague: a conversation, a facilitated conversation or mediation, or a formal process (lesson 5.5).
6. Draft a short reply to her questions about home-working costs and pay, using only what you have checked (lesson 5.6).

Questions to answer

- Which single pre-boarding step, with an owner and a date, would have changed most about her first week?
- Which signs before day 60 should have prompted someone to ask how she was, and who should have asked?
- At what point does this stop being a conversation about handovers and become one you must refer? What do you say at that point?
- She asked you not to tell her manager. What will you share, with her agreement, and what stays private?
- Should the thread with her colleague go to an informal conversation, to mediation, or to a formal process? What would change your answer?
- What must you check in your country before you answer her questions about home-working costs and pay, and who do you ask?

Read one other country's version

When you have finished, read the version for one other country. In your own notes, write three or four lines: what would you have to do differently there, and which difference is legal rather than cultural? You do this alone. If you want to, you can also share it in the module forum, but nothing here depends on it.

Before you finish

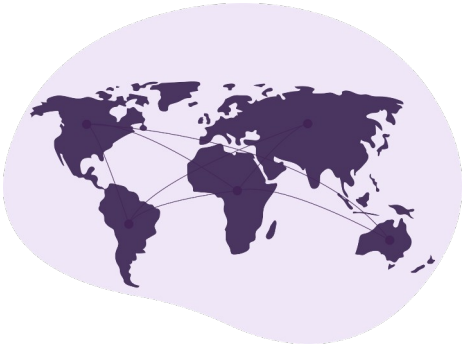
- ☐ Every onboarding line you wrote has an owner and a date

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- ☐ Your feedback names dated facts and a next step, and contains no guesses about her private life
- ☐ You said where you would stop and refer, and named routes without diagnosing
- ☐ Health details stay private unless she agrees, and you did not promise total secrecy
- ☐ Your national answers say what to check and who to ask, not what the law is
- ☐ You read one other country's version and noted one legal and one cultural difference



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