



# Changes in the Polish HR from the perspectives of HR specialists

Survey report

## Dear Readers!

We are happy to present a report covering the second edition of our survey of the HR position in the Polish market – an effect of joint efforts undertaken by Pracuj Ventures, Pracuj.pl and Great Digital titled “Changes in the Polish HR from the perspectives of HR specialists”.

We decided to carry out the survey again and update the fields it covers; we also took into account the challenges that the HR market in Poland faces in the current economic situation. The pandemic and the outbreak of the war, which have recently had a significant impact on the issues the corporate HR departments are responsible for, have been followed by an economic downturn, whose duration and consequences are still difficult to predict. That is why we wanted to precisely diagnose the specific nature of the position the Polish companies have found themselves in, as well as the expectations and tasks the HR teams have to face.

We asked HR specialists about the fields they are currently operating in, the factors they need to take into account and their position in making key business decisions in their companies. We diagnosed not only the main challenges for the months to come, but also the advancement of processes in the key HR areas. We also examined the tools employed by HR functions in Poland and the HR areas where the lack of such tools is most severely felt.

We hope this report covering the survey of nearly 500 respondents responsible for HR operations in companies of all sizes will not only enable you to evaluate the activity in this industry as compared to other market sectors, but also inspire you to take certain actions in the nearest future.

We hope you find this report valuable and insightful!

Team of Pracuj Ventures, Pracuj.pl & Great Digital



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## 1. Experts sharing their take on the survey results



**Agata Boroń**

HR & Internal Communication Director,  
DHL Parcel Polska



**Agnieszka Bieniak**

Group HR Director,  
Grupa Pracuj S.A.



**Anna Wróbel**

People & Culture Leader;  
Organizational Transformation Expert



**Łukasz Marciniak**

Sales Director  
in eRecruitment Solutions



**Paweł Leks**

Managing Partner  
in the Pracuj Ventures Fund



**Tina Sobocińska**

HR4future,  
Founder & HR Strategic Advisor



**Andrzej Borczyk**

HR Managing Director  
in the CCC Group



**Tomasz Chaciński**

CEO in Worksmile

## 1. Experts sharing their take on the survey results



**Izabela Bartnicka**

Head of Business Development,  
Digital University



**Iwona Wencel**

CEO & Founder in HR Power Mentor,  
Partner in WNCL



**Cezary Mączka**

HR Director,  
Polska Grupa Farmaceutyczna



**Aleksandra Paszkiewicz**

Head of People  
in Netguru



**Marcin Sieńczyk**

Digital Transformation Leader,  
HR Technology Advisor



**Marta Pawlak-Dobrzańska**

Founder, Strategist and Analyst  
in Great Digital

## 2. Summary of the 2023 survey: key takeaways

### CURRENT REALITY OF WORKING IN HR

As for the tasks required from the HR functions, every second surveyed company indicated the need to monitor the needs and sentiments of their staff on an ongoing basis. Nearly 40% of the companies operating in the HR industry are facing such challenges as frequently changing priorities, necessary budget optimization and expectations as to efficient functioning of HR departments despite reduced budgets. At the same time, the opinion of HR specialists is taken into account upon making significant business decisions in every third company, while in every second company only when such decisions pertain to the staff.

### WHAT HAS CHANGED AS COMPARED TO THE 2021 SURVEY?

The biggest change regarding significant HR operations as compared to the 2021 survey results is a shift in priorities from recruitment to retaining employees. In 2021, the second most frequently mentioned field of HR operations was responding to growing salary expectations of employees. Currently it is the development of organizational culture. One of the major HR priorities in 2023 covers the continued efforts aimed at leader competence development, also indicated during the 2021 survey. Companies develop the competences of their leaders not only in the field of team management, but also with regard to career counseling.

Among the areas HR staff is responsible for, there are also such that have not significantly changed in the last two years, although such changes would be welcome, taking into account the current and future market conditions. Still (too) few companies work on upskilling and reskilling their staff, employ agile methods of evaluating the effects of work or monitor the workload of their employees. Surveys conducted among employees at least quarterly are also not a common practice (they are organized by one in ten companies on average), whereas every fourth company is not carrying out any activities in the field of HR analytics at all (similarly as in 2021).



## 2. Summary of the 2023 survey: key takeaways

### MAIN AREAS OF CURRENT HR ACTIVITIES

Currently an HR-related priority for the majority (62%) of the companies is retaining their staff; every second company is making efforts to develop their leaders and organizational culture supporting their work on achieving business goals. For nearly a half of the surveyed companies, attracting new employees is still a priority, while slightly more than one third of the companies are working on securing their position of an attractive employer in the perception of candidates, despite less intense recruitment efforts.

### CURRENT WORK TECH LEVEL IN COMPANIES AND PERCEIVED DEFICIENCIES

Vast majority of the companies implemented a number of work-assisting systems for their HR teams or employees. Such systems assisting the work of HR teams and/or employees are most frequently used to support payroll and recruitment management. Only a few percent of the surveyed companies have a single main HCM system or are currently trying to reduce the number of the employed tools and applications. The fields where the lack of sufficient work tech tools is felt most severely by the Polish HR industry include: HR analytics, onboarding, learning & development and employee evaluation. About 40% of the companies admit that implementing an appropriate tool in those areas would support and facilitate the HR processes.



### HYBRID AND/OR REMOTE WORK

Nearly 40% of the companies are fine-tuning or changing their hybrid and/or remote work model. Every fourth company is still developing such a model. Every third company is taking a number of steps to encourage employees to meet their colleagues face-to-face more often, while one third of the companies are currently not carrying out any activities related to the adopted hybrid and/or remote work model.

## 2. Summary of the 2023 survey: key takeaways

### ADVANCEMENT OF ACTIVITIES IN SPECIFIC FIELDS OF HR

- Data regarding the level of verification of remuneration offered by the company within the 12 months preceding the survey indicate that almost every third surveyed company has verified the remuneration with the help of a third-party service provider specializing in this field. About 40% of the companies have used the available free data, while every fifth company has not verified the remuneration at all.
  - As part of the wellbeing-oriented activities, every third company focuses on motivating the employees to pursue their sports hobbies and other interests. Every fourth company is trying to make its compensation attractive for employees (by raising the salary or other benefits). One fifth of the companies perform activities aiming at offering access to meetings with specialists taking care of the staff wellbeing (psychologists, dietitians and coaches); the same percentage of companies offer access to individual psychologist care.
  - Every third surveyed company is searching for less expensive development opportunities and perspectives for their employees. A similar percentage of companies are working on online development opportunities. Almost every second company expects the employees to take initiative and responsibility for their own development, while 42% focus on development of their leaders, to prepare them to offer other employees advice in this respect.
  - As far as performance evaluation is concerned, the majority (over a half) of the surveyed companies evaluate their employees on the basis of annual and/or quarterly goals. 1 out of 10 surveyed companies is not carrying out any activities in this field.
- A half of the surveyed companies perform surveys of the employees' needs, opinion, satisfaction or engagement (in most cases once or twice a year). In 44% of the surveyed companies, the opinion about the needs of employees is sourced from the leaders, while in every third company the sources of such information are the questions asked by employees during their meetings with the management and in the corporate channels of communication. Diagnosed needs and sentiments of employees are discussed with the management board (70% of the surveyed companies), with the company's managers (60% of the companies) and the HR team (every second company). In response to the diagnosed needs, every second company implements changes addressing the selected issues reported by the employees.
  - With regard to the HR analytics, the largest number (28%) of the surveyed companies admitted that they analyze the data regarding their employees and HR processes, but such analyses are carried out manually and ad hoc, due to the challenges related to the access to such data. One fifth of the companies are currently struggling with the lack of access to the basic HR indicators, time or competences required for the purposes of HR data analyses. In the case of about a dozen percent of the companies the level of activities in this field can be referred to as advanced people analytics.

### 3. Changes in the Polish HR. Comparison of the 2021 and 2023 survey results

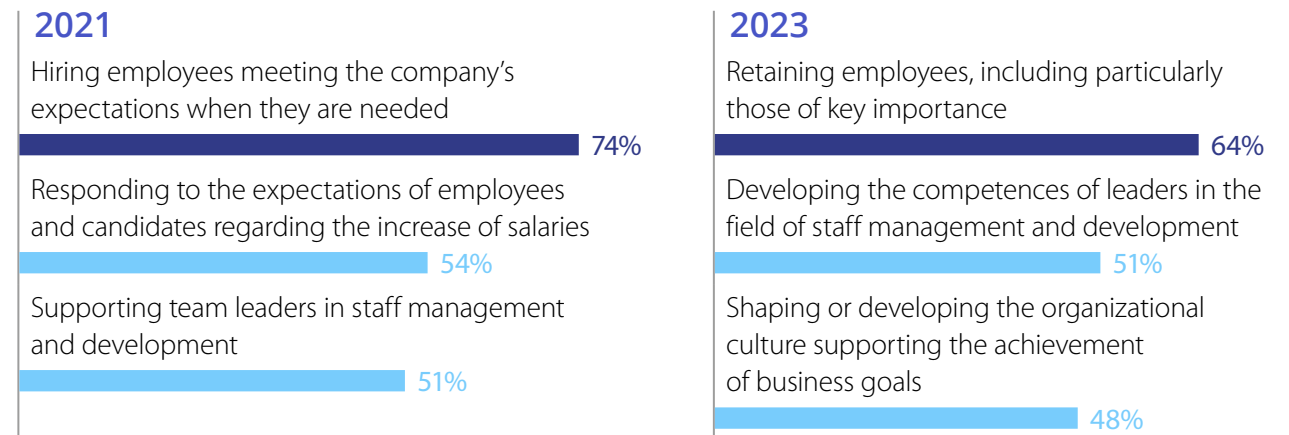
Comparison of the 2021 and 2023 survey results shows a major change. The main objective of HR activities in 2021 was attracting employees, whereas in 2023 such activities are focused on retaining employees.

In 2021 more than a half of the companies were thinking of a proper way to address the expectations of employees and candidates regarding the increase of salaries – it was the second most frequently mentioned area of HR activities. Top 3 HR priorities included also activities aimed at supporting their team leaders in the tasks related to staff management and development.

In 2023 the activities related to developing the competences of team leaders are carried out as frequently as in 2021 (in every second company on average). Top 3 most frequently mentioned areas on which HR teams are currently working on include shaping and developing corporate organizational culture.

Among the HR activities that have changed most significantly between 2021 and 2023, lower importance of attracting

#### 3 areas of HR activities that were most frequently mentioned by companies in the 2021 and 2023 surveys



**Table 1.** Three most frequently mentioned fields of HR activities (answers with the largest number of indications to the following question: "Which of the below activities is currently a major field of your company's HR-related activities?"). 2021 N=564, 2023 N=494

employees is particularly interesting. The percentage of companies for which this area of activity is important has gone down from 71% to 47% (which actually is still quite a lot). Lower importance of recruitment is also visible in the percentage of companies that need to compete for employees with foreign employers. This percentage has gone down from 14% in 2021 to 6% currently.

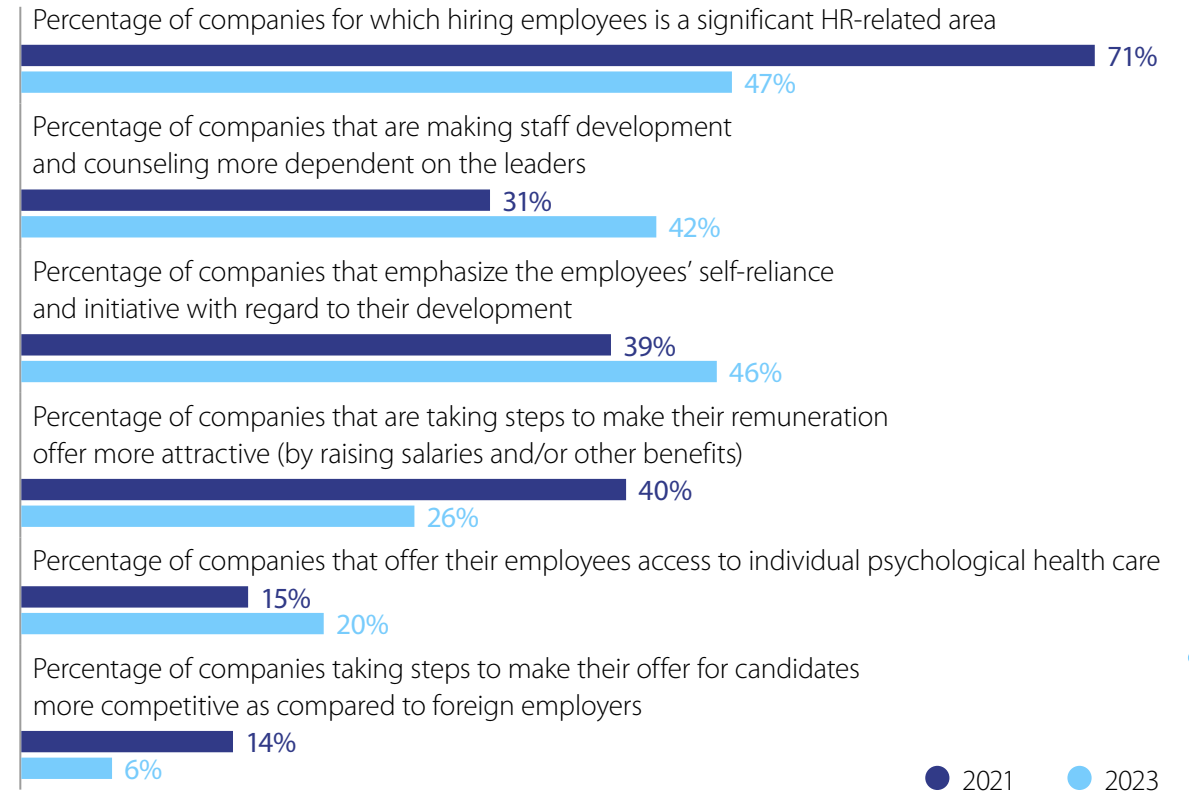
### 3. Changes in the Polish HR. Comparison of the 2021 and 2023 survey results

The area of staff development has also changed significantly. On the one hand, the percentage of companies that are making staff development and counseling more dependent on the leaders has significantly increased (by 11 percentage points) between 2021 and 2023. On the other hand, the percentage of companies that emphasize the employee's self-reliance and initiative with regard to their development has also gone up by 6 percentage points.

It is also worth noting that as compared to the previous survey there are currently much fewer companies (by 14 percentage points) that are taking steps to make their remuneration offer more attractive (26% of the companies). The percentage of companies that offer their employees access to individual mental health care has increased (by 5 percentage points).



#### Which HR-related areas have changed between 2021 and 2023?



**Table 2.** Selected areas of HR-related activities that have significantly changed between the 2021 survey and the 2023 survey. 2021 N=564, 2023 N=494.

### 3. Changes in the Polish HR. Comparison of the 2021 and 2023 survey results

#### What has changed as compared to the results of the 1st edition of the survey carried out in 2021?

We have noticed that the percentage of companies that survey their employees' opinion, needs, satisfaction or engagement much more frequently than once or twice a year has not been increasing. Every tenth company on average performs such surveys among their employees at least once a quarter. Yet another area that can be a significant source of information on the employees' needs, but has not changed significantly, is the HR analytics. One fourth of the companies are still not carrying out any activities in this field.

The number of companies currently working on reskilling or upskilling of their employees has also not changed within almost 2 years between the surveys – still every fifth company is actively working on this field. The percentage of companies focused on offering their employees online development opportunities has remained on a steady level. Such activities are carried out by every third company.

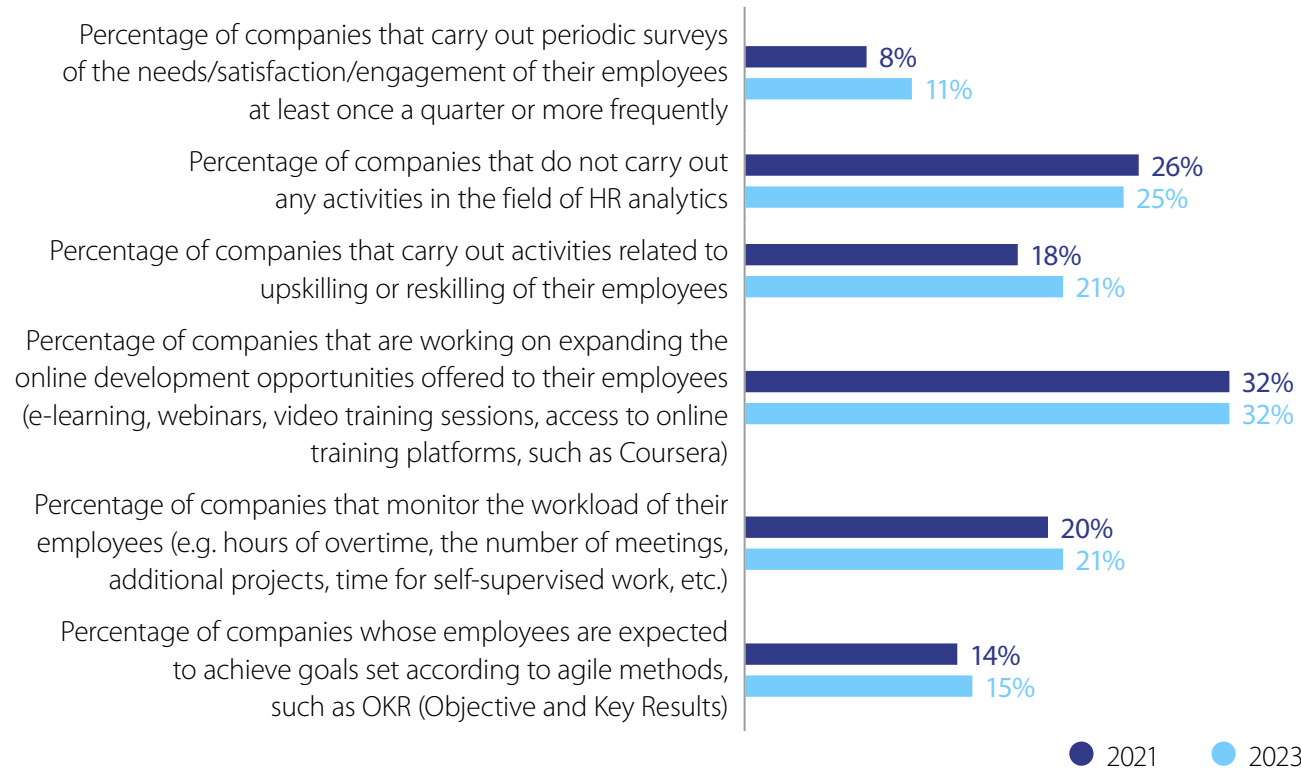
The attention the companies pay to monitoring the workload of their employees has not increased. Activities in this area are carried out by every fifth company.

The percentage of companies employing agile methods of performance evaluation has also not increased. The OKR (Objective and Key Results) approach is still used by 1 out of 5 companies.



### 3. Changes in the Polish HR. Comparison of the 2021 and 2023 survey results

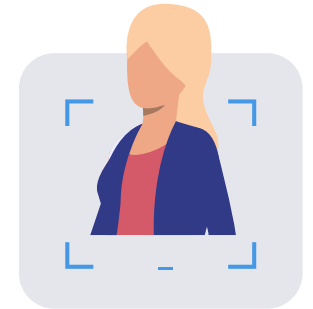
#### HR-related fields that have not changed significantly between 2021 and 2023:



**Table 3.** Selected areas of HR-related activities that have not significantly changed between the 2021 survey and the 2023 survey. 2021 N=564, 2023 N=494

## 4. Reality and expectations in the HR industry

Asked about the current reality of working in HR, every second respondent mentioned the need to monitor the sentiments and needs of employees on an ongoing basis. In about 40% of the surveyed companies, the HR departments have to deal with constantly changing priorities, are forced to control their budgets and HR-related expenses and are trying to operate efficiently despite tightened budgets. What is more, every fourth company has to prepare for diverse scenarios of changes in the job market or is currently under reorganization.



### Which of the below statements accurately describes the current reality of working in HR in your company?

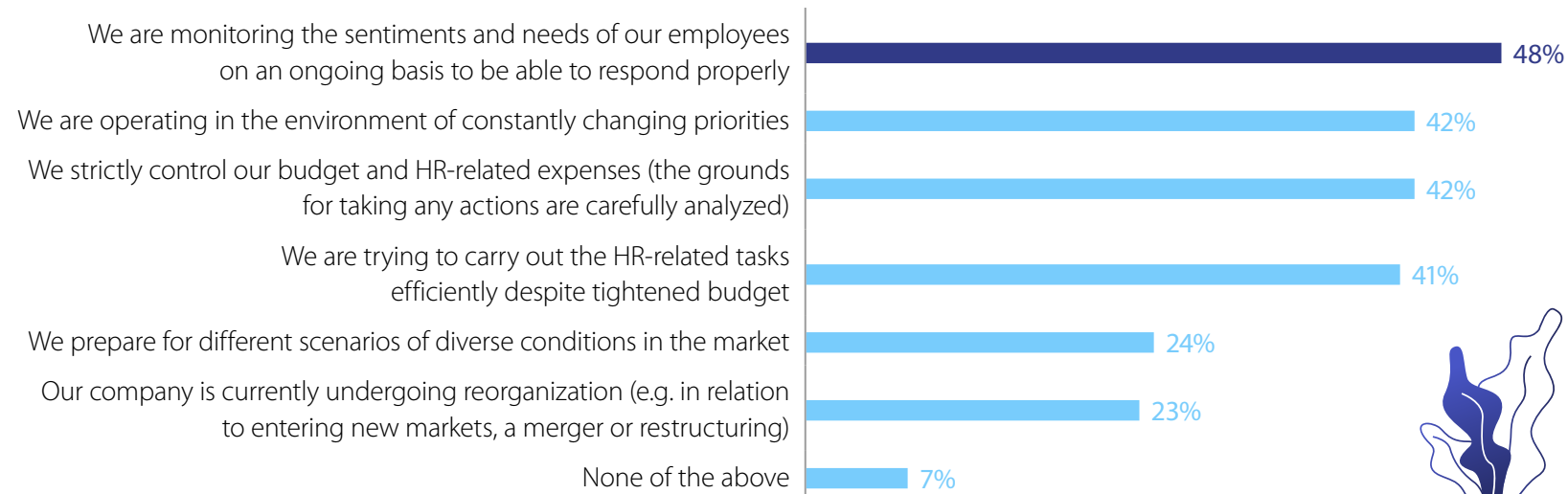


Chart 1. Current reality of working in HR. N=494

## Expert's take




### Agata Boroń

HR & Internal Communication Director,  
DHL Parcel Polska

The recent years have brought many challenges for both employees and employers, having to cope with unpredictable conditions and constantly changing priorities. The global pandemic was followed by the war in Ukraine and the fallout of soaring inflation. Functioning in such volatile conditions can affect mental health of employees and the perceived stress levels.

In DHL Parcel, apart from our standard annual staff survey, we have introduced a periodic anonymous survey titled "How are you?", which helps us collect the insight on the needs, sentiments and emotional state of our employees. We have noticed that the programs aimed at building mental resilience or skills related to handling stress attract a lot of interest. Currently prevention is key, while wellbeing programs help prevent difficult situation before they occur.



The macroeconomic situation in Poland has made companies face soaring expenses and a dynamic increase of the minimum wage. Many companies have been forced to revise their budgets and tighten their expenses, including the HR-related budgets. In such circumstances it is important to pay attention to open communication with employees and shared understanding of the situation the company is facing. Hard times are a true test of the strength of the company's organizational culture and leadership.



## 4. Reality and expectations in the HR industry

The survey has shown that the opinion of HR teams is taken into account upon making significant decisions in every second company provided that such decisions pertain directly to the staff. In every fifth company the opinion of HR specialists is not taken into account even in such situations and the HR department is expected to simply execute the already made decisions. The opinion of HR specialists is taken into account upon making business decisions in every third company, even when such decisions do not pertain directly to the staff.

### How would you describe the current position of the HR function in the decision-making process in your company?

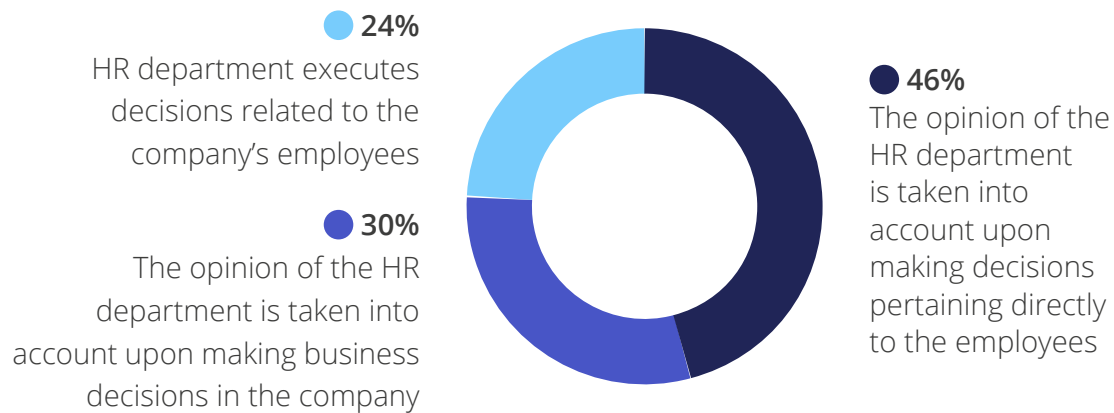


Chart 2. Position of the HR function in the decision-making process in the company. N=494

In 26% of the surveyed companies the head of the HR department is at the same time a member of the management board, which has its implications for taking the HR function's opinion regarding the decisions made by the company. In 44% of the companies where a representative of the HR department is also a member of the management board the opinion of HR specialists is taken into account upon making business decisions in the company even when such decisions do not pertain directly to the staff. In the case of companies where the HR department is not represented in the management board, the opinion of HR specialists is taken into account in every fourth company.

### Which of the below statements accurately describes the position of the HR function in your company?

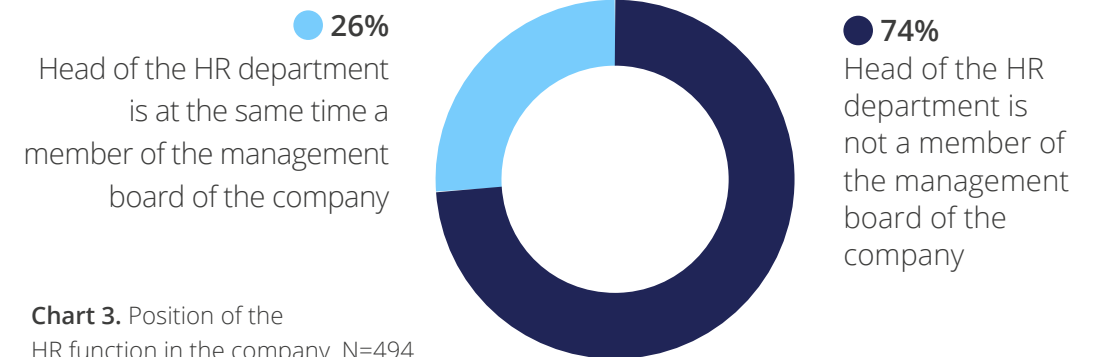
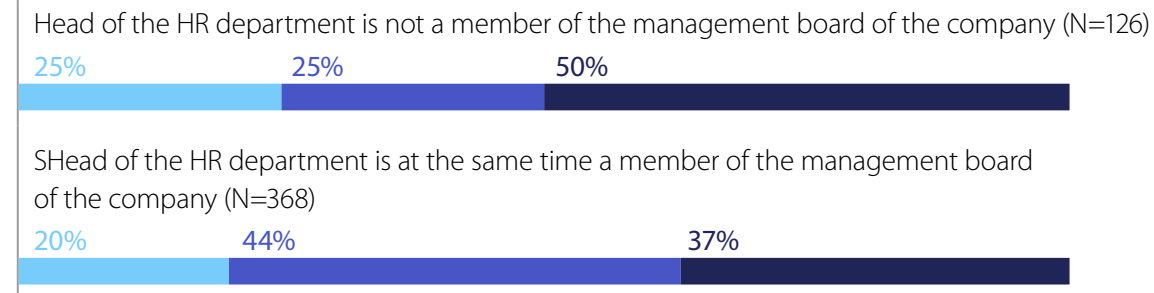


Chart 3. Position of the HR function in the company. N=494

## 4. Reality and expectations in the HR industry

### Including the HR function in the decision-making process in the company depending on the position of the HR function in the corporate structure



- HR department executes decisions related to the company's employees
- The opinion of the HR department is taken into account upon making business decisions in the company
- The opinion of the HR department is taken into account upon making decisions pertaining directly to the employees

**Chart 4.** Taking the opinion of the HR department into account upon making decisions in the company depending on the representation of the HR function in the company's management board. N=494



# Expert's take



**Agnieszka Bieniak**

HR Director in Grupa Pracuj S.A.

In the nearest future HR departments will have to support their companies in generating higher revenue at lower expenses in the times of high inflation affecting the prices and salary expectations. To this end, they can use all the available tools to measure the efficiency and costs, as well as to estimate the benefits of the proposed changes in the field of human resources management.

The second challenge will involve maintaining an effective and engaging organizational culture, taking into account the changes in how work is performed, i.e. hybrid and remote work, work in dispersed and international teams, generational shifts and changes in the expected leadership model. The work of HR departments will be supported by tools enabling them to evaluate the organizational culture and engagement on an ongoing basis, programs promoting modern leadership and



management of expectations of employees representing diverse age groups, as well as tools facilitating communication and onboarding.

The third challenge will be related to the need of retaining talents in the organization and securing succession plans when many companies will be cutting headcount at the same time.

## 4. Reality and expectations in the HR industry

Among important HR-related fields of activity in a company, retaining employees is indicated most frequently (62% respondents). In every second company, the HR function is currently working on developing competences of team leaders, as well as shaping and developing organizational culture. As far as hiring new employees is concerned, in the short and long term, still nearly a half of the companies is actively seeking employees, although they are trying to avoid an excessive increase in expenses, whereas 37% are trying to maintain their position of an attractive employer in the perception of candidates, despite less intense recruitment activities.

38% of the companies are fine-tuning or revising their hybrid and/or remote work models, while every third company is trying to ensure wellbeing of their employees in the current difficult economic situation.

### Which of the below activities is currently a major field of your company's HR-related activities?

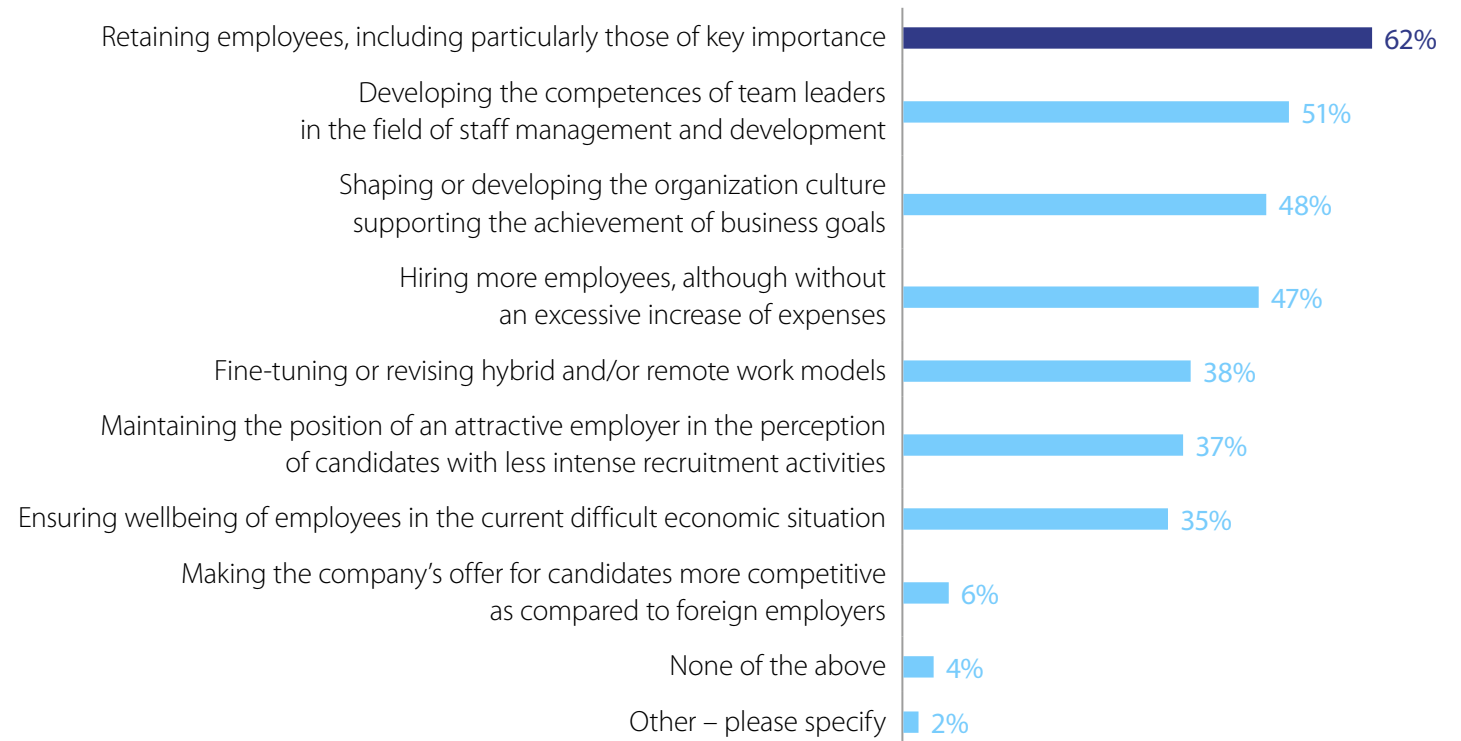


Chart 5. Significant HR-related fields of activity in the company. N=494



## Expert's take



**Anna Wróbel**

People & Culture; Organizational Transformation Expert

2022 hit companies from a few different angles at the same time, bringing the fallout of post-pandemic changes in the consumption patterns, inflation and macroeconomic effects of the Russian invasion on Ukraine. Managing an organization turned into a perilous cruise of a container ship on rough waters – any uncontrolled sway can trigger a chain reaction at any moment. The waves have even more unpredictable impact on smaller vessels moving through more restricted waters. Answers to the question about the currently important HR-related activities in a company reveal maximum focus on keeping balance. Companies are examining and actively managing labor costs, by keeping track of the costs of newly hired employees, but also, most importantly, by making an effort to keep talents on board, knowing that replacing key employees would be much more expensive. Global workforce reduction, especially in the technological sector, give local companies some food for thought. If we have managed to avoid the impact of those waves,

we are trying to get leaner just in case. Such activities in Poland have less obvious effects – on the one hand, the number of job openings is increasing, as we are still an attractive market with cost-effective resources; on the other hand, the efficiency-boosting initiatives are visible and welcome by investors. It results in an interesting paradox, as we need to concentrate our reduced investments in talents on the key people and remain attractive for them at the same time. Talent management has just reached a new level of advancement and forces employers to make tough decisions, i.e. to identify the company's talents and find a way to assign them the key roles, which would translate into improved performance. As the answers indicate, it might be good to boost the effects of such initiatives by refreshing the leaders' competences and strengthening the organizational culture to make them more resilient to crisis conditions. It is much easier to make the employees more engaged during the times of prosperity, but now we have reached the moment of truth: which organizations are able to engage their employees when the belts must be tightened and Solomon's choices must be made?

## 4. Reality and expectations in the HR industry

In the opinion of HR directors and experts who were interviewed individually:

*There are companies where HR departments object against layoffs, knowing that **it would be more expensive and difficult to recruit again later.***

*In recruitment, we must keep **expenses on a steady level**, which means putting the brakes on the rapid growth we have maintained so far. The potential costs of recruitment are closely connected with the company's revenue.*

*I can say that the position of the HR function in my company is **very strong. We actually work together with the CEO and the COO on a continuous basis.** The fundamental question for the HR function right now is: "How do you make the organization grow and retain its top employees?". It is not about our responsive capabilities – I am asked about what should be done and expected to offer some recommendation.*

*This **periodic monitoring of the employees' sentiments is a difficult and frustrating task for the HR function**, as the survey's response rate decreases. However, the HR staff must keep track of things and inform the management about what the people think.*

***HR had its 5 minutes during the pandemic**, got a lot of new tasks and managed to handle many of them very successfully despite small budgets. In some companies, HR departments would hire people in a "we're taking this one and rejecting that one" manner, while in other organizations they would be overburdened with the workload.*

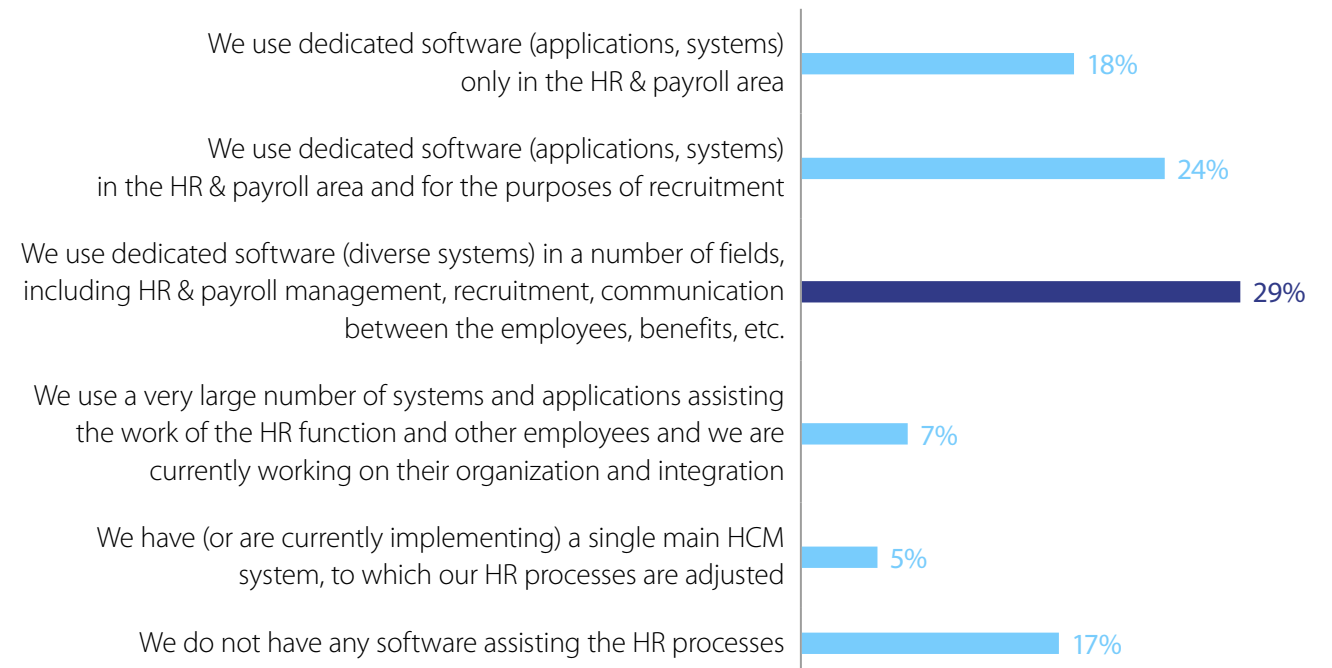
*The HR function has already felt the increasing number of tasks that it is not able to handle on its own and thus it is trying to pass the responsibility for such tasks to the managers. The problem is the managers are also not always able to handle them and thus require support. **They are often not ready to be the leaders the HR department and people need.***

## 5. HR technologies and tools

Every fifth surveyed company use HR & payroll management software, while 24% of the companies employ also recruitment-assisting software. The largest group of companies (29%) use applications or systems to support a number of other corporate functions, e.g. communication or benefit management. Only 7% of the companies have many systems assisting the HR department and other employees and need simplification, while 5% of the companies are currently implementing a single comprehensive HCM system and adjusting their HR processes accordingly.

It is worth noting that nearly every fifth company does not have any system assisting the HR department and/or other employees, but these data show high divergence depending on the company's headcount. Among the smallest companies (between 11 and 100 employees) 37% of the organizations do not have any work tech software, while in the largest enterprises (more than 1,000 employees) such a situation is very rare (only 3% of the surveyed companies).

### How would you describe the use of software (applications, systems) assisting the work of the HR function and other employees in your company?



**Chart 6.** Use of software (applications, systems) assisting the work of the HR function and other employees in a company. N=494

# Expert's take



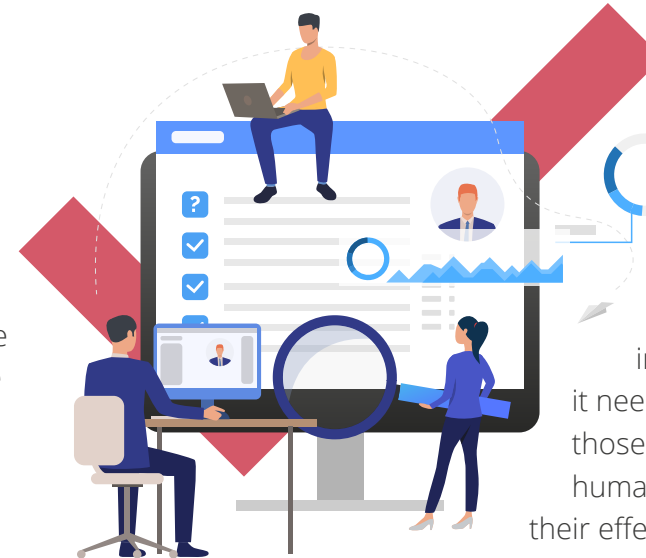
**Łukasz Marciniak**

Sales Director in eRecruitment Solutions

Although many Polish companies employ technological tools assisting the HR processes, many other organizations are still lagging behind. It can be related with the specific nature of a given industry, but also with a belief that automation does not improve the company's efficiency.

However, according to the report, the majority of companies take their first steps towards implementing such tools in the field of HR and payroll management and later add other components, such as a recruitment system, HCM (human capital management) tools or benefit management platforms. Implementation of a single tool apparently makes an organization more open to other tech solutions, while having a number of tools requires integrating them into a single internal ecosystem.

In Poland, we still do not pay enough attention to the tools assisting HR processes and their value for business, which translates into their relatively



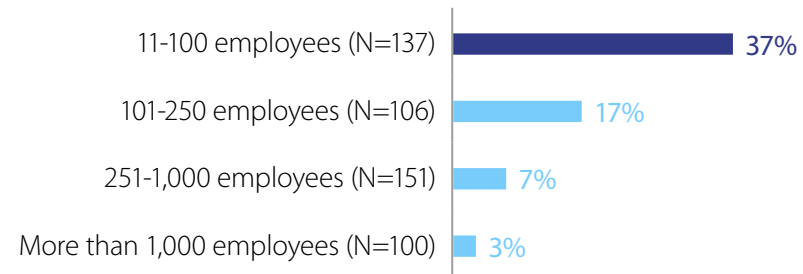
low popularity. Moreover, there are still prevailing concerns that implementing such tools might lead to layoffs in HR departments. Therefore, it needs to be understood that those tools are not meant to replace human employees, but to improve their effectiveness.

Companies need to become more open to technological tools supporting the HR functions. They should start with implementing one solution, e.g. assisting HR & payroll management or recruitment processes, and subsequently add new components. The more advanced and active a company becomes in this field, the greater the determination to combine all those tools into a comprehensive system. It is this process of integration of those tools that leads to increasing the company's efficiency and boosting its development.

## 5. HR technologies and tools

### Percentage of companies that do not have any software assisting HR processes

depending on the number of employees in the company



**Chart 7.** Percentage of companies that do not have any software (applications, systems) assisting the work of the HR function and other employees in a company depending on the number of employees. N=494

HR analytics is the field where the lack of sufficient tools (applications, systems, modules) assisting and facilitating the HR processes is most strongly felt. This field was indicated by 42% of the surveyed companies. Nearly 40% of the companies notice the lack of tools and systems assisting onboarding, learning & development, as well as performance evaluation. Every third company notices a need to implement a system for surveying employees and/or candidates, while every fourth company mentions a need to implement a system supporting benefit management.

### Which HR-related fields in your company currently lack sufficient tools (applications, systems, modules) assisting and facilitating the HR processes?



**Chart 8.** HR-related fields that currently lack sufficient tools (applications, systems, modules) assisting and facilitating the HR processes. N=494



## Expert's take



### Paweł Leks

Managing Partner in the Pracuj Ventures Fund,  
co-founder of Grupa Pracuj

The respondents' answers to the question about the tools they feel should be implemented are not surprising, as the fields mentioned most frequently are also the areas that have been underinvested for years. The field that is most prominent in this context is HR analytics, which is typically considered one of the least important priorities. Nevertheless, in hard and volatile times, when "rough business" gets its way and management boards start asking very specific questions about figures, the problem of a limited access to data and tools for effective data analysis turns out to be much more significant. With no access to data, the HR function is not able to make informed decisions, while relying on intuition or experience leads to a huge risk of error. In my opinion, HR analytics is a field that is bound to become more and more popular in the years to come, so implementing tools assisting the processes in this area will be a must for every company that wants to make decisions efficiently.

I am glad to see growing awareness of the need to implement appropriate onboarding tools, as there are many examples confirming their enormous impact on onboarding effectiveness. It translates not only into measurable savings for companies, but also into the level of satisfaction of new employees and a shorter time they need to reach full productivity.

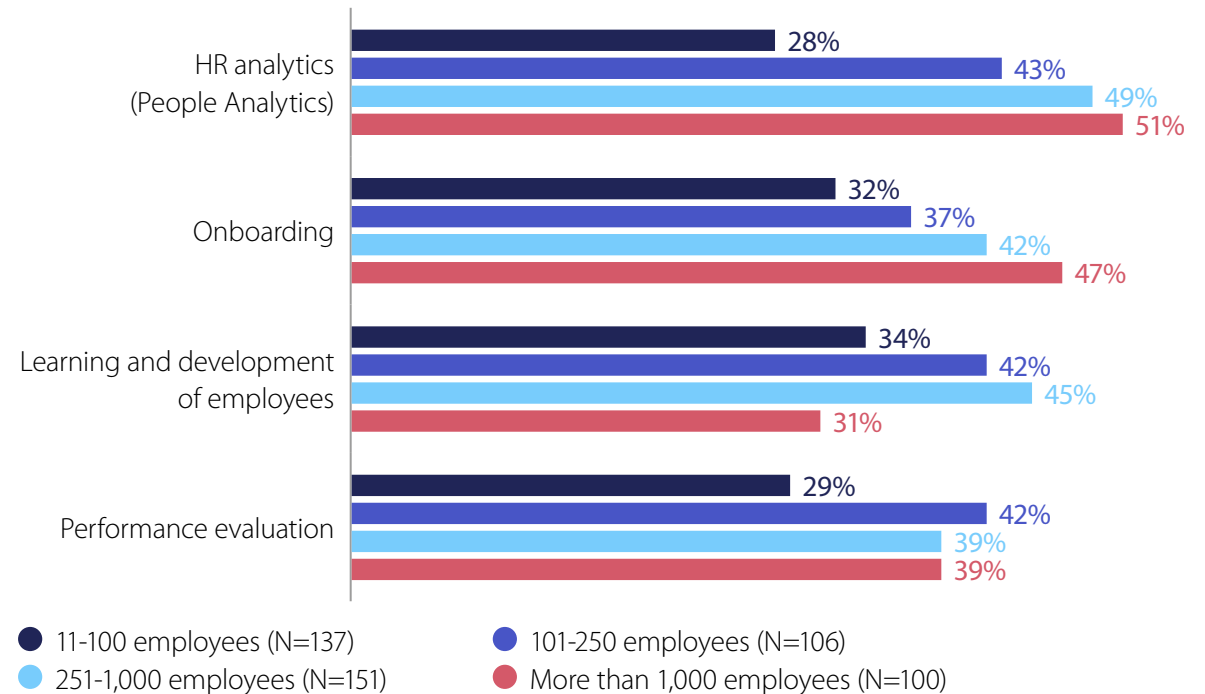
Frequent appearance of the L&D tools among the answers given by the respondents is quite surprising. During the pandemic, many companies made significant investments in this field, but it seems the effects are still not satisfactory. The recent years have brought about a major change in the attitude towards employee training and learning. The HR functions apparently need time to select adequate tools for this purpose and this process is going to take a few more years.

The last response I find particularly interesting is the "Performance evaluation". Models of performance evaluation have been changing and evolving for years, but in most cases those processes are still carried out manually. Selecting an appropriate tool is not an easy task, particularly due to the fact that many companies are strongly attached to their own solutions and processes they have been relying on for years. Implementing a new tool requires adopting an existing performance evaluation methodology or very laborious adjustment of such a tool to the company's processes. Due to those difficulties, many companies still carry out the performance evaluation processes in a manual and highly ineffective way, also from the perspective of the analysis of data collected in the course of this key process.

## 5. HR technologies and tools

Analysis of the need for systems assisting the HR functions in different fields has shown that the needs of companies are highly diversified depending on the number of employees in a company. The lack of tools for HR analytics is currently noticed by 28% of companies with 11–100 employees and by every second company with more than 1,000 employees. The difference between the percentage of the smallest and the largest companies that notice the lack of a tool assisting the onboarding process is about a dozen percentage points. Among the smallest companies, every third company on average indicates a need for an onboarding tool, whereas among the largest companies 47% indicate this answer. A need for tools assisting the learning & development processes is most frequently indicated by companies with 100–1,000 employees (about 40% of all companies), whereas among the smallest and largest companies, every third organization notices a lack of tools in this field. A need for tools facilitating the process of performance evaluation is noticed by nearly every third company with 11–100 employees and about 40% of the larger companies.

Percentage of companies that notice the lack of tools assisting the HR function in different fields depending on the number of employees in the company



**Chart 9.** Percentage of companies that notice the lack of tools assisting the HR function in different fields depending on the number of employees in the company N=494

## 5. HR technologies and tools

In the opinion of HR directors and experts who were interviewed individually:

*Any budget for systems is created only when there is a need to face specific challenges, in the case of which an improvement has a specific business justification.*

*We had plans regarding the implementation of a new HRM system, but we suspended them. Due to the workload involved, but also to the size of the necessary investment, we have postponed this project for the time being.*

*Eliminating any hard-copy personal files and contracts of employment is one of my dreams, but we have analyzed this idea and concluded that such a change would be very expensive for us. It is still cheaper to entrust those tasks to human employees.*

*Merging data from different systems is still a challenging task; we also do not have access to specific data on an ongoing basis, but we source them ad hoc, depending on the projects being analyzed.*



## 6. Remote and hybrid work

Every second surveyed company already has its own remote and/or hybrid work model, while 24% of the companies are still working on such models. The remaining companies are not offering any remote and/or hybrid work opportunities. Hybrid and/or remote work is not possible due to the nature of the tasks performed by employees in only 8% of the companies, while 12% of the companies' representatives admitted that they are currently not offering such opportunities to their employees, although it would be possible to perform their tasks in a hybrid and/or remote work model.



### What is the hybrid and/or remote work model like in your company?

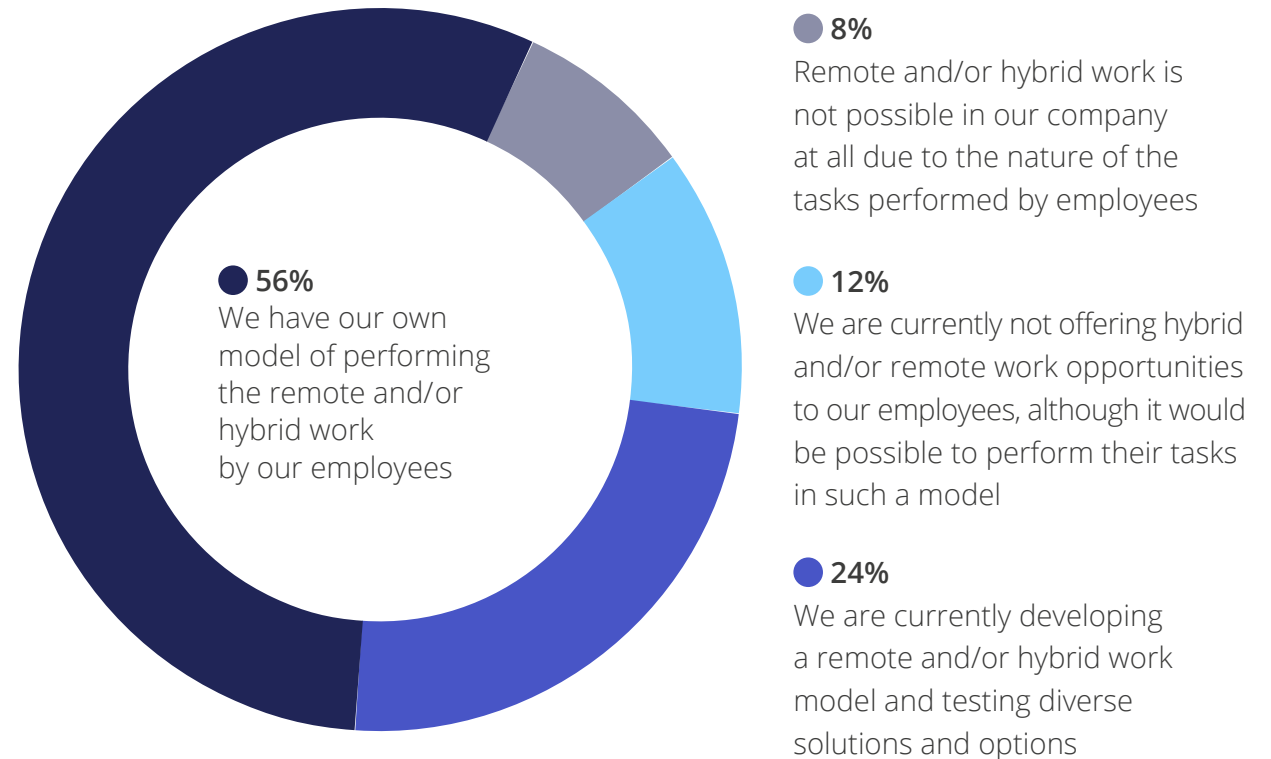


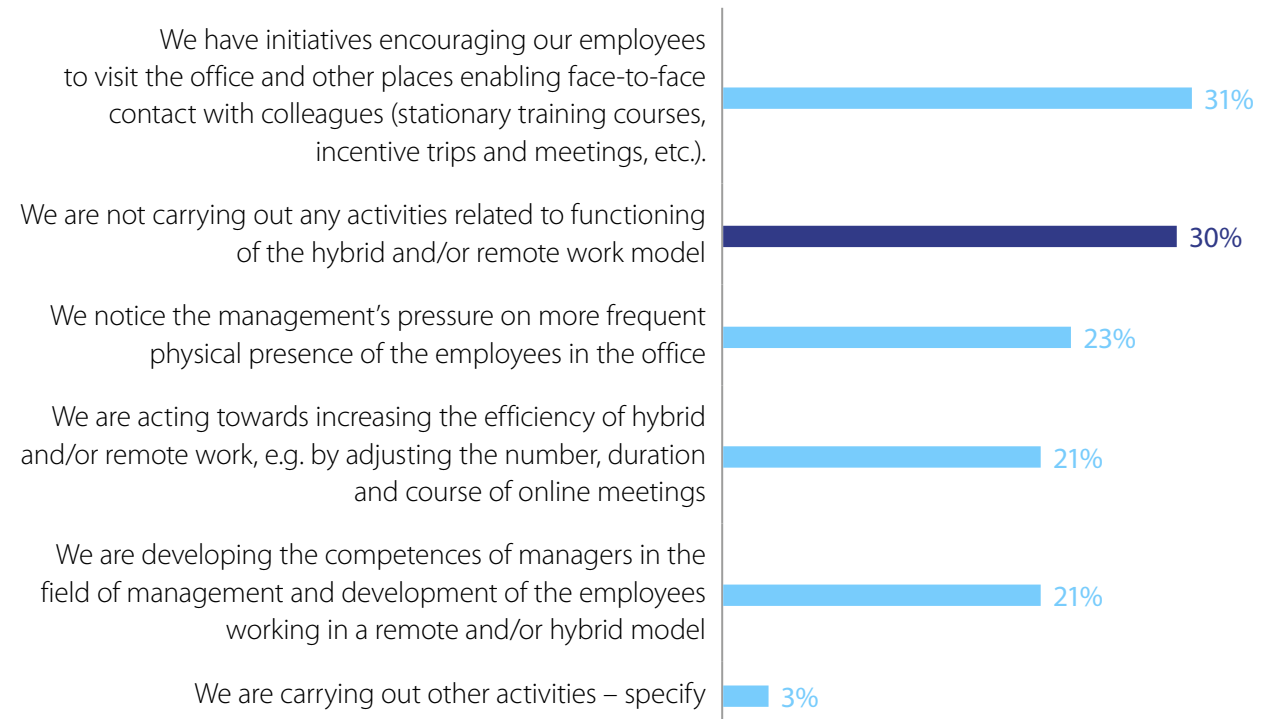
Chart 10. Model of functioning of remote and/or hybrid work in companies. N=494

## 6. Remote and hybrid work

Every third company offering remote and/or hybrid work opportunities takes certain steps to encourage employees to visit the office and other places enabling the face-to-face contact with their colleagues. At the same time another group of companies (also about 30%) admit they are not carrying out any activities related to functioning of the hybrid and/or remote work model. 1 out of 5 representatives of the surveyed companies admitted that they notice the management's pressure on more frequent physical presence of their employees in the office. There is also a trend towards developing the competences of managers in the field of management and development of the employees working remotely. Every fifth company is acting towards increasing the efficiency of hybrid and/or remote work.



### Which activities and practices related to hybrid and/or remote work can you see in your company?



**Chart 11.** Activities and practices related to hybrid work models in companies. N=396 (companies in which remote and/or hybrid work is possible)



## Expert's take



**Tina Sobocińska**

HR4future Founder & HR Strategic Advisor

The “Changes in the Polish HR from the perspectives of HR specialists” survey reflects the practices prevailing in the Polish companies.

For 56% of the employers hybrid work has become “business as usual”. As a consultant, I can see this attitude mostly in multinationals or Polish tech companies, whose leaders treat working in the office and at home as equal and consider new sets of skills, such as facilitation of hybrid meetings, to be competences inherent to the process of professional development.

They are often companies representing a trust-based corporate culture and a modern leadership model. A flexible approach to hybrid work is positively viewed by employees, which translates into their greater commitment and efficiency.

The second group of companies includes those which are adjusting and testing their practices in the hybrid work context. According to the survey, this is the status of 24% of the respondents. It follows from a natural change process, while hybrid work is one of the greatest transformations of our times. Model adjustments and tests with the participation of leaders and employees enable reaching an optimum model for a given company, but there is no golden rule here. Those companies can also use the experience gained and lessons learned by organizations that are more advanced in the field of hybrid work.

I am curious about the experience of 12% of the respondents, who responded that their companies would be able to, but choose not to implement a hybrid work model. Could such an attitude prove reasonable in the long term? What would be the reaction of those employees, who, after 3 years of remote or hybrid work, consider the flexible model not a benefit, but their right?

Hybrid work will stay with us for good. Three years of testing have proven its effectiveness and prepared the organizations for an employee of the future, who will expect flexibility regarding not only the place, but also time of work. What is more, during the pandemic the job market has made an enormous progress in the field of remote work, which can be very useful for the employers in the future as well, provided that they are willing to make use of this opportunity.

## 7. Compensation and wellbeing

Nearly every third company had verified the level of offered remuneration with the help of a third-party service provider specializing in this field within the 12 months preceding the survey. Nearly every fourth company had done it on its own, on the basis of free market reports, while every fifth company – on the basis of the candidates' expectations and salary ranges indicated by other companies in their job ads. In every fifth company the process of verifying the competitiveness of offered remuneration has not been performed within the last year.



Has the level of remuneration offered by your company been verified (or is currently being verified) against the broad market within the last 12 months?

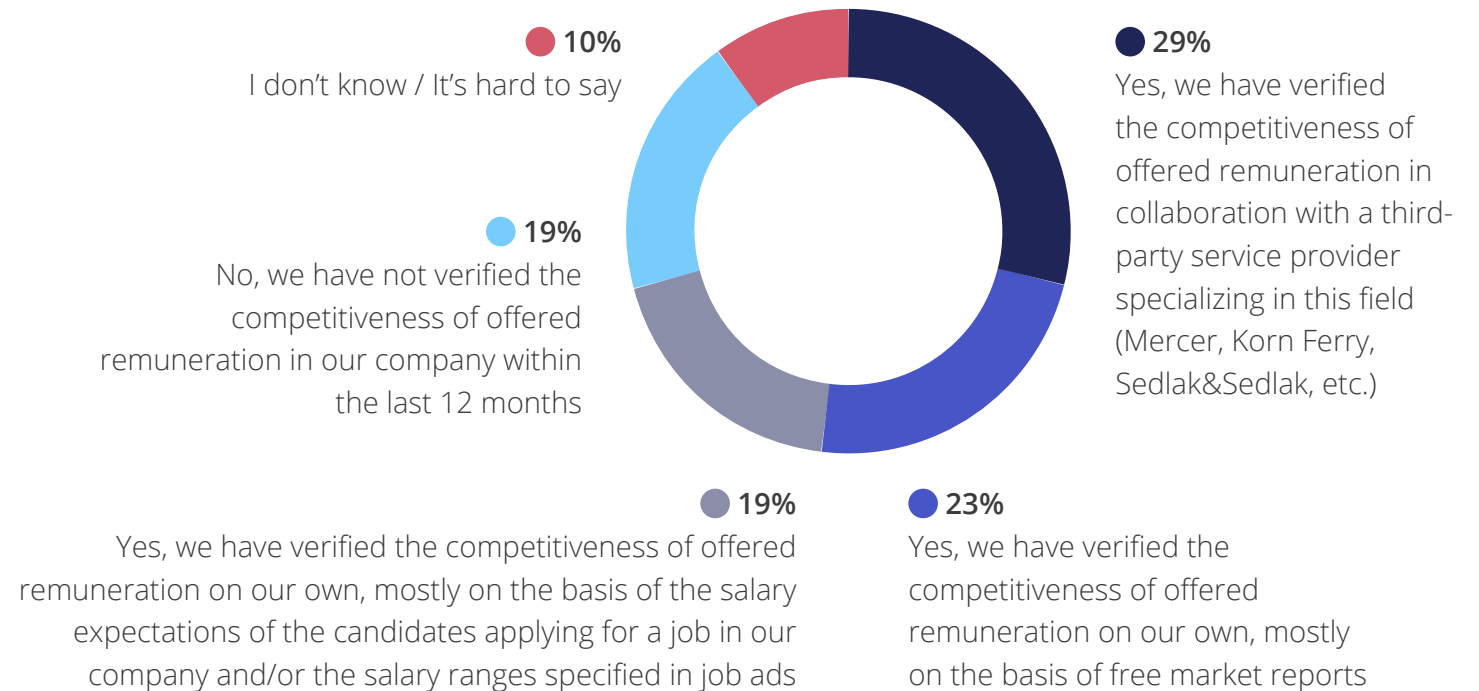


Chart 12. Activities performed to verify the level of offered remuneration as compared to the broad market. N=494

## Expert's take



### Andrzej Borczyk

HR Managing Director in the CCC Group

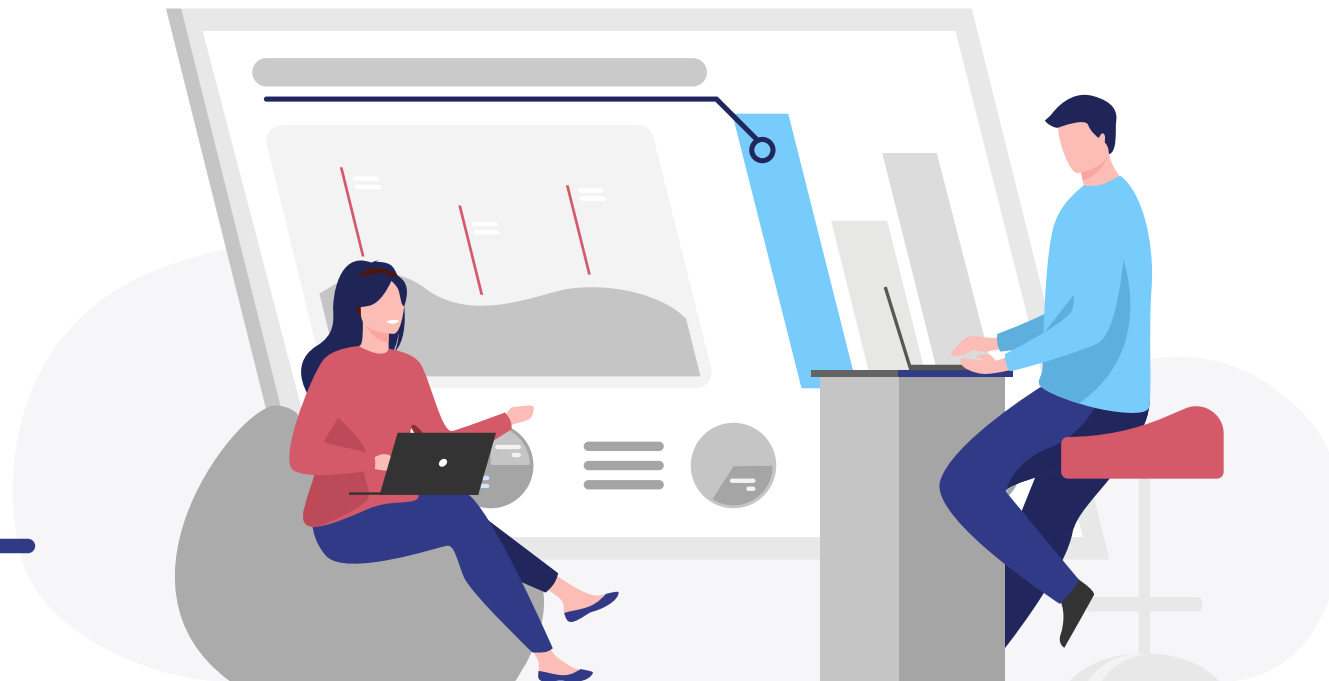
Over a half (53%) of the surveyed companies are organizations with international and global reach. It might be surprising that only 29% of them have collaborated with companies specializing in remuneration research and comparative analysis within the last 12 months. 23% of them use free reports, while 19% use the information collected in the course of recruitment processes.

In such a dynamically changing environment, it is particularly essential to develop strategies of compensation and benefits, compare them to the market and adjust as needed to maintain competitive position and build a transparent policy in this field. It also fosters open dialog within the organization and builds awareness about what we do.



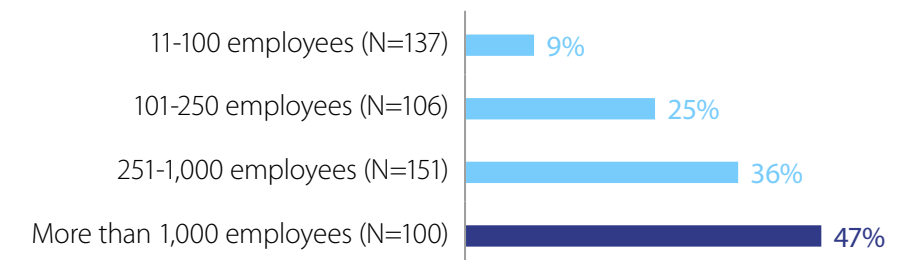
## 7. Compensation and wellbeing

Percentage of the companies that had decided to collaborate with a third-party service provider to verify the competitiveness of offered remuneration within 12 months preceding the survey is significantly diversified depending on their headcount. Among the smallest companies, 9% decided to collaborate with a third-party service provider, while among companies employing more than 1,000 people it was every second organization.



### Percentage of the companies that have verified the competitiveness of offered remuneration in collaboration with a third-party service provider specializing in this field (Mercer, Korn Ferry, Sedlak&Sedlak, etc.)

depending on the number of employees



**Chart 13.** Percentage of the companies that have verified the competitiveness of offered remuneration in collaboration with a third-party service provider specializing in this field (Mercer, Korn Ferry, Sedlak&Sedlak, etc.) depending on the number of employees. N=494

## 7. Compensation and wellbeing

As far as taking care of the wellbeing of their employees is concerned, most companies encourage their employees to practice sports and developing their hobbies. About 20% of the companies support their employees by offering them access to meetings with specialists taking care of the staff wellbeing (psychologists, dietitians and coaches) and access to individual psychologist care. Every fourth company is trying to make its compensation attractive for employees (by raising the salary or other benefits). 21% of the companies are monitoring the employees' workload, while 17% are taking certain steps to reduce it. However, 28% of the companies are not taking any steps to improve their employees' wellbeing.

### What kind of activities are being carried out in your company to improve the employees' wellbeing?



Chart 14. Activities carried out to improve the employees' wellbeing. N=494

## Expert's take



**Tomasz Chaciński**

Co-founder in Worksmile

I have been closely watching the development of the Polish HR market for 15 years and the data presented in the charts give me hope. Apparently more and more companies are beginning to perceive their employees as human capital, exposed to continuous changes and both professional and personal difficulties. Employers are becoming aware that such changes directly affect the dynamics of the company's development. They understand that they need to take proper care of their staff and search for ways to keep them motivated and engaged through certain activities improving their physical and mental wellbeing and satisfaction with the offered compensation package, including the base salary, bonuses and benefits.



Unfortunately, for economic reasons, many companies are forced to reduce employment, which translates into greater workload. What is worrying, only 17% of the companies are taking steps to optimize this situation. Today we have access to multiple tools that can automate and boost the internal corporate processes. Companies might want to search for tools to consolidate the management of those processes and take over the arduous administrative tasks, enabling the employees to focus on what is really important. More and more such tools are developed on the basis of artificial intelligence, which will not take over our jobs, but will rather make our work more efficient.

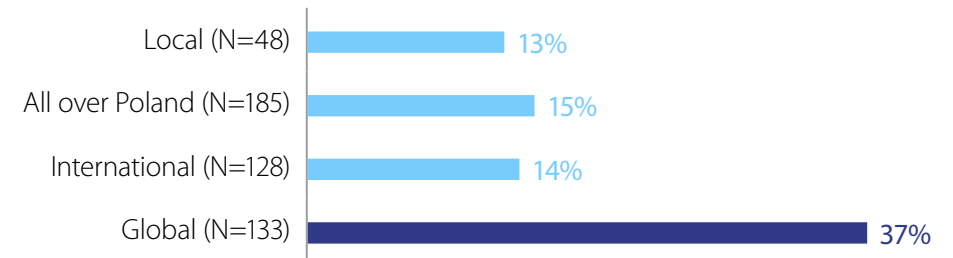


## 7. Compensation and wellbeing

Access to individual psychological care is a field of wellbeing support that is mentioned by a diverse percentage of companies depending on their reach. This benefit is offered by 37% of the companies with global reach and about a dozen percent of the companies with smaller reach.



### Percentage of companies that offer their employees access to individual psychological health care depending on the company's reach



**Chart 15.** Percentage of companies that offer their employees access to individual psychological health care depending on the company's reach. N=4944

## 7. Compensation and wellbeing

In the opinion of HR directors and experts who were interviewed individually:

*Much more important than bowls of fruit in the office are those benefits that offer an employee some stability – a decent health care plan, coupons providing some financial support or psychological care not only for employees, but also, for instance, for their adolescent kids.*

*We care about the health of our staff, e.g. by running a vaccination campaign, but it does not have the form of a specific program, which would be based on some detailed diagnosis, such as a power audit in the organization, and a schedule of actions that would respond to the diagnosed challenges. **For the time being we have other HR-related priorities and we have not reach the issue of wellbeing yet.***

*Analysis of compensation and budgets covered also a review of benefits. We tend to move away from “nice or trendy extras” (such as “Fruit Tuesdays”) towards benefits offering real support to our employees and their families.*

*The pandemic enabled us to familiarize ourselves with the issue of psychological care for employees. Those companies that have taken certain steps in this field have been **greatly appreciated by their staff** and managed to make their employees feel their employer thinks about them and can be relied on in difficult times. All **education initiatives regarding wellbeing and how to impact it** (having the form of training or webinars) attracted great interest. Many of them were attended by even a few hundred people.*

## 8. Employee development and evaluation

Every third respondent indicated that her or his company is currently searching for less expensive options of employee development. A similar percentage of companies are working on extending online development opportunities.

Employees of 29% of the companies can use a specific annual development budget, while 23% of the companies are taking action to promote the development of their employees only when it is expected to improve the company's business results.

1 out of 10 surveyed companies is currently not funding any activities oriented at the development of their employees.



### Which statements describe the current attitude of your company to funding learning and development of its employees?

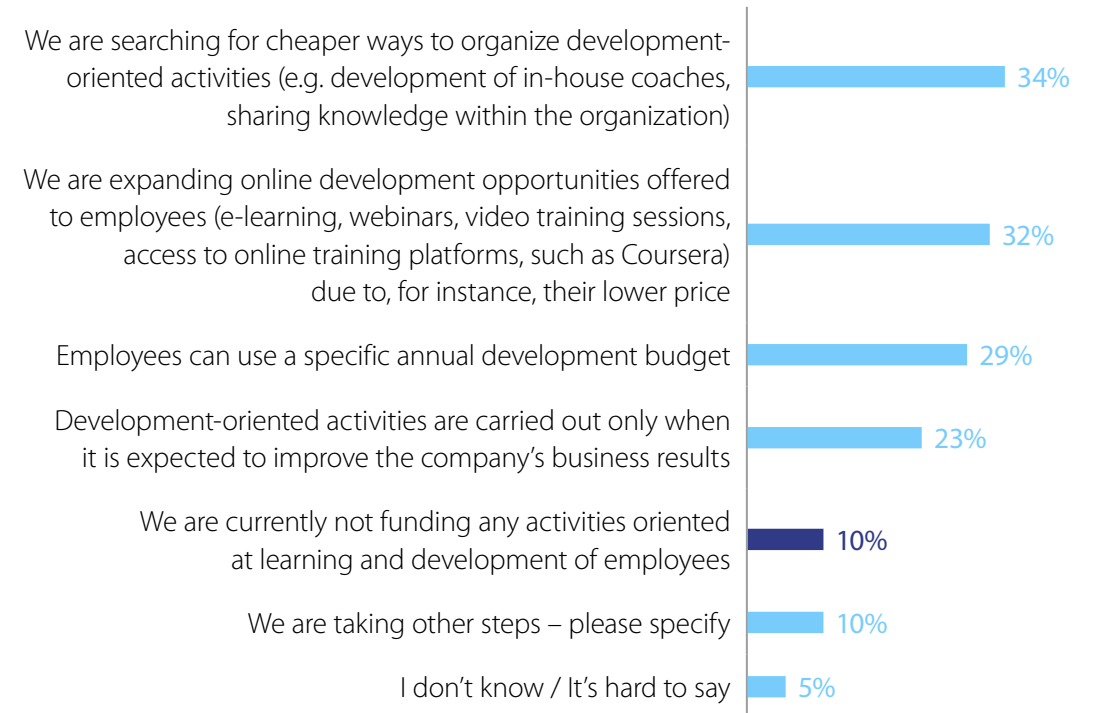


Chart 16. Attitude of companies to funding learning and development of their employees. N=494


## Expert's take



**Izabela Bartnicka**

Head of Business Development, Digital University

A while ago there was a popular image in the business-oriented social media containing a quote from a conversation between a CEO and a CFO. The CFO asked: "And what if we invest in the development of our staff and they leave?" to which the CEO replied: "And what if don't invest in them and they stay?". Fortunately, only 10% of the companies declare that they are willing to take such a risk. 1/3 of the employers are revising their education schemes and seeking savings in this field by launching their in-house knowledge-sharing academies, relying on e-learning to a greater extent or focusing only on those activities that directly translate into better business results. However, in this dynamically changing world, development and inspiration without any support of the knowledge provided by third-party experts can be insufficient. One of the solutions promoting diversity, continuity and effectiveness of development-oriented activities and effective budget use is developing programs that combine diverse elements in the long term.



The education process spanning over a few or a dozen months can combine the use of in-house or already purchased resources (such as online courses, e-learning programs, webinars) with inspirations and fresh knowledge provided by third-party experts and work on real case studies from the organization. Such a process must be carefully planned and the plan must be consequently put into practice.

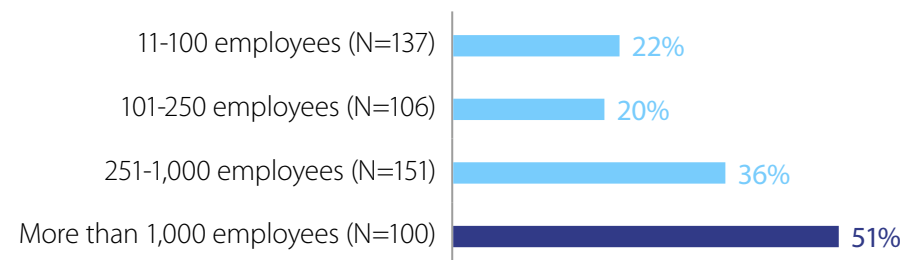


## 8. Employee development and evaluation

Percentage of the companies extending online development opportunities is significantly diversified depending on the size of the company. Among smaller and medium enterprises (employing up to 250 people), such activities are currently being carried out by about 20% of the companies; in the case of companies employing between 251 and 1,000 people, every third company is active in this field, while in the case of the largest organizations it is every second company.

### Percentage of companies that are working on expanding the online development opportunities offered to their employees (e-learning, webinars, video training sessions, access to online training platforms, such as Coursera)

depending on the number of employees in the company

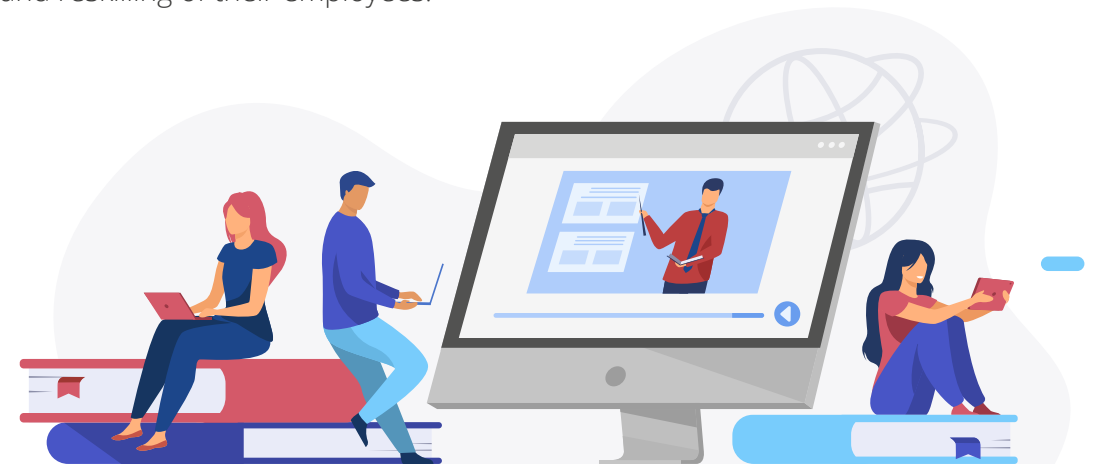


**Chart 17.** Percentage of companies that are working on expanding the online development opportunities offered to their employees (e-learning, webinars, video training sessions, access to online training platforms, such as Coursera) depending on the number of employees. N=494

As far as staff development is concerned, nearly every second company expects an employee to initiate and perform development-oriented activities. 42% of the companies are currently developing their leaders, so that they can provide other employees with counseling in this respect.

Every third company is thinking about development in the longer term and is diagnosing the competences that the company might need in the future, while every fourth company is working on securing the successors of the key employees in the company.

1 out of 5 surveyed companies is currently acting towards upskilling and reskilling of their employees.



## 8. Employee development and evaluation

### What are the fields of learning and development activities carried out by the company?



Chart 18. Activities related to learning and development of employees. N=494





## Expert's take



### Iwona Wencel

CEO & Founder in HR Power Mentor, Partner in WNCL

If you don't know what it's all about, it's often about money. This conclusion is also confirmed by the presented survey results. It is worth noting that the topic of investments and budget allocation does not appear until item 4 related to upskilling and reskilling ("we are carrying out activities"). "We emphasize", "we make it more dependent", "we are working on" – realistically speaking, those phrases refer to cost-free steps, which conceal the fact that organizations cut down the development budgets or do not have such budgets at all.

On a brighter note, companies emphasize the fact that the people themselves – and not the companies or managers – are responsible for their development. I sometimes say, half-joking, that "You can take a horse to the water but you can't make him drink". The question is, however, to what extent this "emphasis" translates into specific activities and to what extent the company's strategy promotes development-oriented initiatives. Another positive surprise is an emerging trend of engaging managers in development-oriented processes. Ideally, the manager is the person who stimulates the development, encourages development and is an example showing that continuous development

is an integral part of the company's organizational culture. The survey results indicate we are heading in this direction.

Awareness is a starting point for a discussion about development, but nobody has ever improved their skills and qualifications with awareness only. It is, therefore, worrying that only every fifth company is taking active steps towards upskilling and reskilling its employees. What does it mean? It might mean we are living in a illusion that "we still have time" – we fail to notice the global trends and consequences of the related technological breakthroughs (such as the recent popularity of the generative AI).

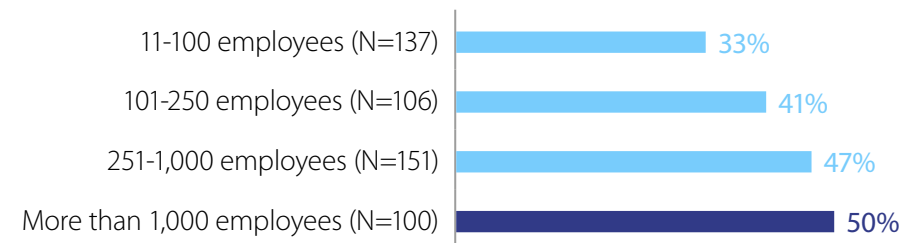
However, what concerns me most is the fact that 9% (or even 15%, if we include the "I don't know" answers) of the companies are not carrying out any activities related to the development of their employees. The survey was carried out among HR specialists! If they are not aware that an organization cannot develop without the development of its employees, it is hard to expect such awareness among other stakeholders.

Ironically, those answers give us insight into something more than just the field of staff development. They also show to what extent the development of employees is treated as an investment by organizations and indicate the degree of awareness of global changes. How do we react, as organizations, when "we still have time"? Because the assumption that we still have plenty of time is beneficial mostly for our competitors.

## 8. Employee development and evaluation

Percentage of companies that are currently working on increasing the role of leaders in the development of their employees is positively correlated with the number of people employed by the company. Among the companies employing between 11 and 100 people, every third organization cares about the development of its leaders, while among the largest enterprises it is every second company.

### Percentage of companies that are working on increasing the role of leaders in the development of their employees depending on the number of employees



**Chart 19.** Percentage of companies that are working on increasing the role of leaders in the development of their employees depending on the number of employees N=494

As far as the performance evaluation is concerned, the majority (over a half) of the surveyed companies evaluate their employees on the basis of annual and/or quarterly goals. Other activities are carried out by about a dozen percent of the companies. 1 out of 10 companies is not carrying out any activities in this field.

## What kind of activities are carried out in your company to evaluate the employees' performance?



**Chart 20.** Activities carried out in the field of performance evaluation. N=494

## 8. Employee development and evaluation

Percentage of the companies that evaluate their employees periodically is diversified among companies with different reach. Every second company with nationwide reach evaluates its employees, while among the companies with global reach, employees are evaluated in 69% of the surveyed organizations.

**Percentage of the companies in which the employees are expected to achieve annual and/or quarterly goals evaluated by their superiors depending on the company's reach**



**Chart 21.** Percentage of the companies in which the employees are expected to achieve annual and/or quarterly goals evaluated by their superiors depending on the company's reach. N=494



## Expert's take



**Cezary Mączka**

HR Director, Polska Grupa Farmaceutyczna

We will not get anywhere without a clearly set goal. It sounds obvious, but... the survey results do not fully confirm that this assumption is shared by all surveyed leaders.

9% of the surveyed HR specialists (494) are not able to answer the question on whether their companies evaluate the employees' performance, while 13% of the respondents openly declare that their companies do not carry out performance evaluation. It means that every fifth employee does not have clearly set goals.

50% of the surveyed companies employ more than 251 people, while 53% of the companies are international or global organizations, which have "performance management" in their DNA. 56% of the companies declare that they regularly evaluate performance, which leads to a conclusion that performance evaluation is not a priority for Polish companies.



One might also conclude that the HR systems are lagging behind the dynamic technological and organizational changes. The world of business is undergoing revolution 4.0, while the methods of management prevailing in the HR field are from the previous century at best. Only 15% of the companies declare that they implement an OKR system (Objective and Key Results), on which a number of Silicon Valley giants, such as Intel or Google, have founded their success. As HR specialists, we want to have "a seat at the table" and build competitive edge by recruiting and developing talents. The results of this survey show that we still have a lot to do in this field, while more challenges related to the efficiency of work and artificial intelligence are yet to emerge.

## 8. Employee development and evaluation

In the opinion of HR directors and experts who were interviewed individually:

*I can see companies that shift the responsibility from the HR function to their employees; HR provides solutions, while an employee is expected to choose between them. **Efficient functioning of this system requires competent leaders** being able to offer the employees instructions and feedback about what they have chosen for themselves.*

*We have only just defined the role of a “leader” in our company and the related competences and patterns of behavior. **We are about to roll out a managerial program** and work on improving the staff management skills.*

*It is the first time our training budget has been construed on the basis of project needs and by **assigning an x amount to an employee**. We identify areas in which a given development-oriented activity is bound to have the greatest business impact. We have stopped treating training opportunities as a benefit the employees are entitled to.*

*We also emphasize **knowledge sharing**, to build a truly learning organization, particularly in the context of major changes we expect in the nearest future.*



## 9. Monitoring and analyzing sentiments among employees

Every second surveyed company carries out surveys of the needs, opinion, satisfaction and engagement of their employees, while 10% of the companies are planning to perform such a survey within a year. In 44% of the surveyed companies, the opinion about the needs of employees is sourced from the leaders, while in every third company the sources of such information are the questions asked by employees during their meetings with the management and in the corporate channels of communication. Only 1 out of 10 companies monitor but do not analyze the needs and sentiments of their employees in any way and are not planning to do anything in this field.



### What activities are carried out in the field of monitoring the needs and sentiments of employees in the company you work for?

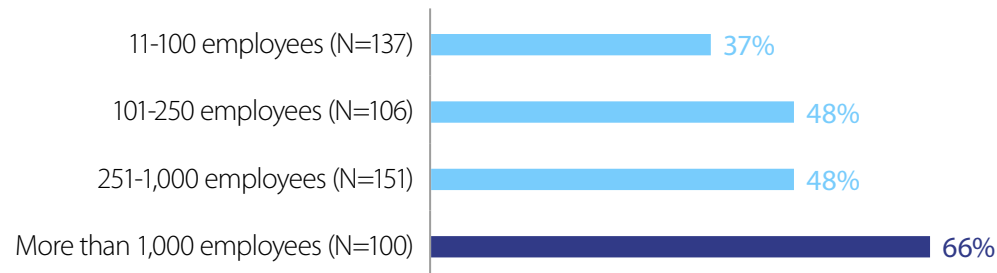


Chart 22. Activities in the field of monitoring the needs and sentiments of employees. N=494

## 9. Monitoring and analyzing sentiments among employees

Percentage of the companies that survey (the opinion, needs, satisfaction or engagement) of their employees is positively correlated with the number of employees of the company. Among the companies hiring between 11 and 100 employees, 1 out of 3 companies on average carries out surveys among their employees; among medium-sized organizations (between 101 and 1,000 employees) it is every second company, while among the largest enterprises (employing more than 1,000 people) this method of monitoring the opinion and sentiments of employees is used by 66% of the companies.

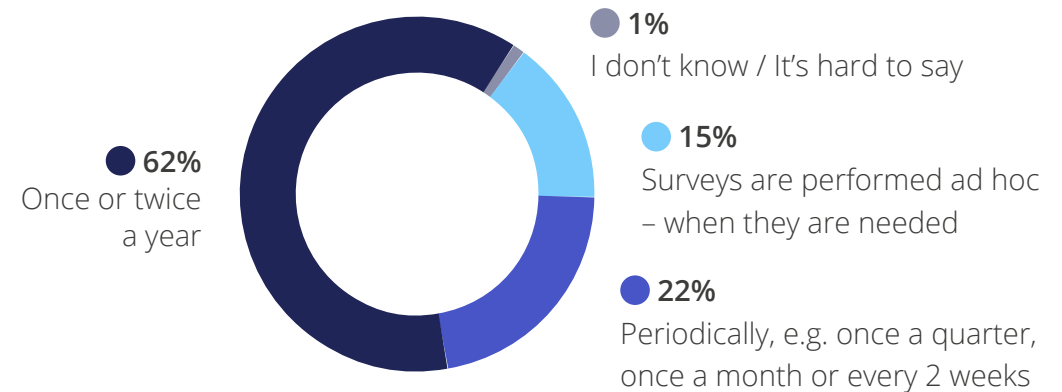
### Percentage of the companies that survey the opinion/needs/satisfaction/engagement of employees depending on the number of employees



**Chart 23.** Percentage of the companies that survey the opinion/needs/satisfaction/engagement of employees depending on the number of employees. N=494

Companies that survey the opinion, needs, satisfaction or engagement of employees most frequently perform such surveys once or twice a year. Every fifth company performs such surveys more frequently, e.g. once a quarter, once a month or every 2 weeks. 15% of the companies perform ad hoc surveys, i.e. when they are needed.

### How frequently does your company perform surveys of opinion/needs/satisfaction/engagement of employees?



**Chart 24.** Frequency of surveys of opinion, needs, satisfaction or engagement of employees. N=241 – companies that perform surveys among their employees



## Expert's take



### Aleksandra Paszkiewicz

Head of People, Netguru

Staying in touch with the organization and understanding its needs and the current priorities of our teams is a huge challenge for HR leaders and teams. Our task is to design the model of work, internal communication, all the processes and tools that have impact on the experience and engagement of the employees – without ongoing verification of the way our offer and products are received and respond to the current needs, which is essential for our teams at the moment, it is hard to ensure that our energy, investments and plans will be effective.

In a dynamically changing environment, with continuous revision of priorities and a large, dispersed and remotely operating organization, staying “in touch” with the teams and searching for an effective way to check the sentiments and needs becomes even more important. Comprehensive annual surveys are not effective anymore – we are looking for solutions that enable us to respond quickly.

In Netguru, we perform quarterly surveys and additional “pulse surveys”. We also collect questions asked to the management this way. We hold “ask me anything” sessions on the level of both the entire company and individual teams, while team leaders analyze the satisfaction of specific employees, identifying the so-called Happiness Index for each of them in the course of regular meetings.

Understanding the sentiments and “climate” in the organization facilitates our dialog with the Netguru Consulting Group, i.e. a team composed of our employees that share the perspective of and feedback from different teams.

Apart from systemic solutions (questionnaires, surveys, AMA sessions, exit interview data analyses), we focus on individual contacts – leaders and managers supported by the HRBP are often a valuable source of information about the needs and sentiments in their teams. Finally, there is nothing like our “donut meetings” (organized with the help of the Donut app) or “skip the level” meetings giving our managers an opportunity to talk directly to their team members and learn more about how they are feeling in the company.

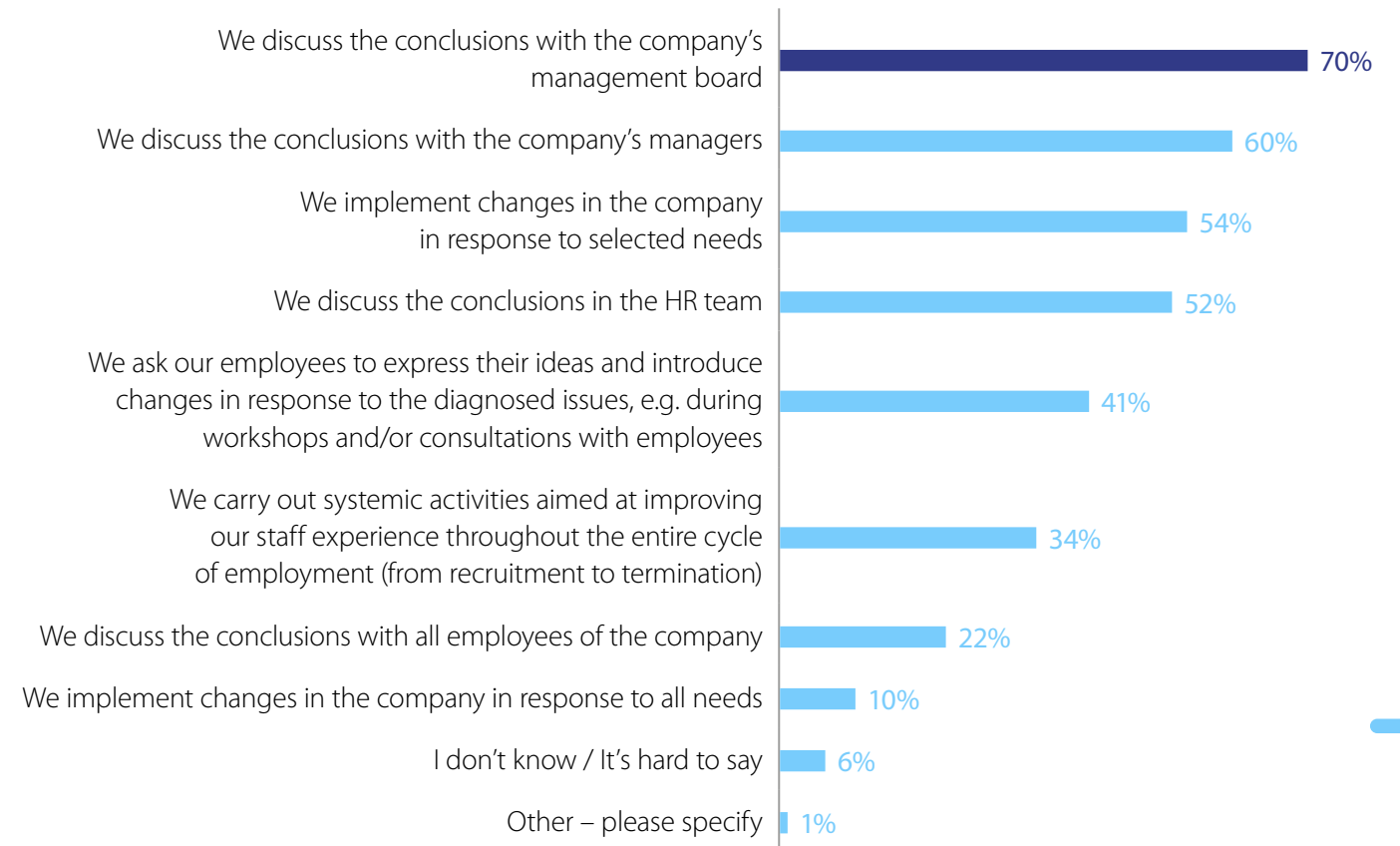
## 9. Monitoring and analyzing sentiments among employees

The most frequent response to the diagnosed needs and sentiments of employees is a discussion with the management (70% of the surveyed companies). In 60% of the companies the results of such a diagnosis are discussed with the company's managers, in every second company – in the HR team, while in every fifth company – with all employees.

In response to the diagnosed needs, companies implement certain changes related to the selected issues (54% of the companies) or all aspects mentioned by the employees (10%).

41% of the companies ask their employees to work together on the solutions that might respond to those challenges. One third of the companies declare that they carry out systemic activities aimed at improving their staff experience throughout the entire cycle of employment.

### What kind of activities do you carry out in response to the diagnosed needs and sentiments of your employees?



**Chart 25.** Activities carried out in response to the diagnosed needs and sentiments of employees.  
N=382 – Companies that monitor the needs and sentiments of employees in the company



## Expert's take



### Marcin Sieńczyk

Digital Transformation Leader, HR Technology Advisor  
(ex Randstad, ex eRecruiter/Grupa Pracuj)

The ultimate objective of surveys carried out among employees should be their greater satisfaction with their work, stronger commitment and increased productivity achieved through implementing certain changes and satisfying certain needs indicated in the questionnaires.

The survey results are not optimistic, in my opinion, since if we ask our employees about their sentiments and needs, we should also discuss the survey results not only with the HR staff, the managers and the management board of the company, but also with the employees themselves, who devote their time to provide the requested answers. Only 1/5 of the surveyed companies do it this way. I believe that inviting team members to discuss and plan potential changes together is even more important than discussing the results with the management. According to the results, 41% of the surveyed companies act like this.

It paints an even less optimistic picture, as the direct impact and the feeling of capability translates into greater commitment of individual employees and entire teams in the future.

The pandemic, remote/hybrid work models, and now the war in Ukraine, as well as microeconomic and macroeconomic inflation-related challenges have taught us to ask our employees more specific questions more frequently. Evolving needs of our colleagues have inspired many comments under the questions (an option to leave comments should definitely be available in such questionnaires). According to my experience, such comments often give us the most comprehensive feedback on the sentiments within specific teams, especially when they are becoming more and more diversified according to age, needs and expectations with regard to work and the employer.

A half (54%) of the surveyed companies declare that they implement selective changes on the basis of survey results, while 10% of the companies respond to all the needs reported by their employees. It still leaves some space for improvement, as 40% of the companies do not take any steps in response to the diagnosis of the needs and sentiments of their employees.

## 9. Monitoring and analyzing sentiments among employees

With regard to the HR analytics, the largest number (28%) of the surveyed companies admitted that they analyze the data regarding their employees and HR processes, but such analyses are carried out manually and ad hoc, due to the challenges related to the access to such data. 1 out of 10 companies is working on ensuring access to basic data on their staff and HR measures, while 12% already have such access, but do not analyze the data systematically due to the lack of time and/or competences in their team. About a dozen percent of the companies carry out advanced HR data analysis or are able to integrate them with business data. Every fourth company does not carry out any activities in the field of HR analytics.



### What kind of activities in the field of HR analytics are carried out in your company?

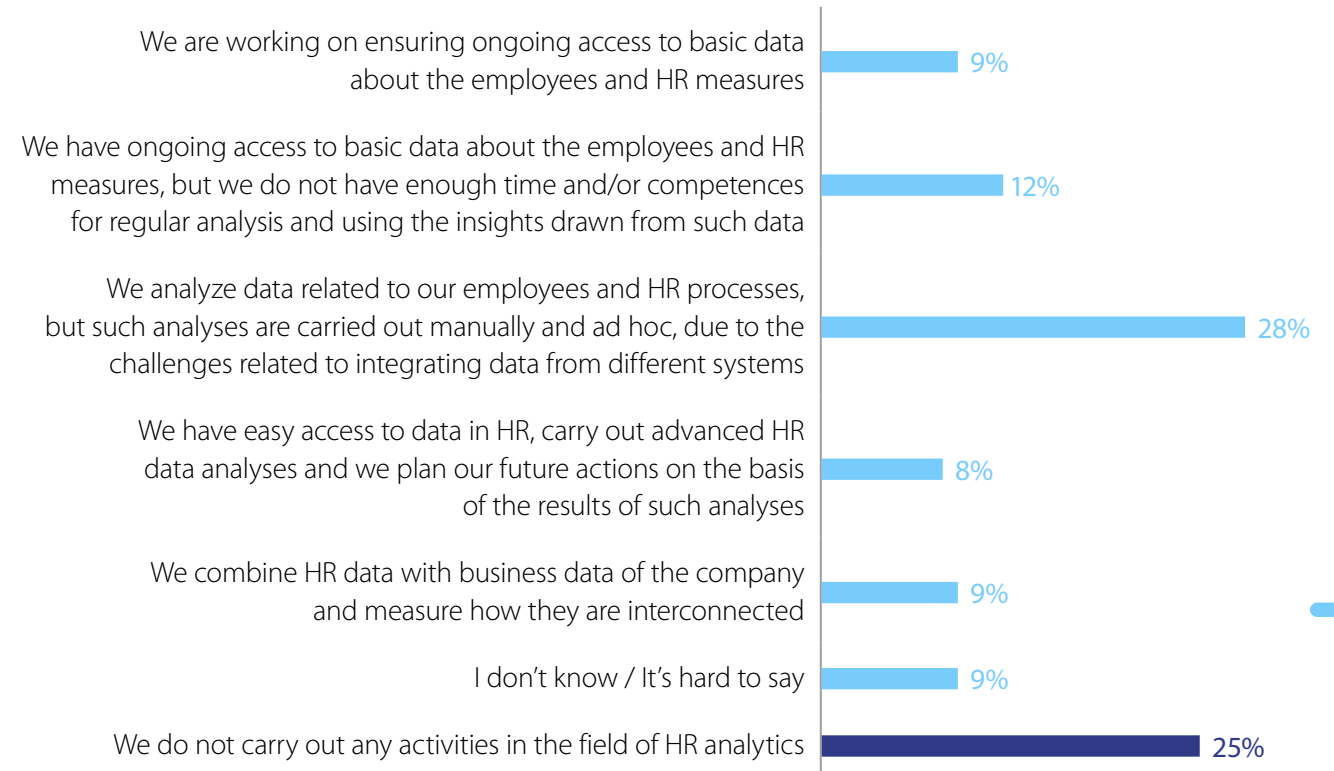


Chart 26. Activities in the field of HR analytics. N=494



## Expert's take



### Marta Pawlak-Dobrzańska

Founder, Strategist and Analyst in Great Digital

The majority of companies are already aware of the importance of data analysis for HR, which is good news. Some of those companies are still at the stage of obtaining access to such data, about a dozen percent of them has already completed this stage, but... do not analyze HR data on current basis, not having enough time and/or HR competences. The largest part (28%) of the companies carry out the required analysis, but with a great effort connected with manual integration of data from different systems. There is undoubtedly a need for tools that would make working with HR data easier (which is highly consistent with the fact, that people analytics is a segment of the HR activities where the lack of HR tools is most strongly felt, as confirmed by the answers to the previous question).

On a less optimistic note, the companies are aware that you need to analyze HR data and the majority of them are definitely at the beginning

of this process, but they are not able to analyze the data, do not know how to do it or find this process highly difficult or time-consuming. As a result, the time that might be devoted to the most essential part of working with the HR data, i.e. not drawing the conclusions, but discussing them with the business and the results of such discussions, is now devoted to... the effort needed to get those HR data.

We should, therefore, congratulate about a dozen percent of companies that have managed to reach the highest level of advancement in the field of people analytics. They are able to not only plan their future activities on the basis of HR data (thus being capable of predictive analytics), but also combine them with business data (which actually means translating the HR activities into business results of the company and justifying the so-called "seat at the table").

As for every fourth company that does nothing in the field of HR analytics, one might want to ask, paraphrasing Peter Drucker: "How do you operate as HR, if you don't know how you are doing and you are not planning to change it?".

## 9. Monitoring and analyzing sentiments among employees

In the opinion of HR directors and experts who were interviewed individually:

*We have evolved from a box for anonymous questions to the management board to building a corporate culture based on questions asked during face-to-face meetings with the board and the managers. Many issues are also obviously brought up by trade unions.*

*Since the pandemic, companies have been carrying out extensive staff satisfaction surveys – the development of this field has really been unbelievably dynamic. Initially, surveys were performed once a quarter; later once a month and after the outbreak of the war – every 2 weeks. **At the same time I am aware that very few companies have a separate role of an EX Manager.** A breakthrough in working with the feedback shared by employees comes when the same surveying platform is used in different countries.*

*We also have efficiently functioning **forums for Team Leaders**, ensure regular contact with them and organize webinars for them. It is for us a space for educating those employees who interact with people on daily basis and getting support from them in searching for solutions of various reported issues.*

*We have quarterly engagement questionnaires, we also **measure the happiness index**. We are currently integrating data regarding the preferences and needs of our employees and we want to be able to create a road map for the measures and changes that are worth implementing. We want to know what really makes a difference and impacts the employees' satisfaction.*

## 10. Key details and methodology of the survey

### Size of the company

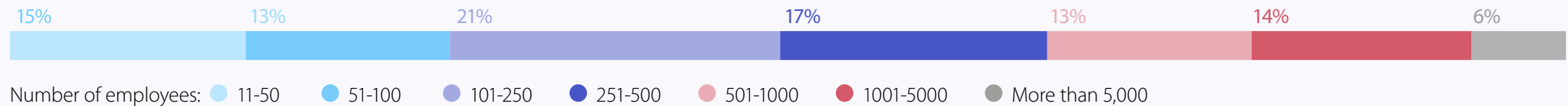
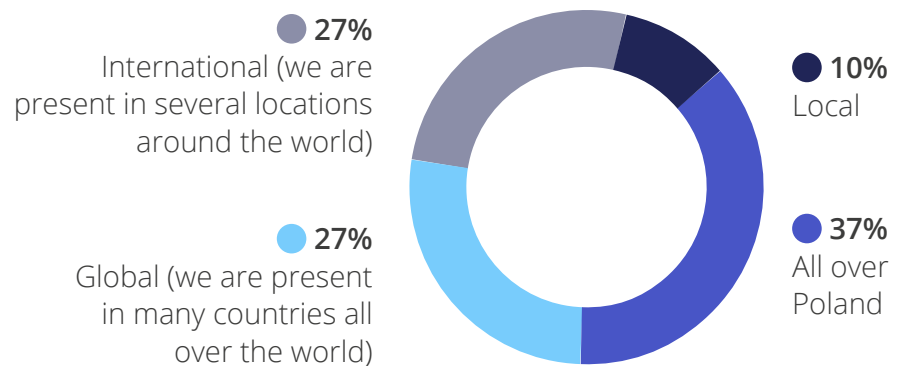


Chart 27. Size of the surveyed company. N=494

### Reach of the company



Wykres nr 28. Zasięg działania firmy badanych. N=494

### Scope of duties and responsibilities of the surveyed respondents

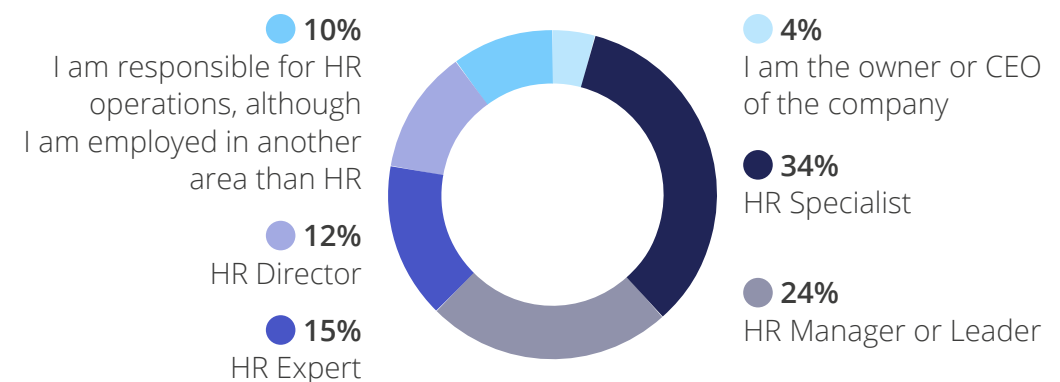


Chart 29. Scope of duties and responsibilities of the surveyed respondents. N=494

## 10. Key details and methodology of the survey

The “Changes in the Polish HR from the perspectives of HR specialists” survey was carried out among N=494 of respondents responsible for HR operations in companies with more than 10 employees. Data were collected between 27 February 2023 and 24 March 2023 using an online questionnaire by contacting HR specialists via the channels of Pracuj Ventures, Pracuj.pl and Great Digital.

The questionnaire-based part of the survey was preceded by individual interviews with HR directors and experts with over 20 years of experience, as well as the desk research analysis covering the reports on the status and challenges of HR teams in the companies in Poland and abroad available in the Polish and international market. The highlighted comments from HR directors and experts quoted in this report were collected in the course of individual interviews preceding the questionnaire-based survey.

**Data quoted from:** “Changes in the Polish HR from the perspectives of HR specialists”, a report by Pracuj Ventures and Pracuj.pl.

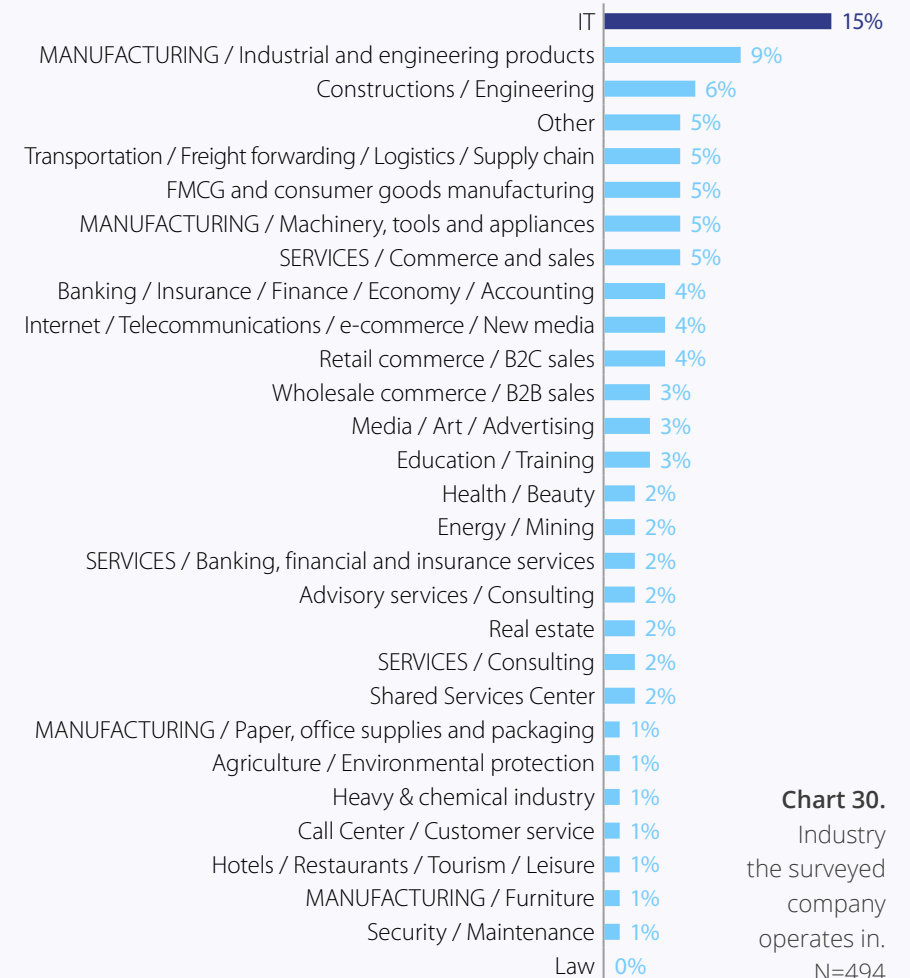
**Great Digital is an expert partner** for the survey.

**To request detailed information, please contact:**

**Anna Zimnicka**, B2B Marketing Project Manager, Pracuj.pl  
anna.zimnicka@pracuj.pl

**Małgorzata Grostal**, Investment Manager, Pracuj Ventures  
malgorzata.grostal@pracuj.vc

### Industry the company operates in



**Chart 30.**  
Industry the surveyed company operates in.  
N=494

## 11. Organizers and partner of the survey



Pracuj Ventures is the first innovation investment fund in Poland and one of the first such funds in the CEE region, focused on investing in companies operating in the market of HR-assisting and learning & development technologies.



Pracuj.pl is the largest Polish recruitment website as regards the revenue, the scope of services, the brand awareness and the number of unique users. More than 1.1 million job ads were posted on Pracuj.pl in 2022. Owing to a growing number of users, including both employers and job-seeking candidates, the platform's reach makes Pracuj.pl the website of first choice in Poland.



### Expert Partner

Great Digital is an agency specializing in HR analytics and research. It offers support in the field of diagnosing and creating the candidate & employee experience strategy, mapping and improving the effectiveness of recruitment processes and selecting the KPIs in HR. You can read more about its innovative approach to HR on the Great Digital blog:

<http://greatdigital.pl/blog/>

# Contact us!

**pracuj.pl**

ul. Prosta 68  
00-838 Warszawa

Telephone: (+48 22) 373 73 00  
Fax: (+48 22) 373 73 01  
biuro@pracuj.pl

Other contact details and addresses of regional offices  
can be found on: [grupapracuj.pl](https://grupapracuj.pl)

