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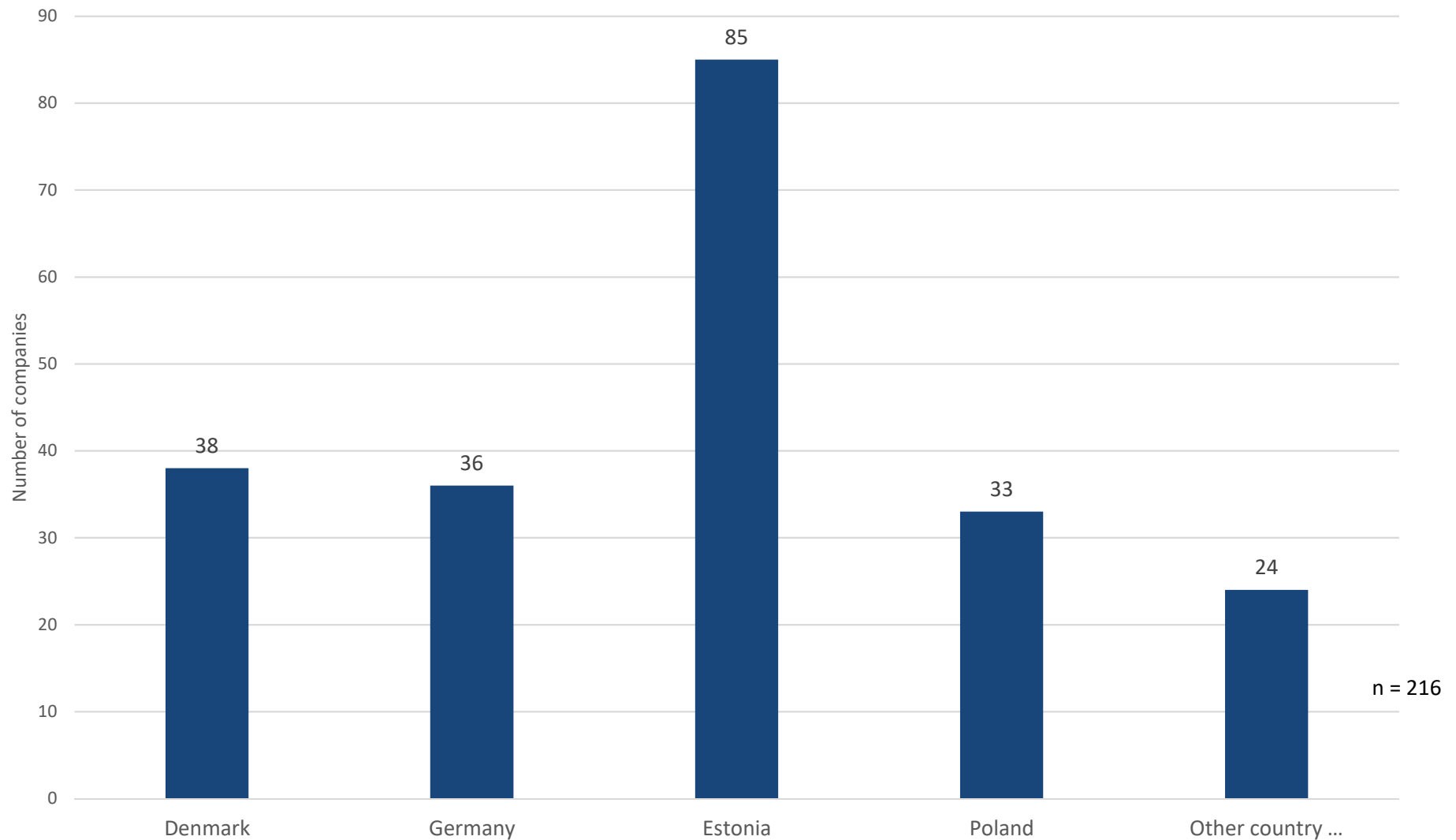
Evaluation of the project survey: Recruiting the Young Generation Workforce: Innovative HR Management – REGROW



Some short information about the evaluation of the survey

- Pretest was carried out with 7 comparable companies (sme's) in Germany
- Summary of all quantitative data from all project partner countries.
- Summary of the possible answers "applies / rather applies" in a single category and also for the answer options "rather does not apply / does not apply".
- Some deviations from 100% are rounding errors.
- Differentiated statistical evaluations are not permitted due to the less number of answers, but trends can be shown.

Q 1: In which country is your company's headquarters located?

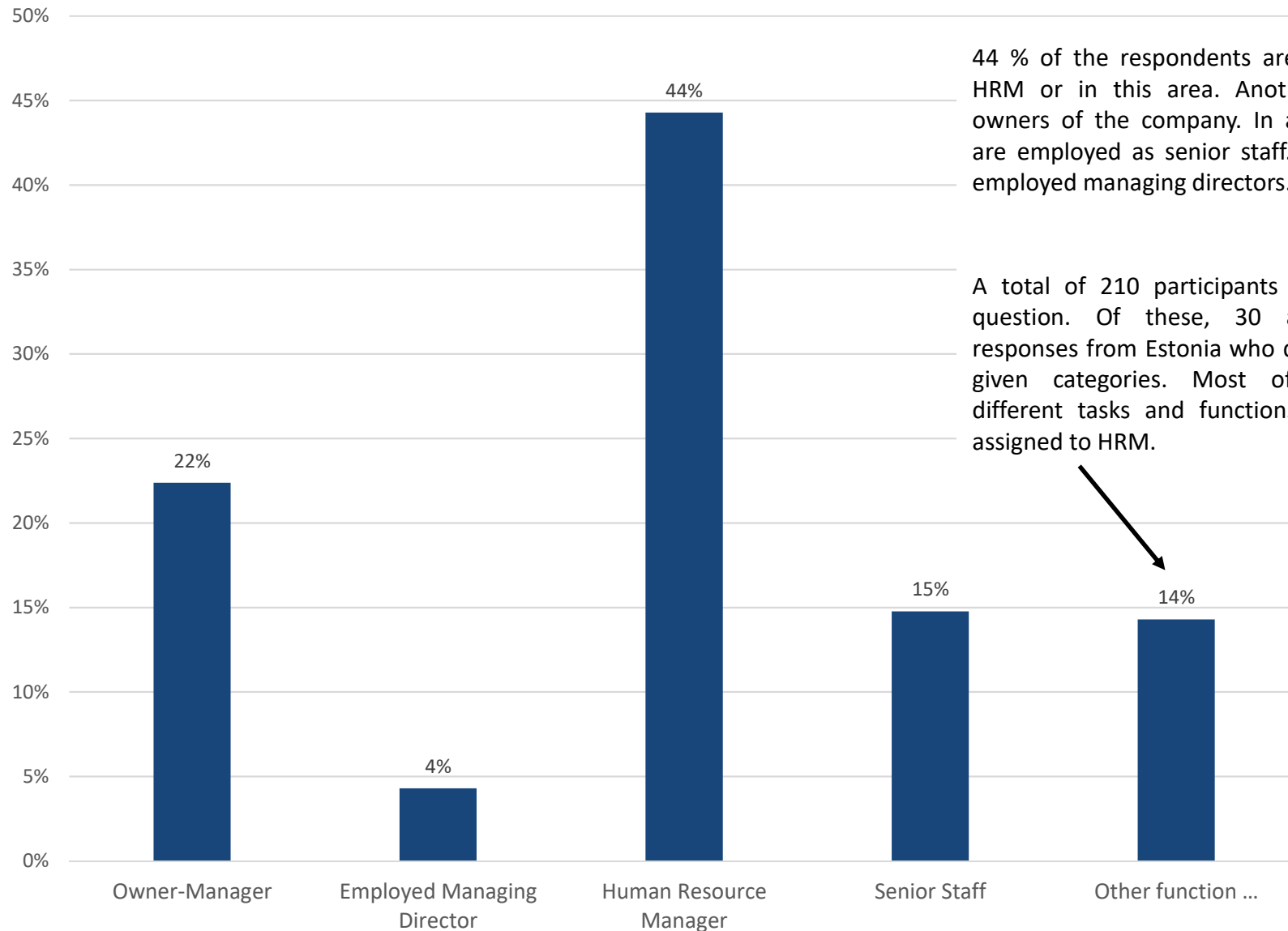


Countries

Most of the category "Other country" were given by Estonia (23 out of 24)



Q 2: Your position or function in the company?



44 % of the respondents are employed as HRM or in this area. Another 22 % are owners of the company. In addition, 15 % are employed as senior staff. Only 4 % are employed managing directors.

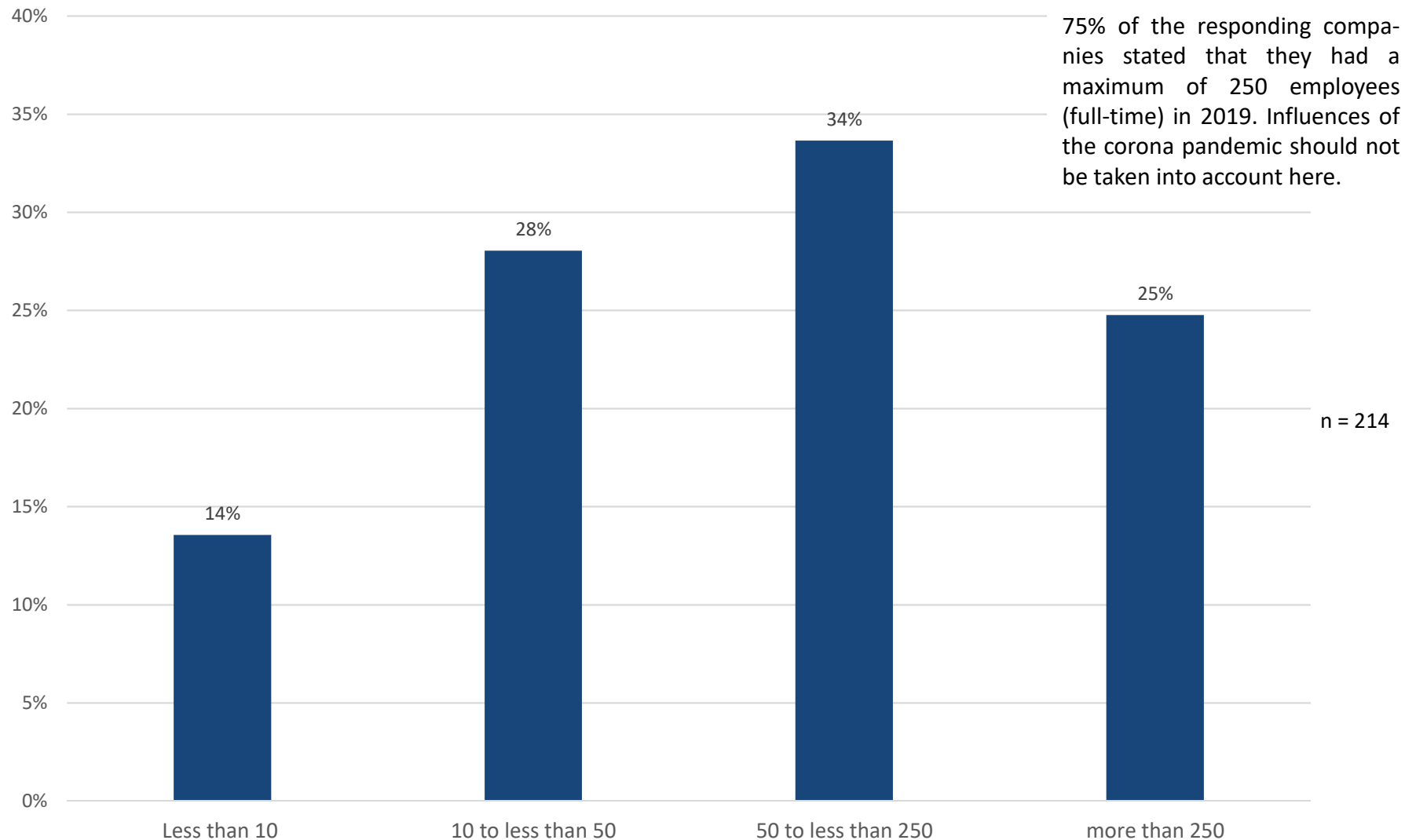
A total of 210 participants answered this question. Of these, 30 are individual responses from Estonia who did not use the given categories. Most of them have different tasks and functions that can be assigned to HRM.

n = 210

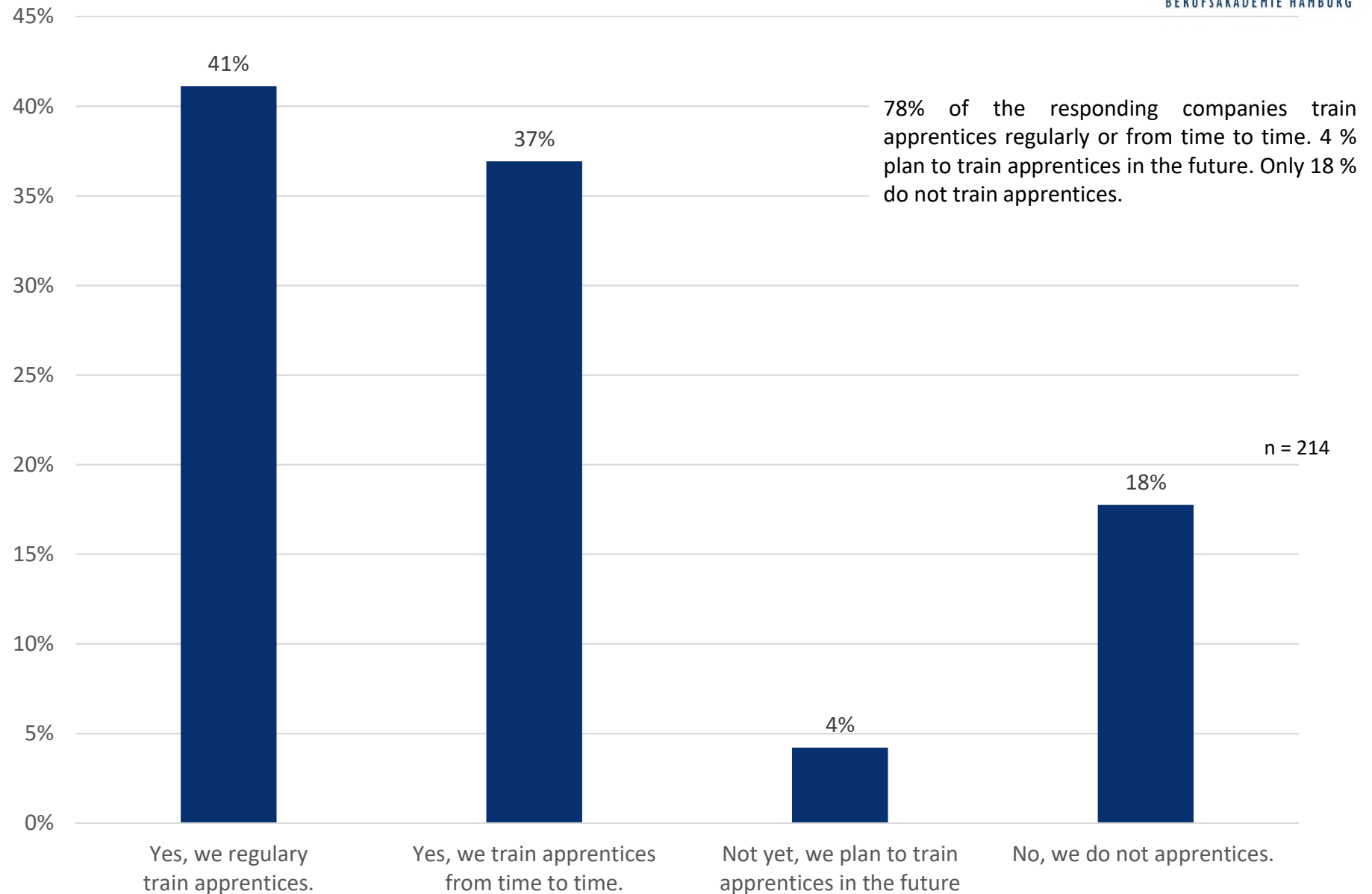
Q 3: How many employees were employed on average in 2019? full-time-equivalent (FTE)



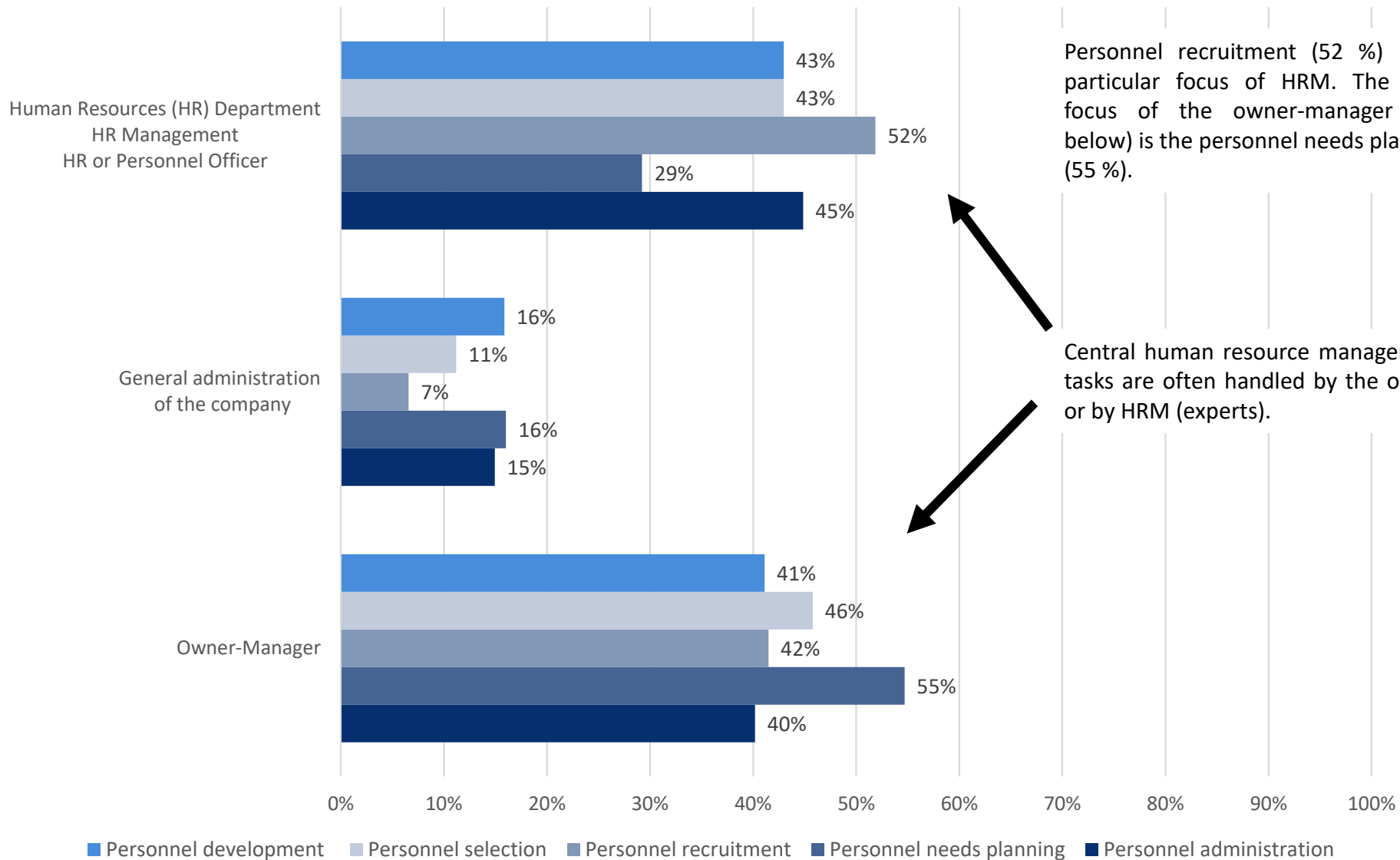
How many employees were employed on average in 2019?
(full-time-equivalent (FTE))



Q 4: Does your company train apprentices?



Q 5: Central human resource management tasks are handled by the owner or by HRM. (Reading example: 46 out of 107 (≈ 43 %) participants indicated that task “Personnel development” is handled out by the owner.)

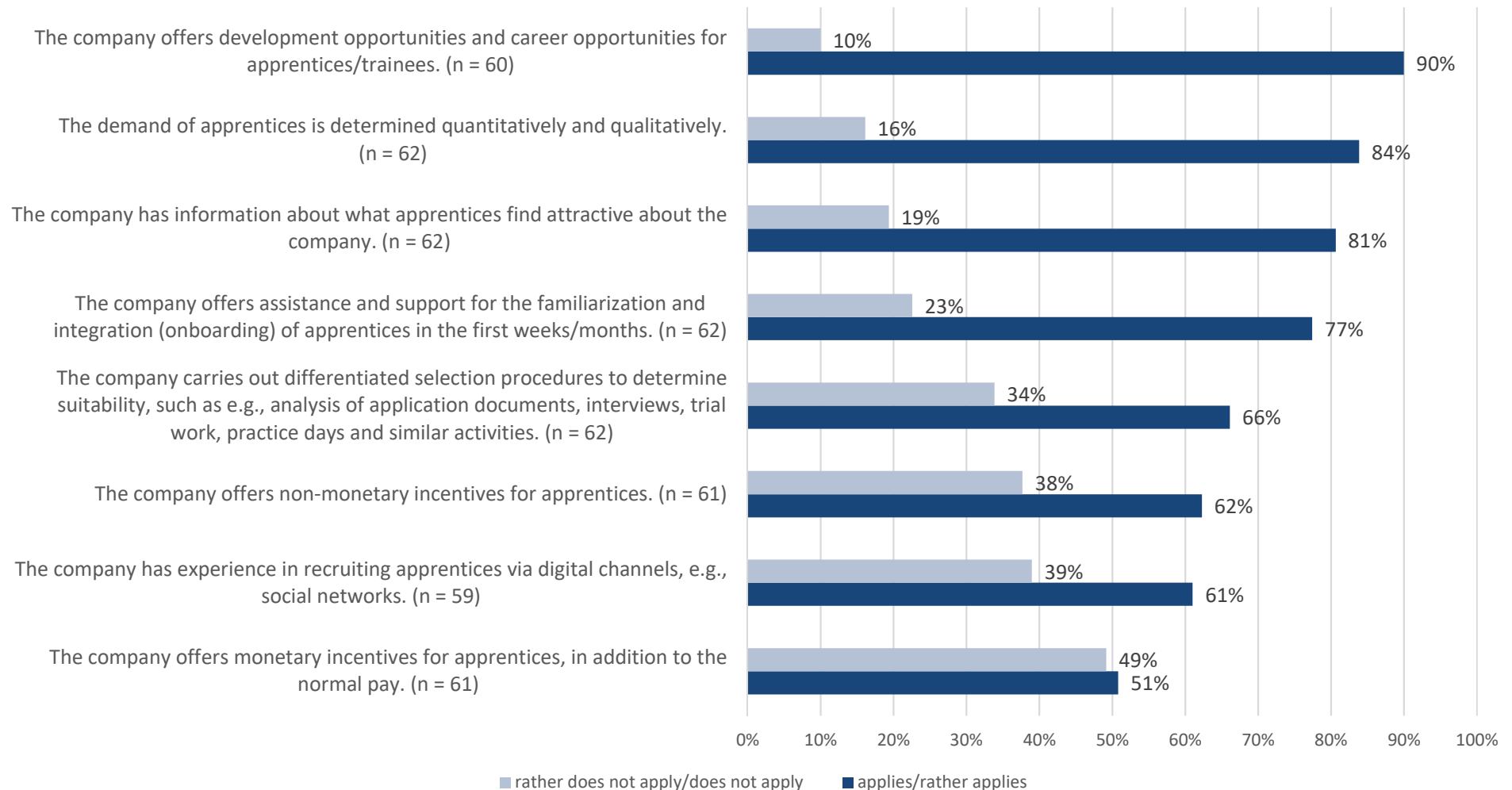


Personnel recruitment (52 %) is a particular focus of HRM. The main focus of the owner-manager (see below) is the personnel needs planning (55 %).

Central human resource management tasks are often handled by the owner or by HRM (experts).

Q 6.1: The company has the following personnel management tasks for the group of apprentices. (Task is carried out.)

Reading example: In the first part of this question for 90 % (54 out of 60) of the responding companies stated that the following statement applies or rather applies in relation to the personnel management of apprentices: "The company offers development o



Q 6.1: The company has the following personnel management tasks for the group of apprentices. (Task is carried out.)



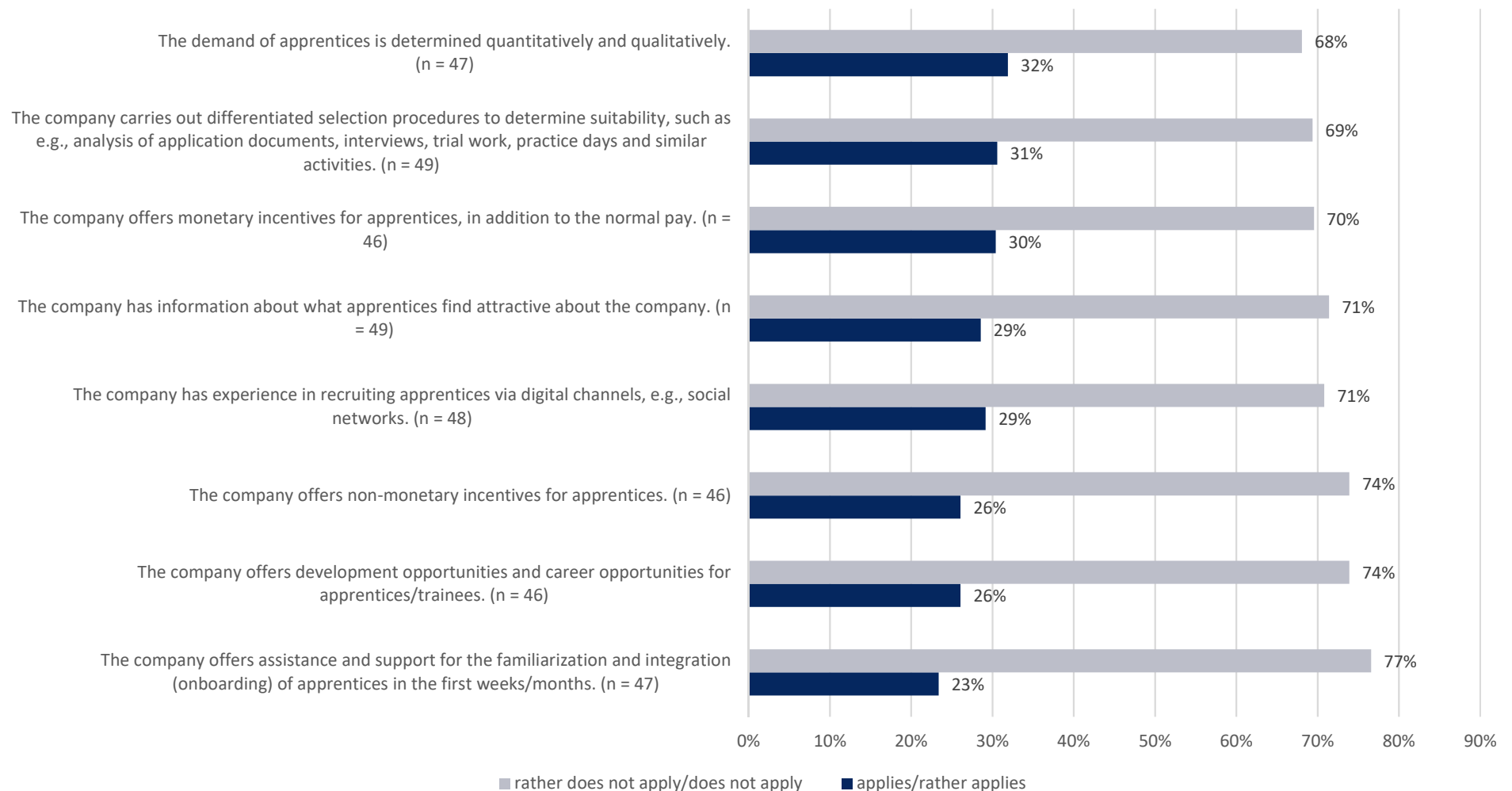
Some key findings:

- The majority of the responding companies stated that they carry out the essential listed tasks of personnel management for apprentices.
- Companies particularly frequently point out development opportunities and career opportunities for apprentices (90%).
- In addition, the need for apprentices is determined intensively (84%).
- Furthermore, 81% of the responding companies state that they have information about what apprentices find attractive about the company.
- "Only" approx. 40% of the companies state that they have had experience in recruiting with digital channels.
- Almost 40% of the companies state that they have non-monetary incentives for trainees.
- And "only" about half of the companies state that they offer monetary incentives for apprentices in addition to their normal pay.



Q 6.2: The company has the following personnel management tasks for the group of apprentices. (Task is a big challenge/problem for the company.)

Reading example: In the second part of this question 32% (15 out of 47) of the responding companies stated with regard to apprentices that the personnel management task: "The demand of apprentices is determined quantitatively and qualitatively." is a big



Q 6.2: The company has the following personnel management tasks for the group of apprentices. (Task is a big challenge/problem for the company.)



Some key findings:

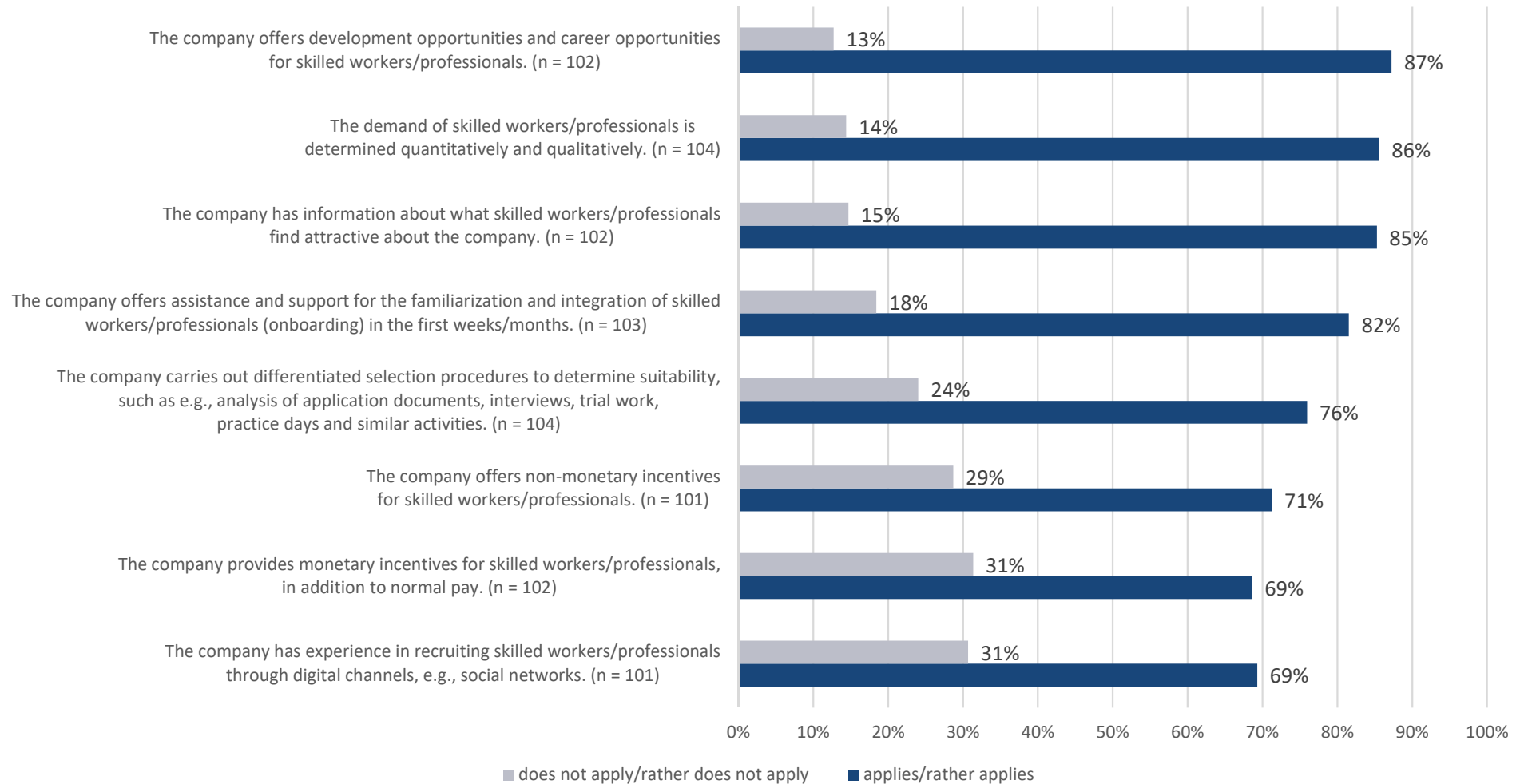
- For approx. 70 – 75 % of the responding companies that have experience with the stated tasks of personnel management for apprentices, these tasks do not represent any big challenges or problems.
- However, for around 20 – 30 % of the responding companies these tasks are major challenges.



Q 7.1: The company has the following personnel management tasks for the group of professionals (= employees with professional experience, no managerial or personnel responsibility) (Task is carried out.)



Reading example: For about 87% (89 out of 102) of the responding companies the following statement applies or rather applies in relation to the personnel management of professionals: "The company offers development opportunities and career opportunities".



Q 7.1: The company has the following personnel management tasks for the group of professionals (= employees with professional experience, no managerial or personnel responsibility) (Task is carried out.)



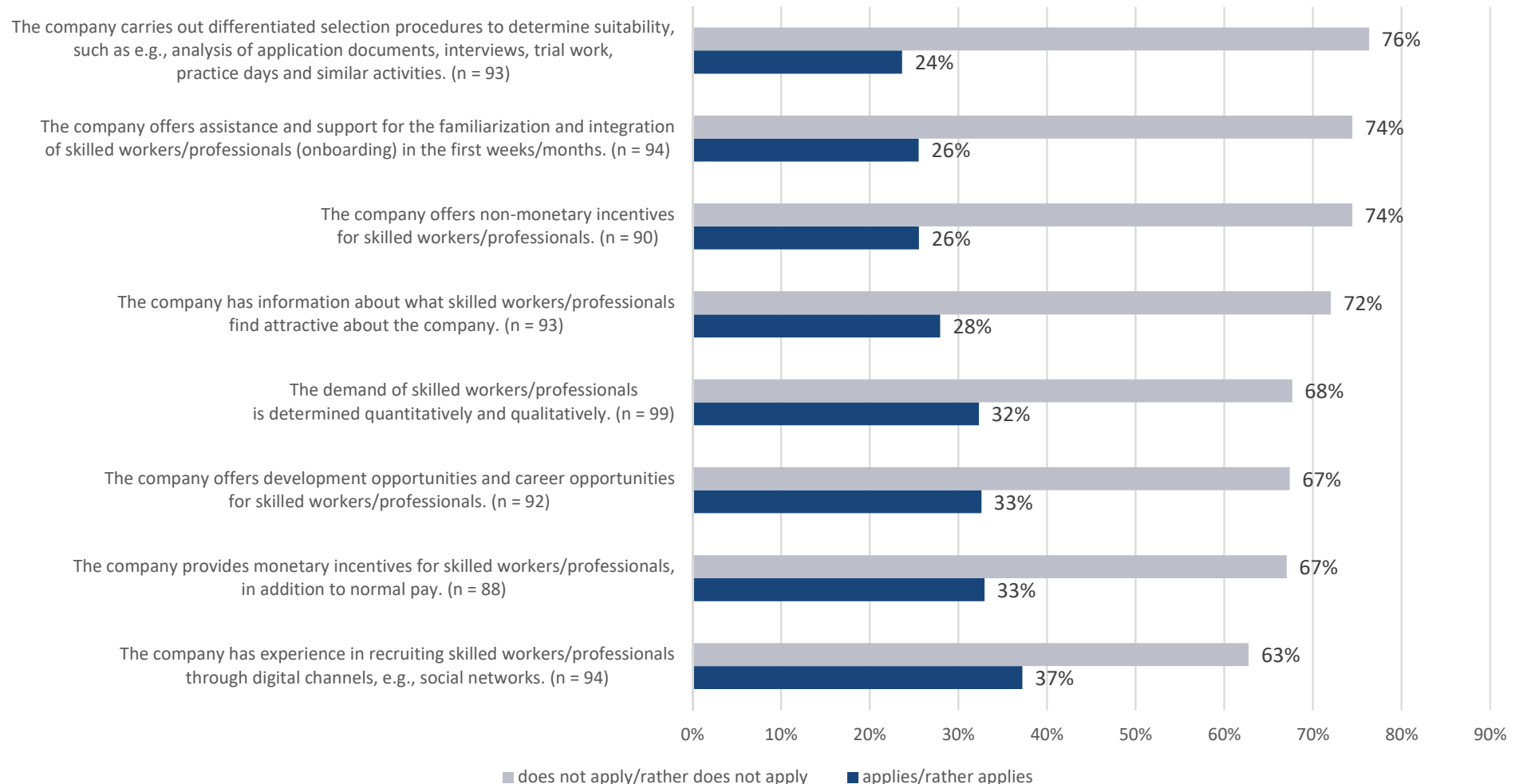
Some key findings:

- In most of the participating companies, the listed personnel management tasks are carried out in relation to professionals/skilled workers (approx. 70 to 87%).
- The tasks “The company provides monetary incentives” and “The company has experience in recruiting professionals through digital channels” tend to be carried out the least by "only 69" of the respondents.



Q 7.2: The company has the following personnel management tasks for the group of professionals (= employees with professional experience, no managerial or personnel responsibility) (Task is a big challenge/problem for the company.)

Reading example: Around 76% (71 of 93) of the responding companies state that the task: “The company carries out differentiated selection procedures to determine suitability, such as e.g. analysis of application documents, interviews ... and similar activities”



Q 7.2: The company has the following personnel management tasks for the group of professionals (= employees with professional experience, no managerial or personnel responsibility) (Task is a big challenge/problem for the company.)



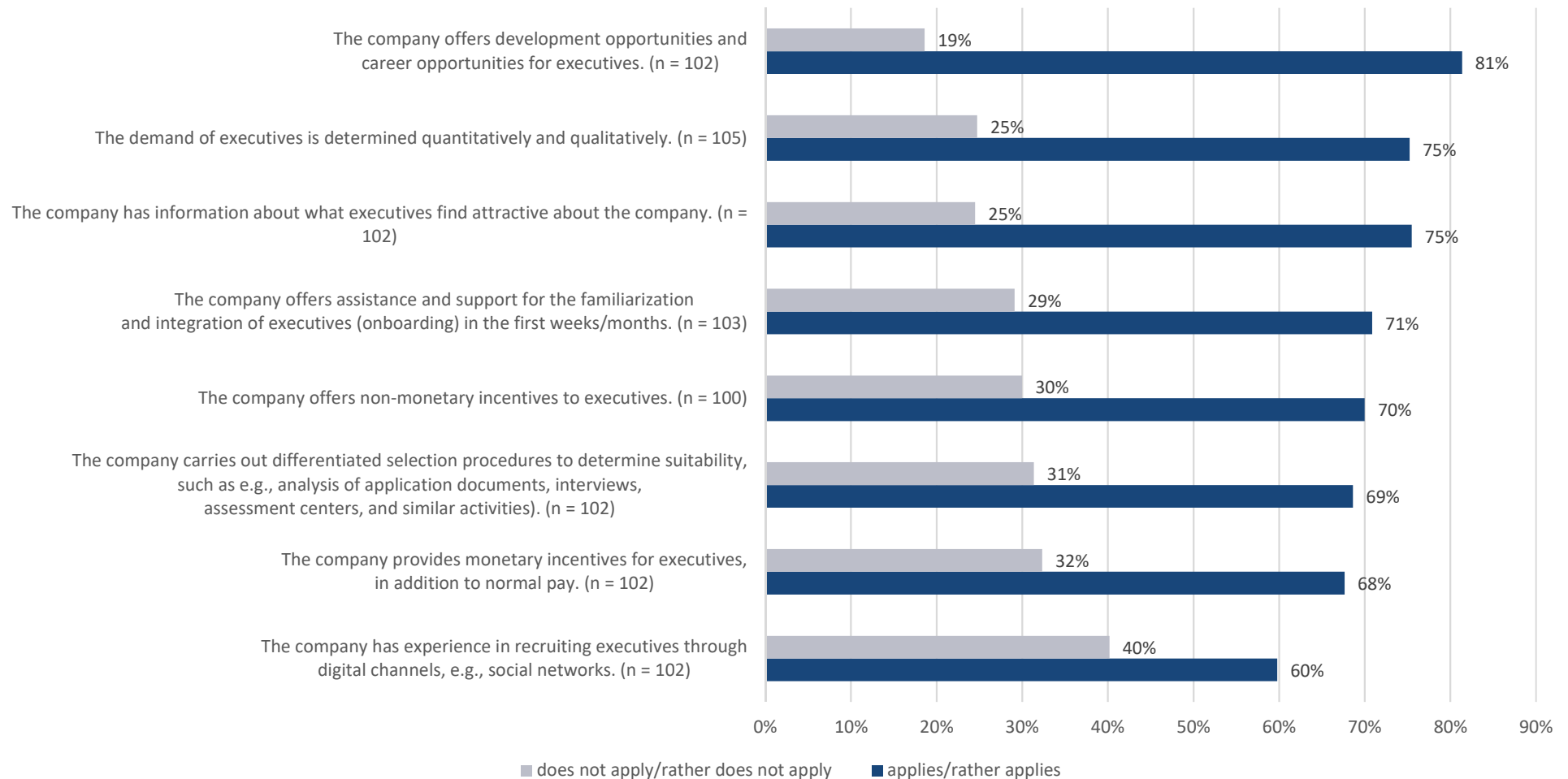
Some key findings:

- For most of the responding companies (63 – 76 %), the listed personnel management tasks do not represent any big challenges/problems with regard to the target group of professionals.
- But for about 24 – 37 % of the responding companies the tasks present great challenges.
- In particular, 37% of the responding companies agree (or rather agree) that they consider the following to be a big challenge: "The company has experience in recruiting specialists with digital channels such as social networks".



Q 8.1: The company has the following human resources management tasks for the group of executives (= responsible for planning, control and monitoring tasks, e.g., project managers, department heads or similar). (Task is carried out.)

Reading example: For about 81% (83 out of 102) of the responding companies the following statement applies or rather applies in relation to the personnel management of executives: "The company offers development opportunities and career opportunities."



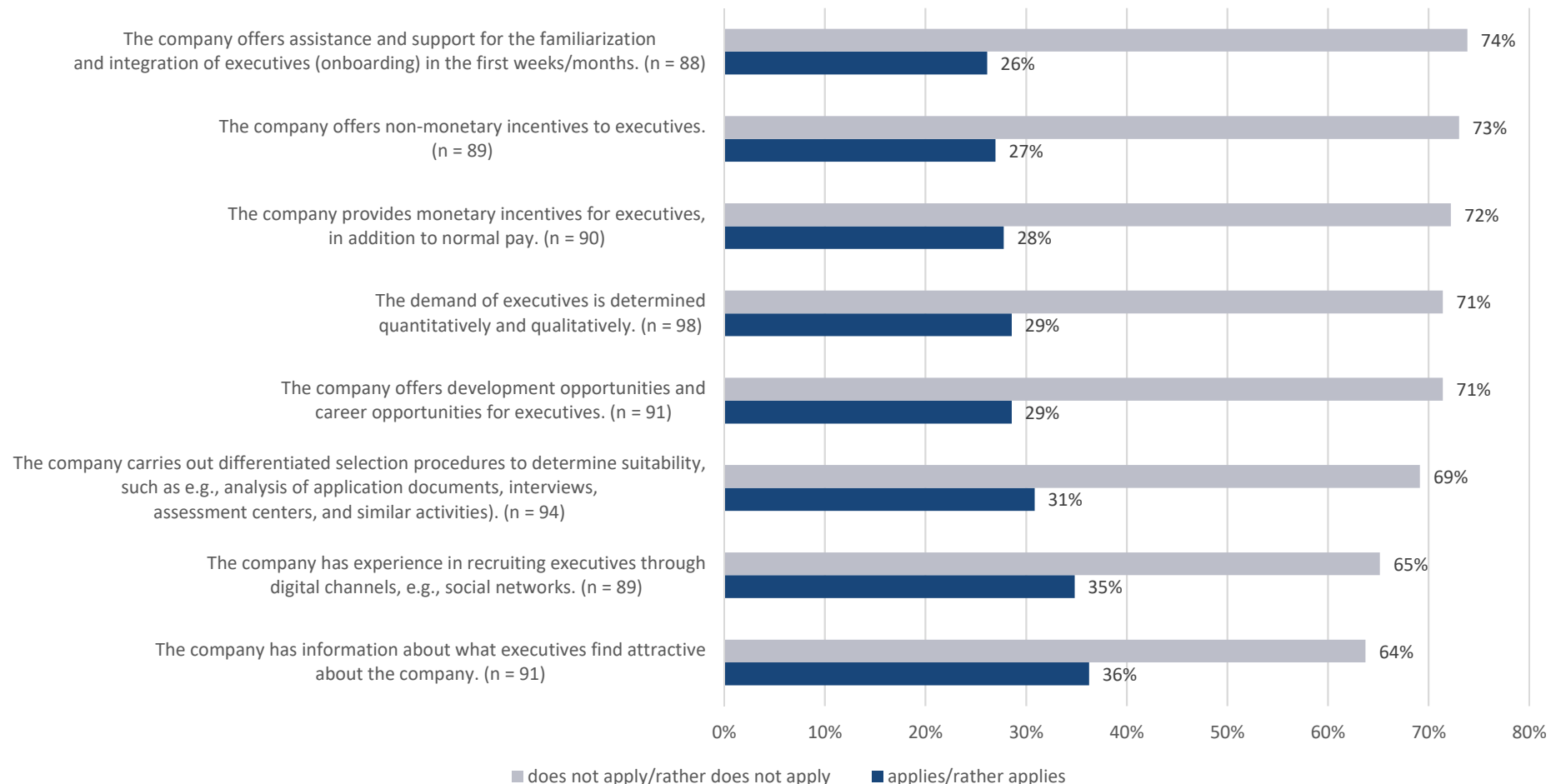
Q 8.1: The company has the following human resources management tasks for the group of executives (= responsible for planning, control and monitoring tasks, e.g., project managers, department heads or similar).
(Task is carried out.)

Some key findings:

- All of the listed human resource management tasks are performed in relation to the executives of the majority of the companies.
- In particular, 81% of the responding companies offer managers development opportunities and career options.
- For the target group of executives, experiences with recruiting through digital channels by the companies are relatively lowest (60%).

Q 8.2: The company has the following human resources management tasks for the group of executives (= responsible for planning, control and monitoring tasks, e.g., project managers, department heads or similar). (Task is a big challenge/problem.)

Reading example: For about 74 % (65 out 88) of the responding companies it is not a big problem to offer assistance and support for the familiarization and integration of executives (onboarding) in the first weeks/month.“ (answer options: does not apply/r



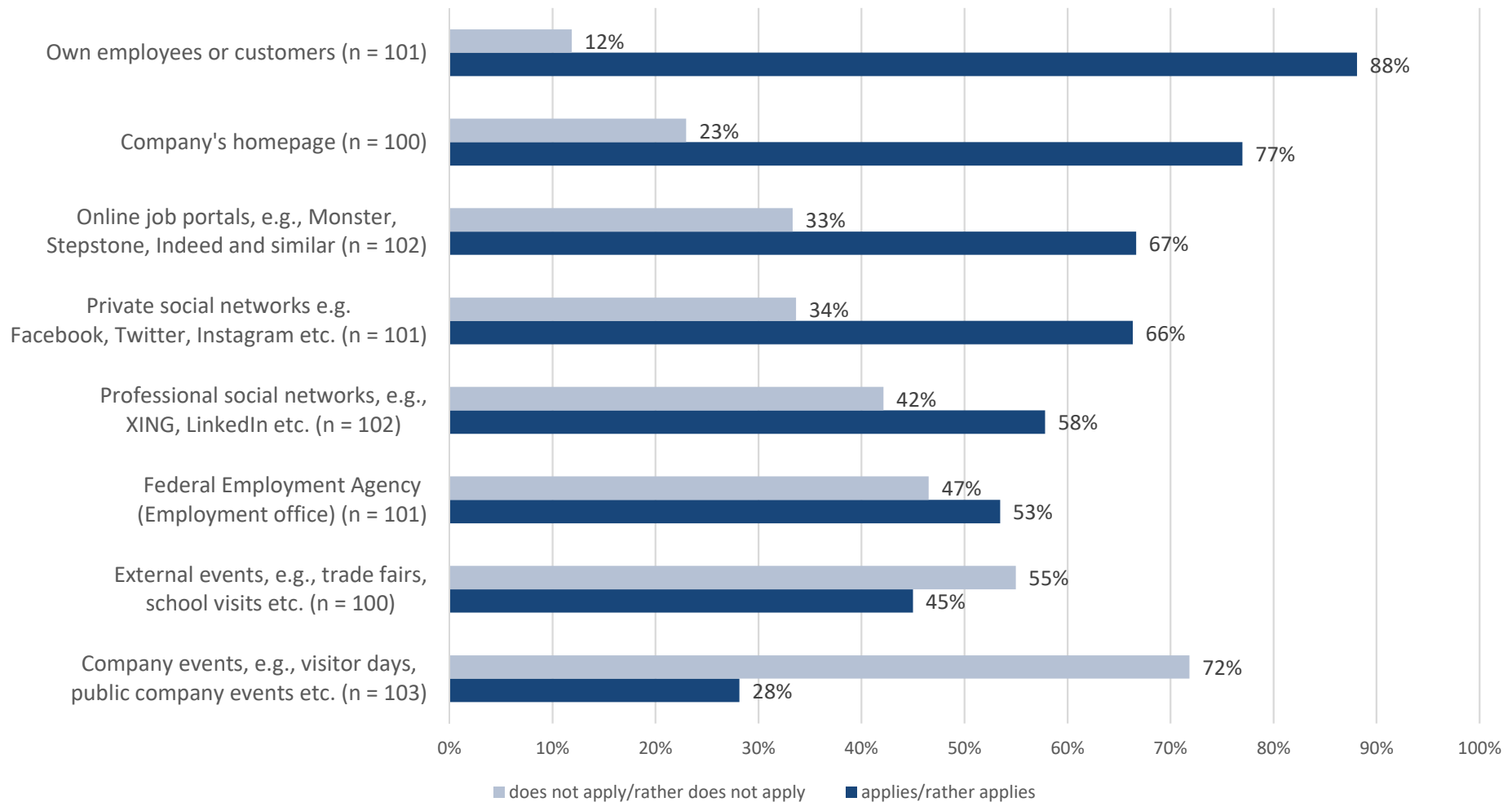
Q 8.2: The company has the following human resources management tasks for the group of executives (= responsible for planning, control and monitoring tasks, e.g., project managers, department heads or similar).
(Task is a big challenge/problem.)

Some key findings:

- For the most of the responding companies none of the listed human resource management task are not a big challenge/problem.
- But for 26 – 36 percent, these tasks are also a challenge.
- The topics "Recruiting Executives through digital channels" and "Existence of information about what executives find attractive about the company" account for the largest percentage with 35 and 36% respectively.
- These two topics represent a big challenge/problem for the approximately one third of the responding companies.

Q 9: In particular, the company uses the following measures or instruments to search for suitable candidates:

Reading example: About 88 % (89 out of 101) of the respondents stated that they use their own employees or customers to look for suitable candidates.
(answer options: "applies/rather applies")



Q 9: In particular, the company uses the following measures or instruments to search for suitable candidates:



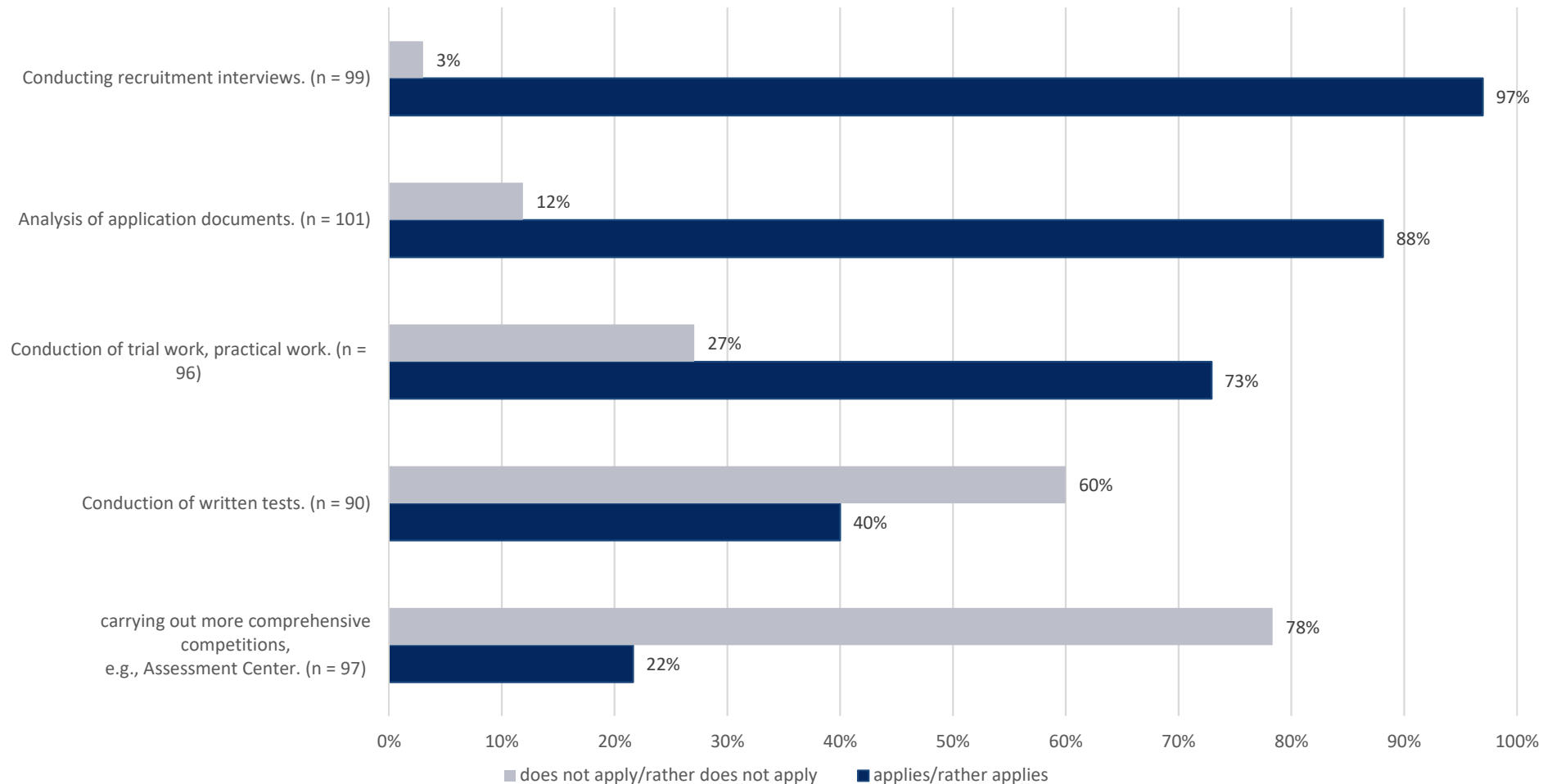
Some key findings:

- All of the listed instruments are used to varying degrees by the responding companies to search for suitable candidates.
- Most of the responding companies (88 %) use their own employees or customers to search for suitable applicants.
- 77 % of the responding companies also use their own homepage to search for applicants.
- Online job portals and private social networks are used by around two thirds to search for suitable candidates.
- Professional social networks (online) are used by 58%.
- The employment office is used by just over half of the responding companies for searches.
- External events are "only" used by 45%.
- Company events are used the least to search for applicants (28%).



Q 10.1: The company conducts the following selection procedures with potential skilled workers/professionals and has experience with digital solutions/personnel management software. (Selection procedures are carried out.)

Reading example: In the first part of this question 97 % (96 out of 99) of the responding companies answered that they carried out the selection procedure "recruitment interviews" with potential skilled workers/professionals.



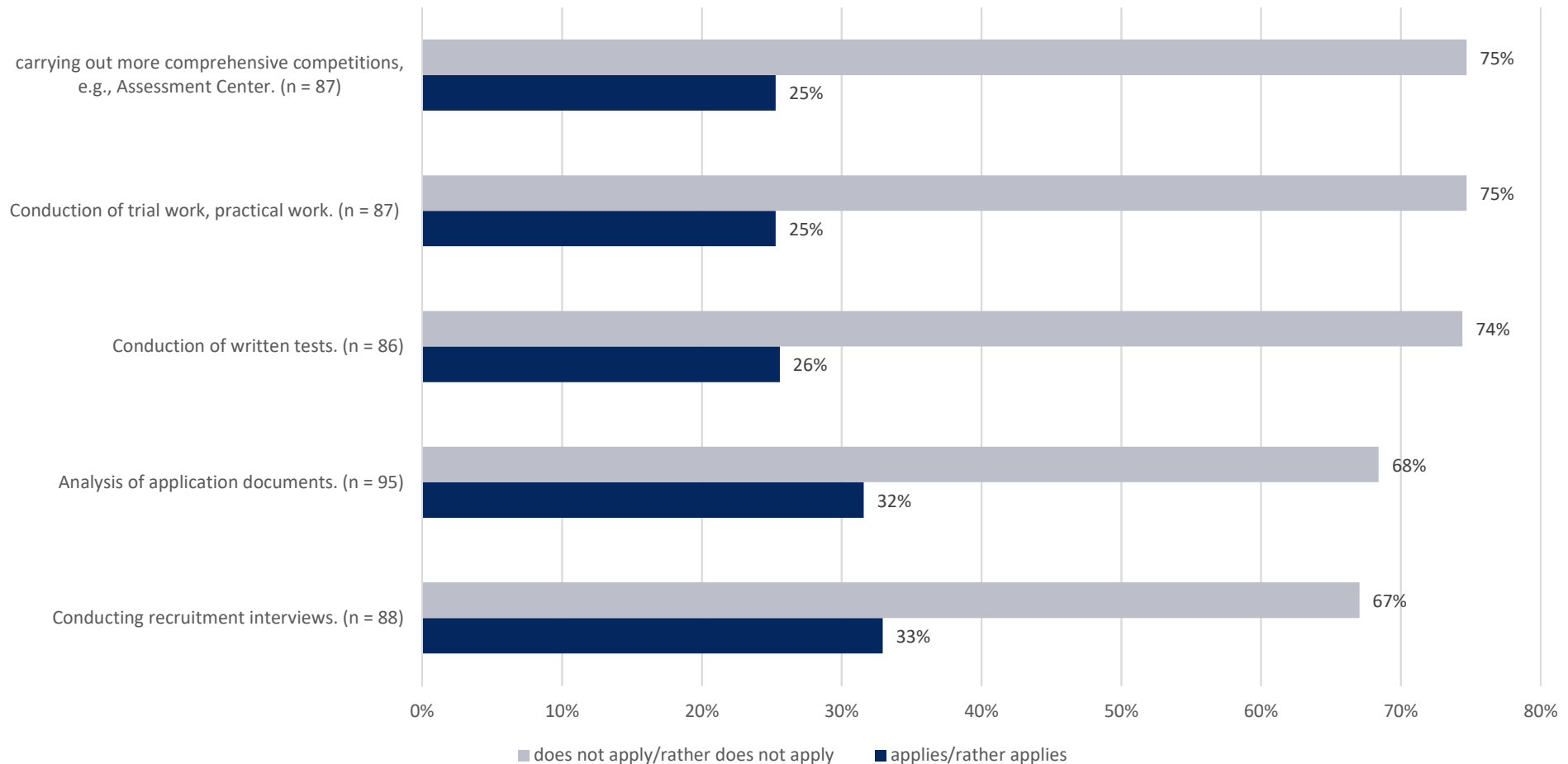
Q 10.1: The company conducts the following selection procedures with potential skilled workers/professionals and has experience with digital solutions/personnel management software. (Selection procedures are carried out.)

Some key findings:

- The following personnel selection procedures for skilled workers are most common in the responding companies.
 - Recruitment interviews (97 %)
 - Analysis of application documents (88 %)
 - Trial/practical work (73 %)
- Written tests are only carried out by 40 % of the responding companies.
- Complex procedures are the least carried out in companies. (22 %)

Q 10.2: The company conducts the following selection procedures with potential skilled workers/professionals and has experience with digital solutions/personnel management software: (Experience with digital solutions/personnel management software is present for this purpose.)

Reading example: In the second part of this question, 75% (65 out of 87) of the responding companies stated that they had no experience with digital solutions/personnel management software on the topic of “carrying out more comprehensive competitions, e.g



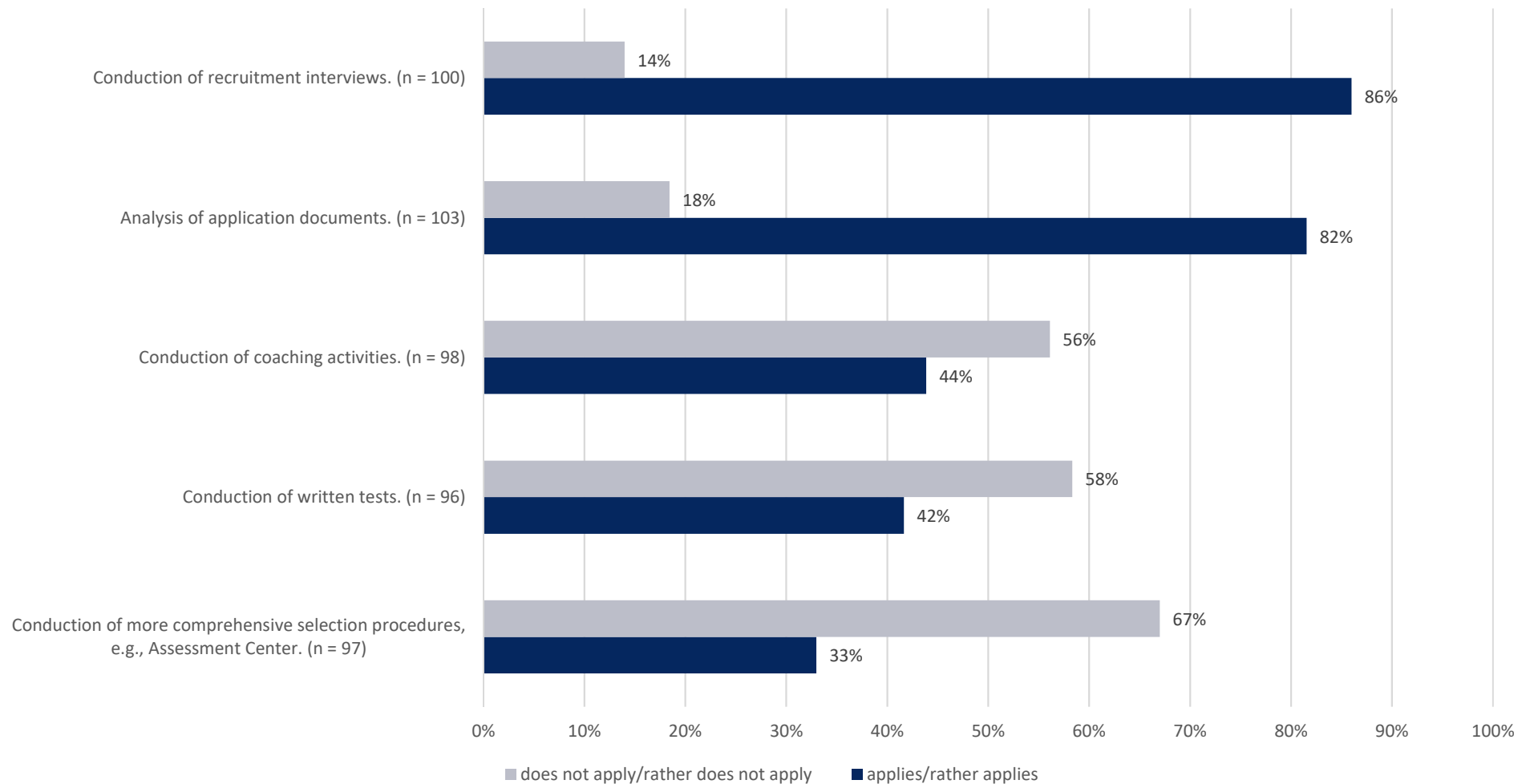
Q 10.2: The company conducts the following selection procedures with potential skilled workers/professionals and has experience with digital solutions/personnel management software: (Experience with digital solutions/personnel management software is present for this purpose.)

Some key findings:

- In general, the majority of the responding companies have little or no experience with digital solutions with regard to personnel selection procedures for skilled workers.
- Most experience with digital solutions is available for the selection procedures “conducting recruitment interviews” (33 %) and for the selection procedures “analysis of application documents” (32 %).
- The other three listed selection procedures the companies have the least experience with digital solutions.
 - Conduction of written tests (26 %)
 - Conduction of trial/practical work (25 %)
 - Carrying out more comprehensive competitions, e. g. assessment center (25 %)

Q 11.1: The company conducts the following selection procedures with potential executives and has experience with digital solutions/personnel management software. (Selection procedures are carried out.)

Reading example: In the first part of this question 86 % (86 out of 100) of the responding companies answered that they carried out the selection procedure “conduction recruitment interviews” with potential executives.



Q 11.1: The company conducts the following selection procedures with potential executives and has experience with digital solutions/personnel management software. (Selection procedures are carried out.)

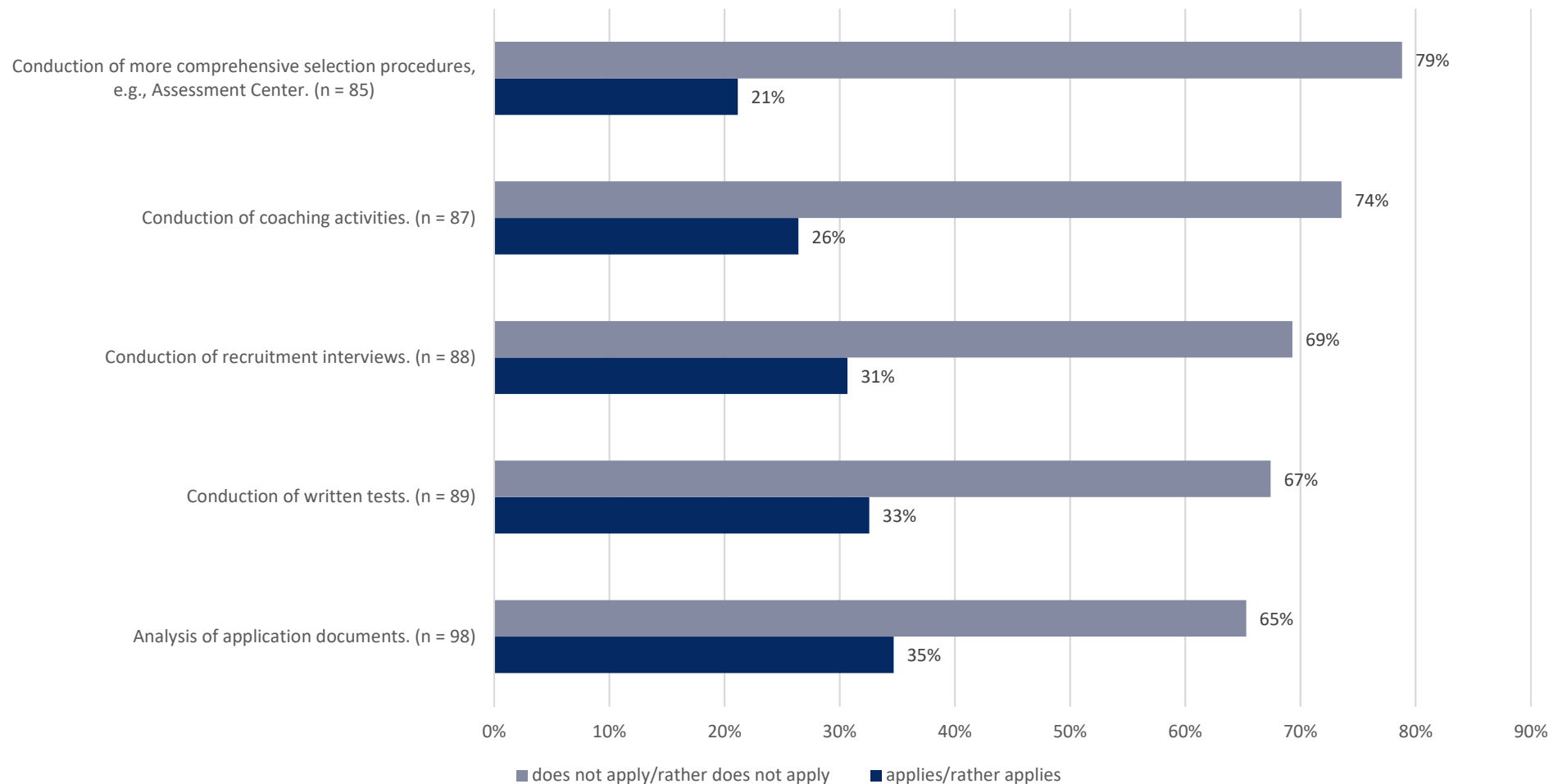
Some key findings:

- Most of the responding companies carry out “recruitment interviews” (86 %) as part of the personnel selection process and they analyze “application documents” (82 %) with potential executives.
- 44 % carry out coaching activities with potential executives and 42 % carry out written tests with this group.
- The conduction of more comprehensive selection procedures, e.g. assessment center, is the least common (33 %).

Q 11.2: The company conducts the following selection procedures with potential executives and has experience with digital solutions /personnel management software. (Experience with digital solutions/personnel management software is present for this purpose.).



Reading example: In the second part of this question, 79 % (67 out of 85) of the responding companies stated that they had no or little experience with digital solutions/personnel management software on the topic of “Conducting of more comprehensive proce



Q 11.2: The company conducts the following selection procedures with potential executives and has experience with digital solutions/human resources management software. (Experience with digital solutions/personnel management software is present for this purpose.)

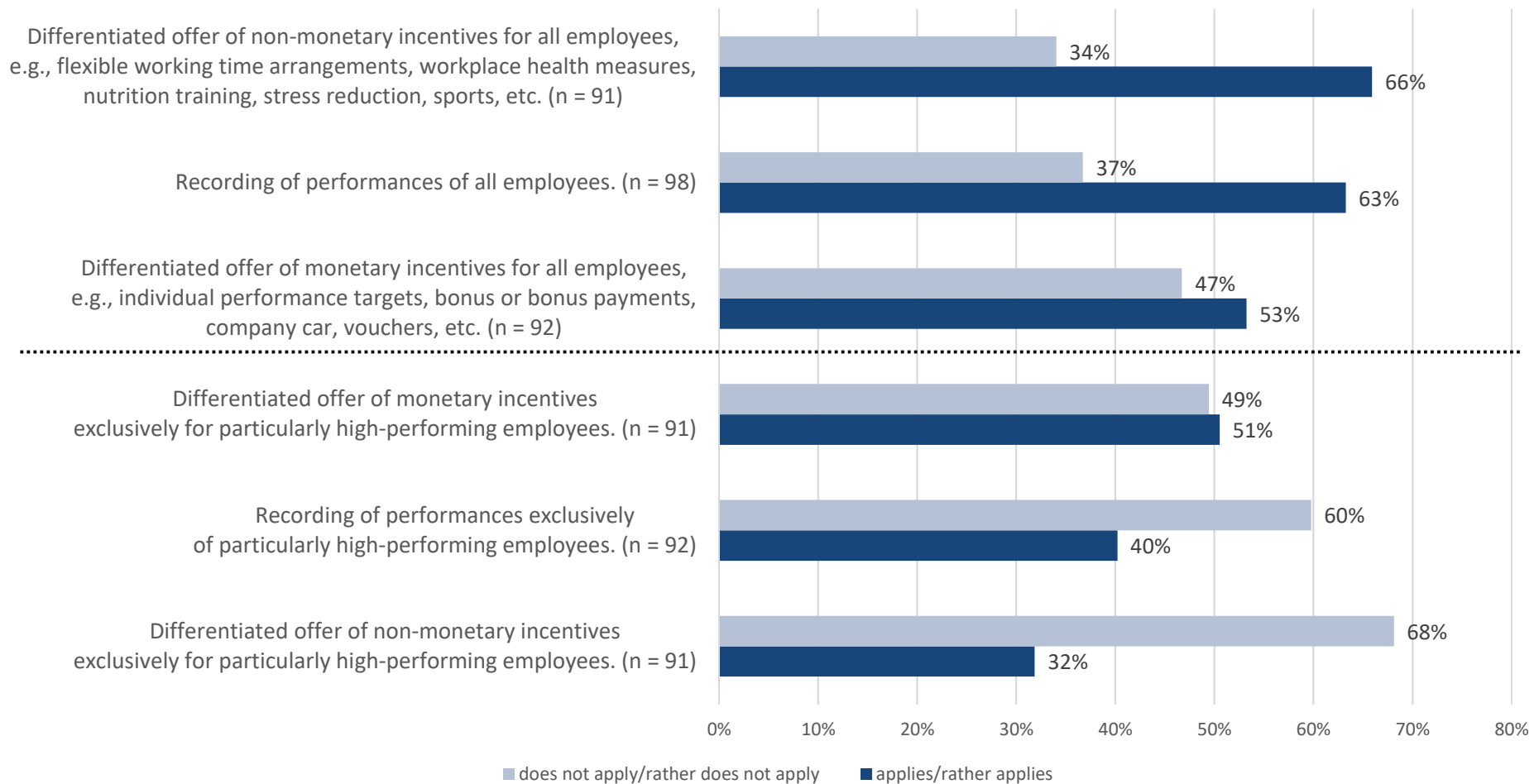
Some key findings:

- In general, the responding companies have little or no experience with the use of digital solutions for the target group of executives.
- The least common is “conduction of more comprehensive selection procedures, e.g. assessment center” (21 %) related to experience with digital solutions with potential executives.
- The responding companies have a little more experience with digital solutions in personnel management with the implementation of coaching activities (26 %).
- Between 31 and 35% state that they have experience with digital solutions in the following selection procedures:
 - Conduction of recruitment interviews (31 %)
 - Conduction of written tests (33 %)
 - Analysis of application documents (35 %)

Q 12.1: Our company carries out the following activities for the recording and recognition of performances. (Is existent in the company.)



Reading example: About 66 % (60 out of 91) of the respondents stated that the activity “differentiated offer of non monetary incentives for all employees ...” exists in the company (answer options: "applies - rather applies").



Q 12.1: Our company carries out the following activities for the recording and recognition of performances. (Is existent in the company.)



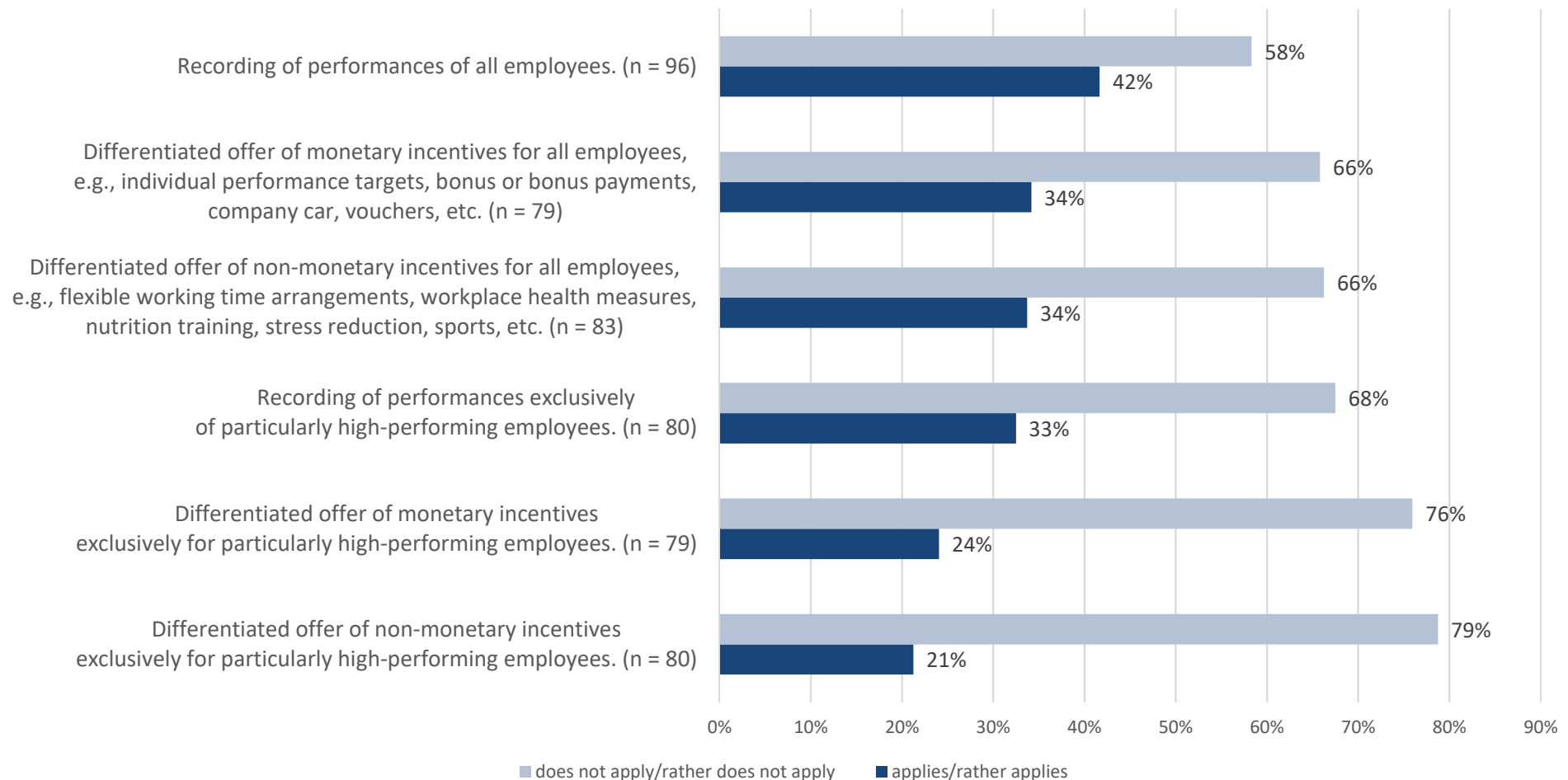
Some key findings

- The majority of the responding companies take care of all employees in the recording and recognition of performances (upper half of the figure).
- The proportion of companies that offer non-monetary incentives is slightly larger than the proportion of companies that also offer all employees monetary incentives (66% compared to 53%).
- If particularly high-performing employees are promoted, the majority of the responding companies stated (51 %) that they did so with predominantly monetary incentives.
- 32% of the companies state that they have a differentiated range of non-monetary incentives for particularly high-performing employees.



Q 12.2: Our company carries out the following activities for the recording and recognition of performances. (Experience with digital solutions/personnel management software is present for this purpose.)

Reading example: Approximately 58% (56 out of 96) of the respondents stated that they had no experience with digital solutions/personnel management software existed for the activity "Recording the performance of all employees" (answer options: does not apply/rather does not apply | applies/rather applies)



Q 12.2: Our company carries out the following activities for the recording and recognition of performances. (Experience with digital solutions/personnel management software is present for this purpose.)



Some key findings:

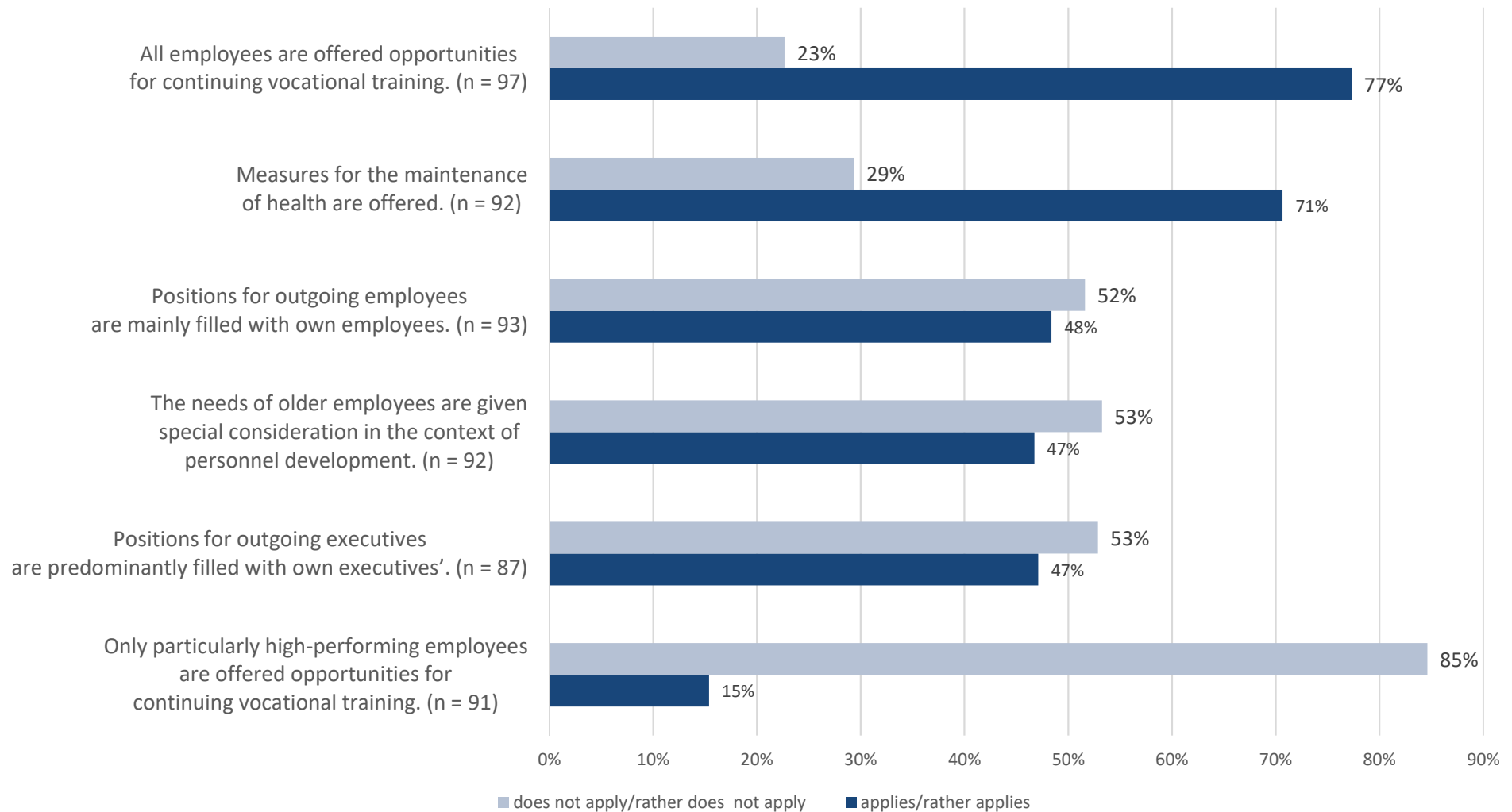
- With regard to the stated activities for recording and recognition performances, the majority of the responding companies (58 % - 79 %) have no experience with digital solutions.
- The share of experience with digital solutions is around 20 - 40 percent.
- Experience with digital solutions for recording the performance of all employees still plays the largest role for 42%.
- In contrast, only around 20% of the responding companies have experience with digital solutions for offering non-monetary incentives for particularly productive employees.
- To a similar extent, only 24% of the responding companies have experience with digital solutions for a differentiated offering of monetary incentives for this target group.
- For the other listed activities for the recognition of achievements, around one third have experience with digital solutions.



Q 13.1: The company takes care of the following tasks in the context of personnel development. (Task is performed)



Reading example: 84% (77 out of 92) of the respondents stated that the executives regularly conduct feedback discussions with the employees (answer options: "applies - rather applies").



Q 13.1: The company takes care of the following tasks in the context of personnel development. (Task is performed)



Some key findings:

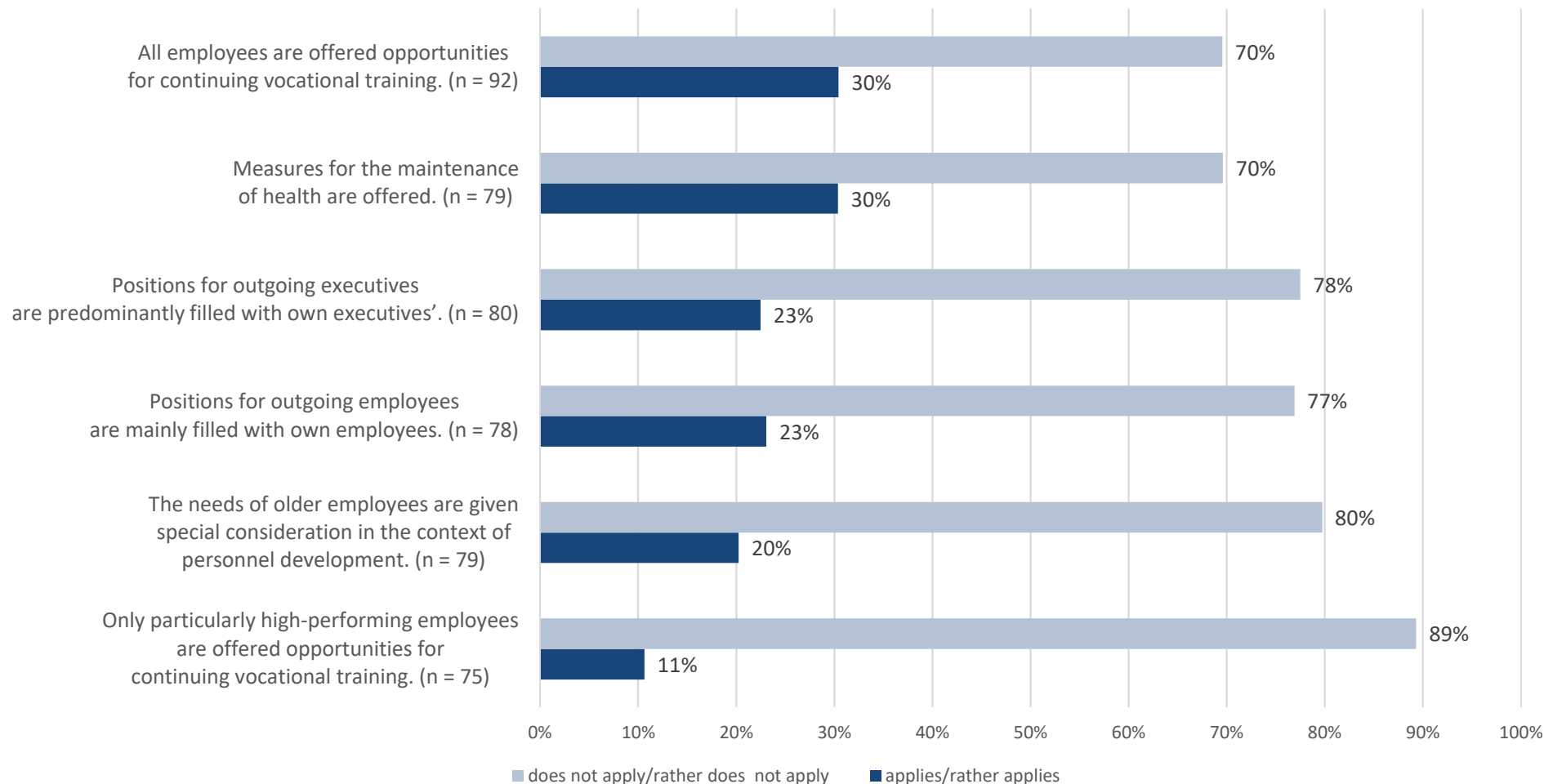
- The vast majority of the responding companies stated that they offer their employees opportunities for continuing vocational training (77%) and measures for the maintenance of health (71%) as part of personnel development.
- Almost half of the participants (48%) state that they filled outgoing employees' positions with their own employees.
- To a comparable extent (47%), the participating companies state that they are given special consideration to the needs of older employees.
- 47% of the positions of exiting executives will also be filled with their own executives.
- Only a small proportion of 15 % of the respondents stated that they only offer opportunities for continuing vocational training to particularly high-performing employees.



Q 13.2: The company takes care of the following tasks in the context of personnel development. (Experience with digital solutions/personnel management software is available for this purpose.)



Reading example: 70% of the respondents (64 out of 92) state that they have no experience with digital solutions for carrying out the personnel development task: “All employees are offered opportunities for continuing vocational training”



Q 13.2: The company takes care of the following tasks in the context of personnel development. (Experience with digital solutions/personnel management software is available for this purpose.)



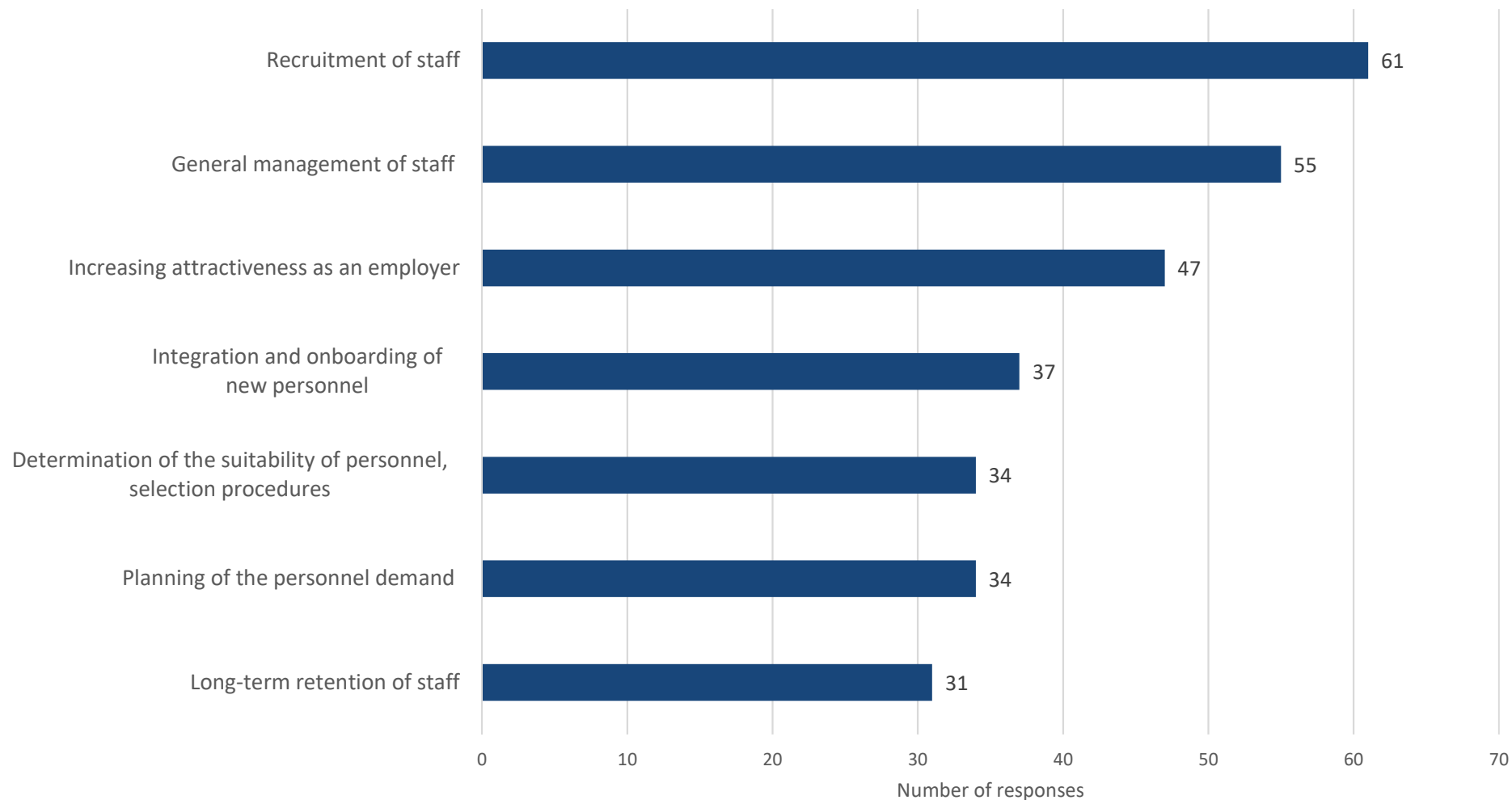
Some key findings:

- The figure shows that there is mainly no experience with digital solutions for the various specified personnel development tasks.
- Digital solutions are mostly used - with a proportion of 30 % of the respondents - for offers opportunities for continuing vocational training and for measures for the maintenance of health.
- “Only” 11 - 23% of companies use digital solutions for other personnel development tasks specified.



Q 14: In which of the following areas or tasks of human resources management you see a particularly high benefit for your company through digital solutions. (multiple responses possible)

Reading example: 61 respondents see a particularly high benefit through the use of digital solutions in the area of “Recruitment of staff”.



Q 14: In which of the following areas or tasks of human resources management you see a particularly high benefit for your company through digital solutions. (multiple responses possible)

Some key findings:

- In general, a need for digital solutions is seen for each given topic in HRM.
- The figure shows in detail that the most respondents see a particular high benefit through digital solutions in the area of “Recruitment of staff”.
- A relatively high need for digital solutions is also seen for the area “General management of staff” and for “increasing attractiveness as an employer”.

End of the evaluation of the results

