

## Hanna hires employees

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### *Abstract*

*Hanna works in the staff department of a publishing house specializing in teaching materials. She is responsible for the recruitment of employees. The publishing house TextbookBox is a large company offering school textbooks, workbooks and teaching programs with a wide range of materials for education. Hanna's goal is to successfully recruit two more employees. But, in the current condition of the labour market in Poland, it is difficult for Hanna to find good sales representatives who can effectively offer the company's publishing products to teachers.*

*During the case study, students will encounter a number of problems: difficulties in finding people willing to work and with appropriate competences, the economic constraints of the enterprise (rigidly fixed wages), and the need to raise skills. Students will participate in the recruitment process and will be provided with the knowledge to improve their skills both as candidates for work and employers.*

### **Students evaluate a recruitment process and develop a recruitment strategy**

**KEYWORDS:** Labour market – Recruitment process – Application and selection

The use of case studies offers, especially in business studies, the possibility for students to deal independently with complex, economic questions and problems, so that networked thinking and problem solving are promoted.

The present case study can be assigned to the **Case Problem Method**<sup>1</sup>, which in this case has the following characteristics:

- The problems are roughly mentioned and the necessary information is given.
- The students identify possible causes, further partial problems and interdependencies. They independently develop varied solutions and make a decision.

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<sup>1</sup> inspired by Kaiser 1983, p. 23

# TEACHING NOTE

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## 1. Intended audience

### 1.1 Student group

Bachelor or master's students in economics and economic specialisations or in entrepreneurship. A group case study can be used on the following courses:

- Management
- Human Resources
- Organisation

### 1.2 Required previous knowledge

Group case studies require basic knowledge in the field of entrepreneurship and in business studies, with knowledge of common methods of recruitment, the channels and methods of searching for applicants, and selection forms and criteria.

## 2. Case background

The “Hanna hires employees” case study concerns the job market: students go through a recruitment process for employees from job advertisement, to the selection process for applicants, job interviews and the final decision.

In order to facilitate transfer to other countries, the case study is set in a corporation, as these companies operate in a similar way throughout the EU and are potential future workplaces for students. The industry chosen is educational publishing which is familiar to all students.

The recruitment process presented here is intentionally structured in such a way that it is easy to transfer applications and generalisations to other sectors and companies in other European countries (where the difficulties of recruitment in large companies and of young people entering the EU labour market will be identical).

With the help of the case study, students learn about the phases of the recruitment process and are expected to develop their own solutions, including a final decision, to improve the recruitment strategy and to make the selection of applicants not only easier but also to make it themselves. In doing so, they must analyse and consider for their problem solving not only the search for applicants, CVs and job interviews, but also the factors influencing the job market and the company.

### 3. Didactic instructions

#### 3.1. Learning goals

##### 3.1.1. General learning goal

Students identify the phases of the recruitment process as well as the factors for the selection of employees and develop a strategy for successful applicant selection and recruitment.

##### 3.1.2. Specific learning goals

#### Content competences

Students

- identify various factors that an employer must take into account when hiring an employee, as well as the procedure for conducting a job interview
- identify the different methods and channels for recruiting employees
- analyse the advantages and disadvantages of the different selection procedures for applicants
- analyse and evaluate Hanna's decisions: the channels for searching for employees, selection of application forms, preparation of job interviews and decisions on the selection of employees
- develop a suitable recruitment strategy through a selection method that takes into account both the market and company situation.

#### Social competences:

Social competencies are not the special focus of learning in this case study. The learning success is therefore not explicitly identified and measured. Nevertheless, cooperation in groups implicitly enhances team competence, including conflict resolution.

#### Self-competences:

Self-competences are not the special focus of learning in this case study. The learning success is therefore not explicitly identified and measured. Nevertheless, it can be assumed that, for example, time management, self-learning competence or the assessment of one's own performance are also implicitly promoted.

## 4. Organisation

### 4.1. Procedure and time

The following sequence is suggested for the case study, but, of course, it can also be adapted structurally or temporally depending on your preferences.

Time schedule for the case study:

<i>Time</i>	<i>Phase</i>	<i>Classroom activity</i>
1h	<b>1. Confrontation:</b> groups address the case study	The class is divided into groups of four. Group members individually or jointly familiarize themselves with the contents of the case study. Members individually and then collectively point out any problems.
2h	<b>2. Information:</b> groups survey the material provided and identify further sources they need	Students discuss the information in their groups and choose what is needed to solve the problems. If needed, further information is searched for.
2h	<b>3. Exploration:</b> each group discusses alternative solutions	Students in groups discuss how the problems can be solved, creating a list of solutions.
2h 2h	<b>4. Resolution:</b> each group makes its decision	As a result of discussions, groups decide what solutions they will select. Each group produces a presentation of their solutions and the reasoning behind them, as well as their sources.
1h	<b>5. Disputation:</b> each group defends its decision <sup>2</sup>	Each group defends its solutions in a plenary forum.

Time schedule for final presentation and discussion:

<i>Minutes</i>	<i>Classroom activity</i>
10 minutes per group (about 80 minutes)	Group presentations indicating problems, their reasoning and the sources used - presentation of the proposed solution
20	Open discussion on the solutions adopted by each group
20	Assessment of the solutions - including by the lecturer
15	Selecting the best (or most likely) solutions
10	Voting on the best diagnosis and solution - selecting the winning group which, according to the other students, works best for the situation

<sup>2</sup> inspired and translated from Kaiser 1983, p. 26

## 5. Teaching tips

### 5.1. Use in a university context

- Recommended group size: up to 4 students
- Resources: lecture or seminar room, ideally with group tables and information or research facilities such as access to the internet
- Accompanying material: as a lecturer, you decide which material you want to give, when you want to add to it or to what extent you want to differentiate internally
- Adaptation to learning group: this case study is designed for Europe-wide use. However, you can adapt or modify it for your learning group and their business environment or professional orientation, previous knowledge and competences.

### 5.2. Role of the lecturer

As a lecturer, you merely take on the role of a learning advisor and moderator when working with the case study. The students should work on the case independently in groups, acquire the necessary knowledge, identify problems and find solutions by themselves. You do not give tasks, instructions or directions. Only if a group of students does not progress and the learning process is prevented, you can act as a learning guide and help through impulses or clarify difficulties in understanding.

### 5.3. References

This case study deliberately does not include any solution conditions or possible outcomes, as from a didactic point of view, openness to solutions is an important criterion for the quality of the learning process. For you as a lecturer, however, it may be necessary to know the underlying concepts, therefore we would like to provide at least some suggestions from the literature:

- Piotrowski, C., & Armstrong, T. (2006). Current Recruitment and Selection Practices: A National Survey of Fortune 1000 Firms. *North American Journal of Psychology*. Vol.8, No.3, 489-496.
- Koch, M. J., & Hundley, G. (1997). The Effects of Unionism on Recruitment and Selection Methods. *Industrial Relations*, 36(3), 349–370. doi:10.1111/0019-8676.571997020.
- Caballero, C., & Walker, A. (2010). Work readiness in graduate recruitment and selection: A review of current assessment methods. *Journal of Teaching and Learning for Graduate Employability*, 1(1), 13 - 25.
- Jansen A., Melchers K., Lievens F., Kleinmann M., Brandli M., Fraefel L., König C. (2013) Situation assessment as an ignored factor in the behavioral consistency paradigm underlying

the validity of personnel selection procedures. *Journal of Applied Psychology*. 98, (2), 326-341.

#### 5.4. Questions for reflection

A case study is for students to discover problems themselves, control the learning process and develop their own solutions. Tasks or questions within the case study therefore are unnecessary. These reflective questions should only be asked if the discussion stops or remains too superficial. They only serve to give new impetus in the final discussion at the end or to open up other perspectives. Ideally, students should consider and discuss these questions and interdependencies/considerations themselves.

- What criteria did you consider when recruiting?
- What did you do differently from Hanna and why?
- What do you think are the advantages and disadvantages of your strategy?
- What are the consequences of the market situation you identified and are they relevant to your strategy?

*Further case studies of this kind, a manual for your own development of didactically high-quality case studies, as well as an Online-Planning-Guide for the digital use of case studies in cooperation with other universities and a partner-tool for contacting interested institutions, can be found at <https://www.e3cases.uni-koeln.de/en/>.*

## CASE

### Hanna hires employees

#### Get to know Hanna!

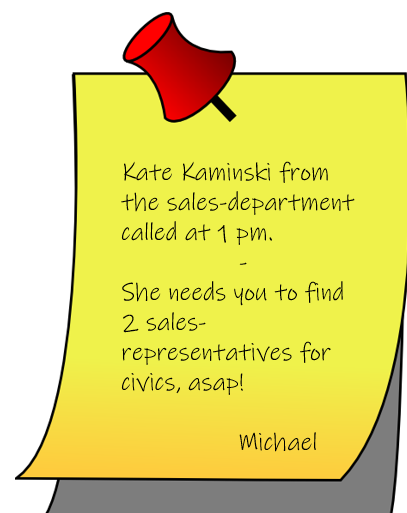
Hanna is a 33-year-old woman who lives in Kraków. She is married to Henryk, a micro-entrepreneur. Together they have a lovely three-year-old daughter named Julie. Hanna lives a successful private life, devoting time to her family and her dogs - Thelma and Louise. At the same time Hanna is also a successful career woman. After studying sociology, Hanna started working at *TextbookBox*, the largest publisher of educational materials in Poland. Nine years have passed since then and during this time she has been promoted several times. Currently, she is working as a project coordinator. Her colleagues describe Hanna as a very responsible employee, characterized by high professionalism. Her supervisor – Mateusz Dymek, who is moving to Rzeszów to work in the new branch office of *TextbookBox* – is also convinced of her abilities. Thanks to his recommendation, his current position in Kraków as HR Manager was offered to Hanna.

Although Hanna was flattered, she was concerned that she might not be qualified highly enough because she has never dealt with HR matters before. She also has concerns about balancing her private and professional responsibilities. Aware of her doubts, her boss still managed to convince her, emphasizing that with her sociological education and working experience in various positions in the department, she would certainly perform well. She thought about it for a while and concluded that he was right. She had been invited to conduct job interviews for vacant positions at her earlier department. She has the right competences and has always had good judgement of other people. Besides, as she is familiar with the current job characteristics, she has been able to advise the recruitment committee on an ideal candidate. Knowing the tasks that employees perform at particular positions in her department, she was able to appropriately advise the recruitment committee which candidate was best suited for a position.

Hanna accepted the offer and became the new HR manager in the Kraków branch of the company. Her new position made her responsible for managing the recruitment cycle and onboarding new colleagues. Hanna's work is considered successful when a properly selected candidate performs effectively. While securing this outcome, Hanna should work in as cost and time saving a way as possible.

To prepare for her new tasks, Hanna completed a professional training course in HR management. She learned the recruitment basics within a very short time. Since Mateusz Dymek is supposed to start his new position in Rzeszów soon and must move there, the handover to Hanna occurred at short notice. Hanna spent a lot of time in onboarding-meetings with various HR employees. After a full morning of meetings, she returned to her desk and found a memo from her assistant Michael Dragon.

Hanna was excited reading it. Since she had worked as a sales-representative herself, she knew exactly what it takes to be a good salesperson!





## The labour market in Poland

Before Hanna started the recruitment process, she needed to find out about current circumstances and trends in the labour market. Where to find this information?

Hanna's company operates in Poland where the labour market is called an "employee market". This means that qualified employees have no difficulty in finding a job. They do not have fears about changing jobs and therefore employers have to search for them. According to the "Labour Market Monitor report" by the Randstad Research Institute carried out in 2018, which Hanna found during her research and preparation, younger people and industry employees (and therefore potential employees for *TextbookBox*) are the most likely to change jobs. The data from the report also reveals that in Poland among the youngest employees surveyed (18-29 years), the percentage of those who changed their place of work is almost four times higher than among those aged 45 to 64. In addition, Hanna did some additional research on current information and found some interesting statistics.

As *TextbookBox* is a large company on the Polish publishing market whose value in 2014 was around 570 million euros. While the market for books in paper form in Poland is shrinking, this cannot be said for the school textbook market. In the top five largest publishing houses in the country, first and second positions are occupied by two school and educational publishers: these are *TextbookBox* (as the largest company) and their competitor - Edureed (the second largest in terms of sales).

## Hanna is looking for employees

Hanna's current task is to find two new employees who will work as sales representatives. As Hanna is planning further steps, she notices that she needs more information about the sales department as well as its requirements for their new employees. Therefore, she decides to contact her former colleague, Kate Kaminski, via email in order to collect more information. The next day she receives a comprehensive answer from Kate with all the details.

Hanna should now consider how to recruit new employees in the most effective way. Where and how can she search for employees? She remembers her training for the HR department in her first week in the new position. From that she searches her training documents and finds important information on recruitment platforms and options. She also now knows that employers usually select several recruitment methods but they are tied to financial and time constraints. However, these should be appropriate for the number of employees that are sought and the positions. Companies usually publish advertisements on their websites and popular platforms first.

Once the information channel or platform for the job offer is properly selected, it is important to construct an appealing job advertisement. Again, Hanna collects information from her training documents.

An important issue Hanna has to take into consideration when preparing the recruitment process is compliance with national data protection laws. In the process, various data is collected from candidates some of which may need to be legally protected. Consent of the applicants must be obtained to collect personal data, inform them for what purpose it will be used, who will be its administrator, and where and how it will be stored and protected. To conduct the recruitment process in accordance with the law, Hanna needs to refer to applicable national and EU legislation.

In Poland, these provisions are regulated by the Act of August 29, 1997 on the protection of personal data (Journal of Laws of 2016, item 922) and Art. 13 of Regulation (EU) 2016/679 of the European Parliament and the Council of the European Union of 27 April 2016 on the protection of individuals with regard to the processing of personal data and on the free movement of such data, repealing Directive

95/46 / EC. As she is uncertain about current legal requirements, she asks her colleague Michael via e-mail.

After some days of planning Hanna decides to use two different approaches to look for new employees: an advertisement on *Pracuj.pl* the most popular platform in Poland, and placing a job advertisement on the company's own website. She designs the advertisement on her own and then uploads it onto the sites.

Her advertisement was designed as follows:

**We are looking for:**

**Sales representatives**  
promoting educational materials for the subject of civics

to work in Kraków and the entire Małopolska Voivodeship.  
Our clients are primary and secondary schools.  
The work requires cooperation with teachers of civics.

We are looking for representatives who will be responsible for selling our products and maintaining positive relationships with our clients - school principals and teachers.

**Expected requirements:**

- experience in direct sales or the desire to obtain it
- communication skills
- planning skills
- effective time and stress management
- creative problem-solving approaches
- category B driving licence (at least 2 years)
- comprehensive computer skills
- readiness for business trips away from home

**We offer our employees:**

- an employment contract for two years (extensions are possible)
- attractive salary and bonuses on sales results
- a company car and a fuel card
- a mobile phone for communication within the company and with clients
- coverage of expenses
- a Multisport card and private healthcare

If you are interested in working at our company, please send your application by clicking the apply button

APPLY

I hereby agree for the processing of my personal data included in my job application for the purpose of recruitment (as defined in the Act of August 29, 1997 on the Protection of Personal Data (Journal of Laws 2016 item 992). At the same time, I agree that the advertiser will process my personal data for future recruitment.

## Choosing the right candidate

### *Selection of applicants and interview preparation*

The job advertisement was taken down from the platform on 7<sup>th</sup> August. Hanna wants to make use of the following week to study carefully the applications received. Her approach to identify the right candidate for the position has two stages: the first is dedicated to selection from the application forms received by looking through attached documents and focusing on an assessment of the CVs provided. Then the candidates selected will be invited to a personal interview at the company's headquarters. Unfortunately, she did not receive as many applications as anticipated and only 15 responses were made to the advertisement. Before examining the documents Hanna creates an Excel sheet with several of the assessment criteria which seem to be important for her. This way she can easily extend her list while analysing the CVs if other important criteria pop into her mind. With the help of this scheme she hopes to enhance her chances of selecting the best applicants.

Hanna is planning on conducting a traditional face-to-face interview with potential candidates. Before her final decision she goes through the presentation materials that were handed out during the very informative internal HR training on different types and methods for interviews. She notices that some have not been completed. Remembering that this part of the training was interactive and prepared in group work with some of her colleagues, she had only taken notes on a piece of paper that has unfortunately somehow got lost.

After a precise and time-consuming study of the CVs, Hanna decides to invite four candidates for interview at the company's headquarters. In addition, Michael, her assistant from the HR department, and Kate, head of the sales representative team who will be the line manager of the newly recruited employees, will sit on the recruitment panel.

But Hanna is not done yet. For the next stage she would like to prepare for the individual interviews. Hanna takes a look again at the presentation material. The statistics inspire her to try non-typical instruments for recruitment in the future but for now, because of time pressure and being new to her position, she decides in favour of the traditional structured interview, more or less relying on her knowledge of human nature and her experience gained in the past. Besides, her predecessor for whom she provided advice in the past, also always used a structured interview.

Hanna designs guidelines for herself on how she would like to proceed during the interview:

- Greeting and starting the conversation
- Go deeper into the candidate's educational and professional experience
- Find out more about further competences, abilities and the passions of the candidates through behavioural questions
- Talking about the responsibilities of a representative in *TextbookBox* and the functioning of the educational publishing industry
- Get to know the candidate's expectations and his/ her plans for the future

### *Summary of interviews and discussion*

All invited candidates arrived on time for their respective appointments. Punctuality is a criterion for employment. In addition to punctuality, 'personal culture', communication skills, body language, presence and interest in the offer would be considered in selecting a candidate.

The first conversation took place with Kamil Kolberg. Hanna found Kamil to be open, cultured, smartly dressed and confident. His behaviour was credited largely to his extensive professional experience. He

knew the duties of a sales representative and had extensive knowledge of the textbook industry. He outlined his move into the industry as a new professional challenge and a desire for working with a prestigious company such as *TextbookBox*. Hanna felt that he exuded overconfidence when discussing his sales results, though they were admittedly impressive. When asked about his wage expectations, the candidate replied that he would like to earn 6000 PLN (1500 EUR) “net salary”. “He is playing games” thought Hanna “after working for so many years on the representative market in various companies, he knows well that the salaries of representatives in Poland are in the range of 3000-5000 PLN (720-1200 EUR)”.

The second interview was conducted with Anna Bargiel. The candidate was very nervous during the interview. She made eye contact with the recruitment panel with difficulty and only briefly answered the questions asked. The panel was surprised when she openly and sharply criticized her previous employer, referring to him as a thief when he had removed “extra” salary from employees during a company financial crisis. During the conversation her phone rang, and she answered with the words: “Well, I'm on a job interview, I'll call you back darling in about 15 minutes, we can talk about the concert then”.

Marcin Mazur was the third interviewee. He was a very pleasant, intelligent and open with a natural ease and ability to connect and converse. In a short time, the panel felt at ease and friendly as well. His loose style was complemented by a somewhat nonchalant appearance. In terms of substance, however, he was well prepared for the interview. He was knowledgeable about *TextbookBox* and the duties of a representative. He tactfully asked about details of the job offer, in particular about the benefits for the company's employees and was pleased with the possibility of using the Multisport card. When asked about his passions, he replied that he loves dogs and occasionally helps in a shelter as a volunteer.

The last interview was conducted with Aleksandra Kawalec. She had a different style than her predecessors having an impeccable appearance and a high level of ‘personal culture’. She answered the questions thoroughly and accurately, and due to experience in working at school, she had insights into the mechanisms of textbook selection and teacher preferences. Her professionalism, however, meant that the conversation was quite formal. Sometimes the candidate's tone of speech took on an informative character. Questions were asked about additional benefits for employees but these are considered normal in contemporary recruitment. Concerns were raised regarding the applicant's very detailed questions about working hours. “Is she really available, though?”- thought Hanna.

After each interview, the candidates were thanked for coming and told they would be informed about the results at the end of the week. When the door closed behind the last candidate, discussion began.

One of the four did not seem to be a suitable candidate. According to the committee, this person had a low level of interpersonal skill and was poorly prepared for the interview. Still, this behavior could be explained by nervousness. Some of the team stated that another candidate seemed to lack key professional experience and seemed unprofessional in attitude. Before the interview, Hanna had analyzed the profiles of the candidates on social networks and one of them had posted a lot of compromising photos from student events on Facebook. Furthermore, another seemed to be communicative and knowledgeable about school realities but appeared haughty and might encounter difficulties in establishing and maintaining beneficial relationships with teachers. There were different ideas within the team regarding which candidates seemed to be suitable for the available positions, and the opinion of her colleagues was important to Hanna.

Hanna did not feel certain and was not finally convinced by any of the four candidates. Should she possibly place more job advertisements and pursue recruitment through other channels? There were countless possibilities she could use.

Or should she perhaps re-invite the current candidates and use further selection procedures?

However, in the end she has to make the decision by herself and this could have consequences for her own professional future, as she has first to prove herself in her position. So she has to consider everything and it will not be an easy decision...

Literature:



Labour Market Monitor, 2018, Randstad, available at: <https://www.randstad.pl/o-randstad/instytut-badawczy-randstad/>

Rozporządzenie Parlamentu Europejskiego i Rady (UE) 2016/679 z dnia 27 kwietnia 2016 r. w sprawie ochrony osób fizycznych w związku z przetwarzaniem danych osobowych i w sprawie swobodnego przepływu takich danych oraz uchylenia dyrektywy 95/46/WE (Artykuł 13).

Sytuacja na rynku pracy osób młodych w 2017 roku (2018). Warszawa: Ministerstwo Rodziny, Pracy i Polityki Społecznej, Departament Rynku Pracy, Wydział Analiz i Statystyki.


Ustawa z dnia 29 sierpnia 1997 r. o ochronie danych osobowych (Dz. U. z 2016 r., poz. 922)

## MATERIAL







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**Hanna Nowak**  
Be great at what you do!  
Kraków Area, Poland · [500+ connections](#) · [Contact info](#)

 TextbookBox S.A.

### Activity [See all](#)

 <p><b>Salary Guide and Trends in the polish labour market...</b> Hanna shared this</p>	 <p><b>Positive spillover between personal and professional life: Definitions, ...</b> Hanna shared this</p>
 <p><b>Being a career woman and a mother: How to find balance</b> Hanna shared this</p>	 <p><b>Improve the efficiency of recruitment at your organisation</b> Hanna shared this</p>

### Experience

 **TextbookBox S.A.**  
9 yrs 3 mos  
Kraków Area, Poland

- HR Manager • 3 wks**  
Managing the recruitment, selection and onboarding process.
- Project coordinator • 2 yrs 3 mos**  
Coordination of cooperation with civic teachers as consultants.
- Head of team • 1 yr**  
Directing, controlling and assigning work to members of several sales representatives for civics.
- Editor • 2 yrs 2 mos**  
Ensuring the accuracy and quality of educational materials for civics. Planning and creating written materials.
- Sales representative • 3 yrs 6 mos**  
Presenting, promoting and selling educational materials for civics.
- Internship as an editorial assistant • 4 mos**  
Dealing with educational materials for civics.



## Education



**Pedagogical University of Krakow**  
Bachelor of Arts Sociology  
6 semesters

## Licenses & Certifications



### Human Resources Management (Training course)

- Designing and implementing the overall recruiting strategy
- Sourcing and attracting candidates by using databases, social media etc.
- Conducting interviews and filtering candidates for open positions

## Skills & Endorsements

### Management • 1



Endorsed by Mateusz Dymek (HR Manager TextbookBox S.A.)

### Advising • 15



Endorsed by 15 of Hanna's colleagues at TextbookBox S.A.

### Sales • 6



Endorsed by 6 of Hanna's colleagues at TextbookBox S.A.

## Accomplishments

**2** Languages  
Polish • English

## Interests



**Happy office dogs**  
19,342 followers



**Working moms**  
68,395 followers



**Textbookbox S.A.**  
13,793 followers



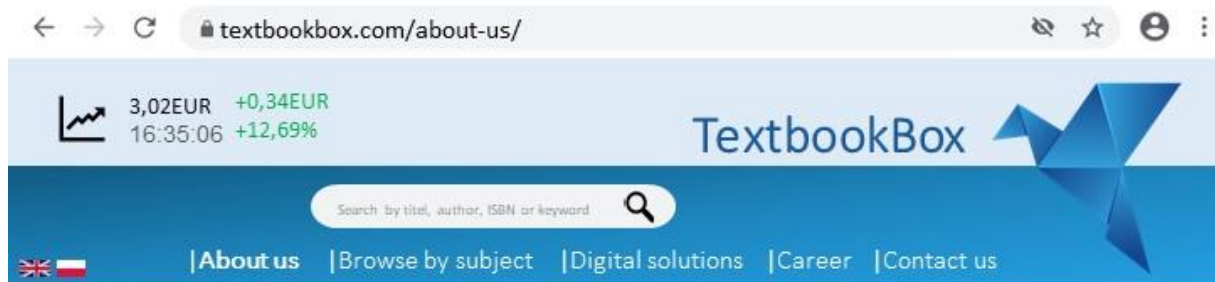
**Gazeta Polska**  
46,622 followers



**Editing**  
7,056 followers



**Business insights**  
107,864 followers



## Our mission

TextbookBox S.A. stands for more than 25 years of competence, action, and ongoing development. As the biggest education publishing house in Poland, our mission is to make education accessible to everyone. Every day, more than 900 employees and members of our publishing group work to continue writing our success story. What makes us stand out is our determination to always give our best, and the fact that we are continually developing. Through entrepreneurial vision, results oriented action, the courage to embrace change, and enthusiasm, we have become what we are today. And we intend to stay on course for more growth.



## What we do

- Various educational materials covering all educational stages and all school subjects
- Special education materials
- E-books
- Online tools for organization and collaboration
- Learning management systems (LMS)



## At a glance



Founder of TextbookBox, Piotr Kowalski

- Established on July 1, 1992
- 934 employees\*
- €570 million value\*
- Biggest polish educational publishing house
- Headquartered in Krakow with 12 branches located in Warsaw, Wroclaw, Posen, Gdansk, Szczecin, Lublin and Rzeszow
- Publishes 120 digital and 300 print titles annually, with more than 1.200 eBooks available worldwide
- 20 million TextbookBox books in use by students
- 20.000 teachers using TextbookBox materials

\*in 2018



## The labor market in Poland

According to a survey given to foreign investors, most Polish workers are **ambitious** and **highly skilled** and this is what makes Poland such an **attractive investment area**. Poland has one of the largest working populations in Europe and the level of **foreign language skills** among the young is rising steadily. The most popular foreign language is **English**, followed by **German** and **Russian**. Many companies from various sectors have offices and headquarters in Poland and most global technological companies such as Google, Microsoft, Opera Software, Nokia Solutions and Networks, Samsung and IBM all have offices with R&D departments there. (<https://www.jobboardfinder.com/news/how-to-recruit-in-poland/>)

Poland is the **eighth largest economy in the European Union** and is one of the fastest growing in Europe. Poland's **38-million sales market** is also one of the largest in the European Union. A convenient location in the center of Europe at the crossroads of its main communication routes makes it possible to export goods from Poland to all European countries and thus reach over half a billion consumers. Poland's main trading partners include Germany, Russia, China, France, Great Britain, Italy, Hungary, Ukraine and Spain.

Poland's attractions:

- Ambitious and hard-working people - Poland's biggest asset today is its inhabitants. What stands out is their ambition, motivation to learn, strong work ethic, loyalty and a rare entrepreneurial spirit.
- The high quality of products and services offered - flexibility of entrepreneurs in meeting even the most rigorous quality and industry standards.
- Infrastructure investments - business opportunities are driven by infrastructure modernization (road and rail, and energy) on an unparalleled scale in Europe.
- A large internal market and accessibility to the European market - over 38 million consumers in Poland and easy access to the European Union market of 500 million consumers as well as the countries of Eastern Europe.
- Poland is also becoming an attractive place to live and work. According to the HSBC Expat Annual League Table report for 2019 Poland is ranked 13th among destinations for specialists who have left their homeland to work abroad. Poland was indicated as a good place to live because of 'the possibility to fulfil aspirations in terms of career development, improvement of private and professional skills', as well as to achieve a balance between professional and private life, the so-called work/life balance.
- With a result of 72.2%, Poland is one of a group of 13 EU-28 Member States which have achieved an employment level consistent with the objectives set by the European Commission for 2020.

According to the LFS (Polish Labor Force Survey), recent years have witnessed a **gradual rise in the number employed** and, simultaneously, a **decline in unemployment** in Poland, which has had a beneficial effect on both employment and unemployment rates. In spite of the positive changes, the Polish labor market is still facing some problems. **Regional disparities** due to which in certain areas the unemployment rate significantly exceeds the national average, can be listed among them.

Over half of all the unemployed (approx. 53%) have not completed secondary education, almost **one in five has no work experience**, three out of ten have no professional qualifications and nearly 39% have been registered as unemployed for over a year. **The average duration of unemployment remains high.**

(<https://ec.europa.eu/eures/main.jsp?catId=2789&countryId=PL&acro=lmi>)

# Companies looking to hire more staff in 2019

BUSINESS | NEWS



MAGDA DERCZ JANUARY 08, 2019



The majority of employers plan to recruit, employ and undertake activities directed at preventing employees from leaving the company.

Hays Poland

<https://www.thefirstnews.com/article/companies-looking-to-hire-more-staff-in-2019-4084>

Over 80 percent of Polish firms are looking to take on more employees and raise salaries in 2019, according to a new report.

According to a survey by Hays Poland, 87 percent of employers who took part in the survey claim that part of their HR strategy for the coming year includes hiring more temporary and contract workers to deal with candidate shortages, and to organise internship programmes and strengthen their brand on the market.

The most sought-after skills on the Polish labour market remain IT specialists and engineers, as well as skilled workers and accountants.

Paula Rejmer, Managing Director of Expert Perm, Response & Executive, Hays Poland, told TFN: “Employers from various sectors plan to recruit cybersecurity experts, professionals specialising in process automation and IT developers”.

“Interesting job opportunities will also be available to specialists in the area of sales, manufacturing and engineering as well as finance and accounting.”

According to the Manpower Group Employment Outlook Survey, in the first quarter of 2019, industrial companies will increase employment by 21 percent, and logistics and transport companies by 20 percent. Monika Smulewicz, a partner with the international consulting company Grant Thornton, told TFN: "More and more people in Poland are graduating from universities. Of course, it's good news that the level of education is getting higher, but it also causes huge shortages in the skills market."

In its own employment forecast report, focusing on medium-sized and large companies, Grant Thornton found that 23 percent of these companies will be looking to increase their number of employees.

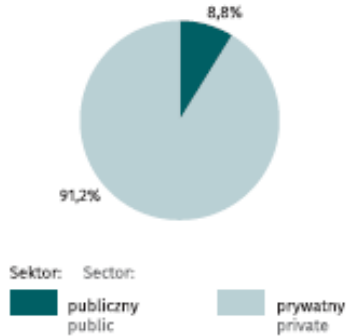
With an unemployment rate of only 5.7 percent and a large supply of skilled workers, companies have to start offering better money and additional advantages such as flexible working hours, home office and attractive social security packages to their work force. Smulewicz continued: "Thirty-six percent of surveyed employers have already announced an increase in wages and salaries for their employees. Salary range remains the key factor taken into consideration by candidates who are considering changing jobs or are already choosing their next employer. However of increasing importance are other non-financial benefits companies offer”.

The Hays Salary Guide demonstrates that apart from the financial aspect of employment, candidates consider leaving their job due to a lack of career development opportunities, location, the nature of their duties and the difficulty in achieving a work-life balance.

(Statistical Poland, Statistical Office in Bydgoszcz (2020): The demand for labour in 2019. Warszawa, Bydgoszcz. Publication available on website: [stat.gov.pl](http://stat.gov.pl).)

## 1. Pracujący

**Wykres 1. Jednostki według sektorów własności na koniec IV kwartału 2019 r.**  
 Chart 1. Units by ownership sectors at the end of the fourth quarter of 2019



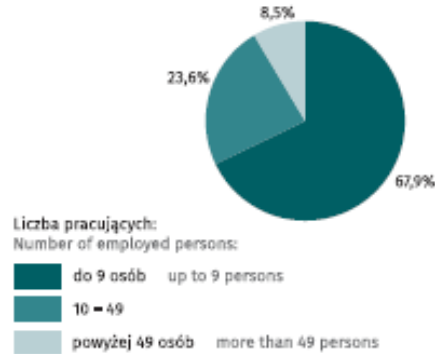
Badanie popytu na pracę jest realizowane metodą reprezentacyjną i obejmuje jednostki zatrudniające 1 i więcej osób. Z badania wynika, że w 2019 r. przeciętnie pracowało w Polsce w tych jednostkach 13109,6 tys. osób. W ciągu roku największą liczbę pracujących zanotowano w końcu II kwartału – 13323,5 tys. osób. Najmniej pracujących było w końcu IV kwartału – 13018,2 tys. osób, ale w porównaniu z końcem roku poprzedniego było to więcej o 1,5%.

Przeciętnie w 2019 r. niemal trzy czwarte pracujących pracowało w jednostkach sektora prywatnego, który reprezentowało ponad 90% ogółu jednostek.

Rozkład pracujących był powiązany z wielkością jednostek. Najwięcej pracujących, bo ponad połowę, skupiały jednostki największe, w których pracowało powyżej 49 osób, podczas gdy jednostki tej wielkości stanowiły tylko 8,5% ogółu jednostek w Polsce. Natomiast jednostki, w których pracowało do 9 pracujących skupiały niespełna 1/5 pracujących, ale ich liczba była ponad dwukrotnie większa niż jednostek o liczbie pracujących powyżej 10 osób.

## 1. Employed persons

**Wykres 2. Jednostki według liczby pracujących na koniec IV kwartału 2019 r.**  
 Chart 2. Units by the number of employed persons at the end of the fourth quarter of 2019

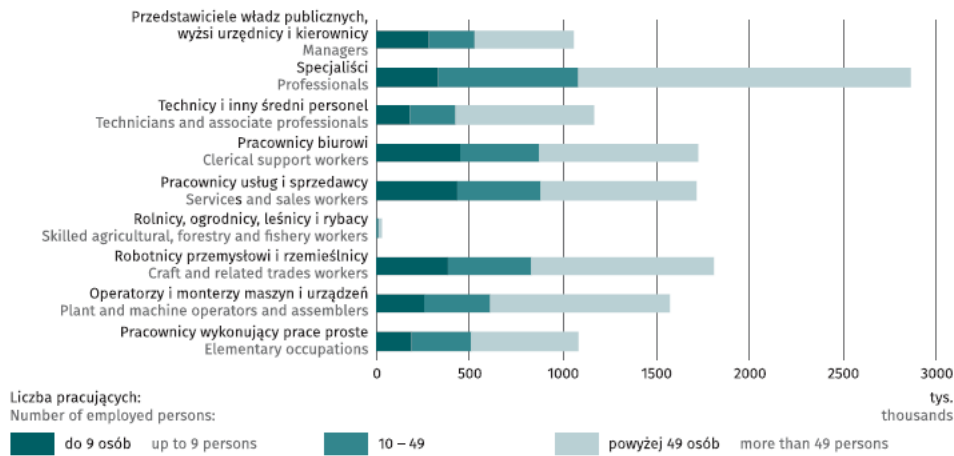


The Survey on the demand for labour is carried out using a representative method and covers units employing 1 or more persons. The study shows that in the fourth quarter of 2019, on average, there worked in Poland, in these units 13 109.6 thousand people. During the year, the largest number of employed persons was recorded at the end of the second quarter of 2019 – 13 323.5 thousand. The lowest number of employed persons was at the end of the fourth quarter – 13 018.2 thousand people, however it was 1.5% more when compared with the end of the previous year.

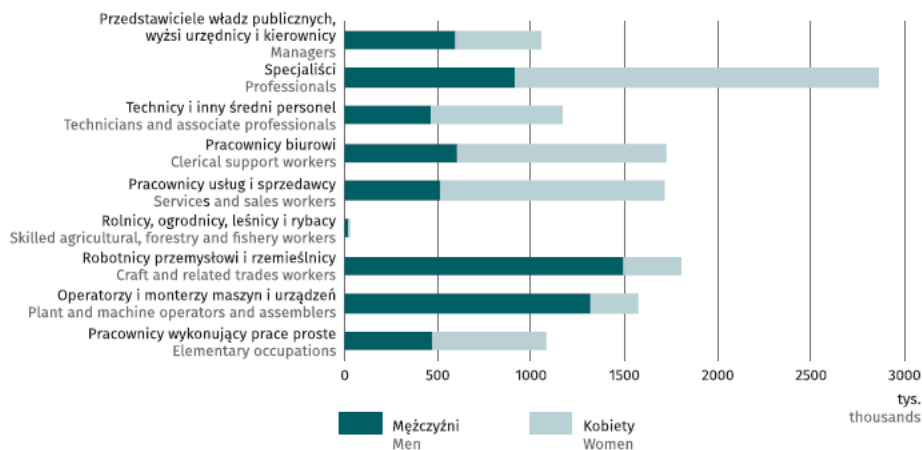
On average, in 2019, nearly three quarters of employed persons worked in private sector units, which accounted for more than 90% of the total number of units.

The distribution of employed persons was related to the size of units. The largest number of employed persons, over half, were concentrated in the largest units with more than 49 employed person, while units of this size accounted for only 8.5% of the total number of units in Poland. On the other hand, in units with up to 9 employed persons, there worked nearly one fifth of employed persons, although the number of these units was more than twice as large as that of units with more than 10 employed persons.

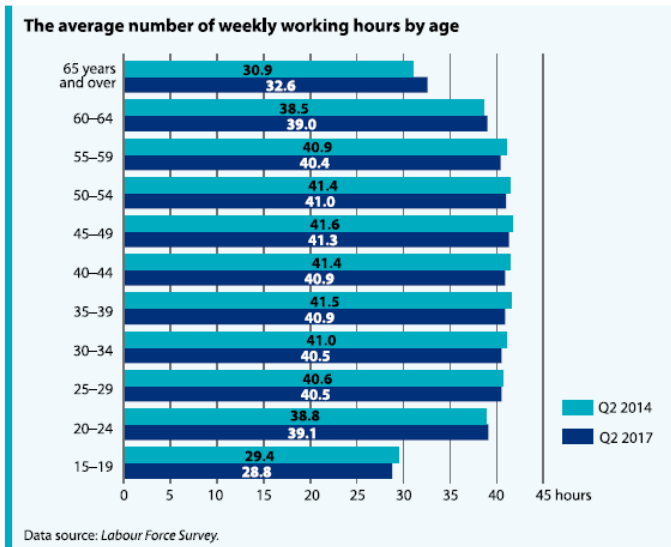
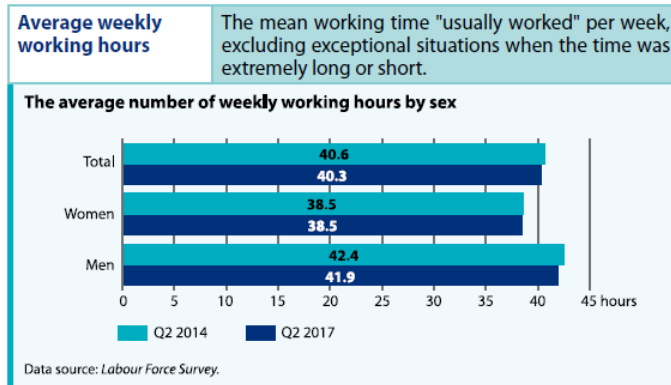
**Wykres 7. Pracujący według wielkich grup zawodów i wielkości jednostek na koniec IV kwartału 2019 r.**  
 Chart 7. Employed persons by major occupational groups and size of units at the end of the fourth quarter of 2019



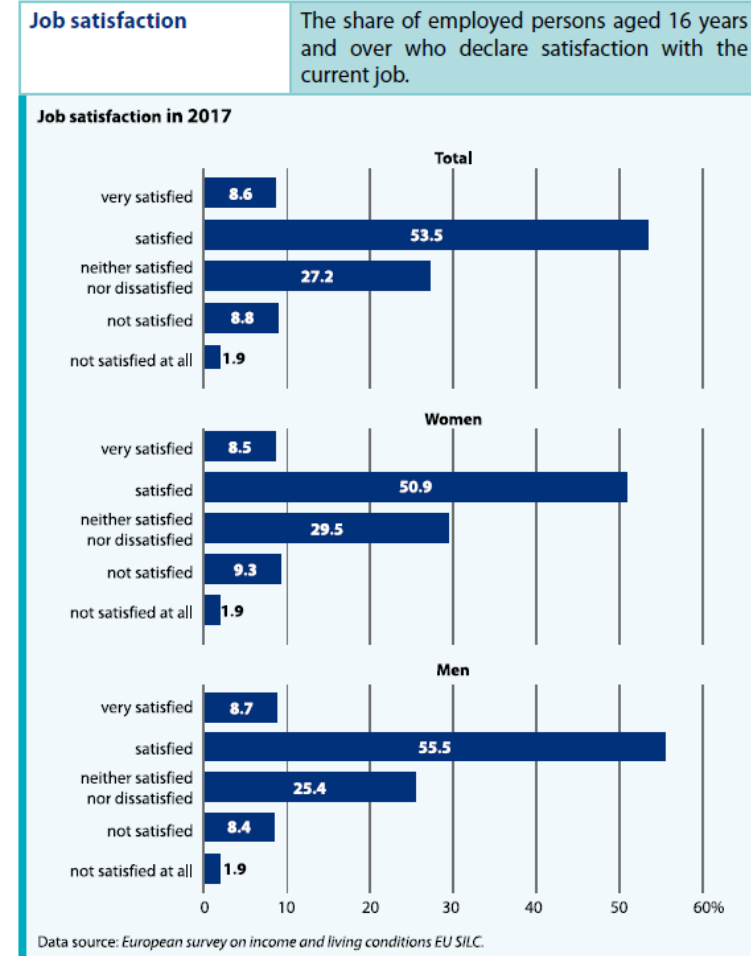
**Wykres 9. Pracujący według wielkich grup zawodów i płci na koniec IV kwartału 2019 r.**  
 Chart 9. Employed persons by major occupational groups and sex at the end of the fourth quarter of 2019









## SUBJECTIVE EVALUATION OF EMPLOYMENT SITUATION



(Statistics Poland (2017): Employment Quality Indicators 2017. Warsaw. Publication available on website: stat.gov.pl.)

From: nowak.hanna@textbookbox.pl
To: kaminski.kate@textbookbox.pl
Date: 06.07.2020
Subject: New sales representatives
<p>Dear Kate</p> <p>How are you and what's it like working at the sales department at the moment? I received your information about the need for two new employees. Is there a deadline I should consider?</p> <p>As I worked in this department for several years, I know a lot about the job. Besides, I have an idea of what a new employee should be like. However, I would like to ask you what exactly you are looking for from your new employees?</p> <p>I would also like to ask you to write some general information about the sales department for me which I may attach to the job advertisement.</p> <p>Thanking you in advance for your help. If you have any questions, please don't hesitate to contact me.</p> <p>Best regards</p> <p>Hanna Nowak</p> <p>TextbookBox HR Manager Josepha Conrada 55 31-357 Kraków</p> 

From: kaminski.kate@textbookbox.pl
To: nowak.hanna@textbookbox.pl
Date: 07.07.2020
Subject: AW: New sales representatives
<p>Dear Hanna</p> <p>Thank you for your prompt response. Currently we have a lot of work and one colleague is on maternity leave just now. Therefore, it's very important to get new employees for our sales department as soon as possible. It would be great to welcome a new colleague in the next six weeks. We especially need support for civics - which you already know quite well. 😊</p> <p>First of all I'd like to give you a short job description. In our department a sales representative's major task is to present our products to teachers and encourage their purchase. Currently we offer school textbooks, workbooks, atlases, teaching material for individual lessons along with lesson plans and a virtual library.</p> <p>As a sales representative you represent the company and are responsible for increasing sales figures. Further responsibilities are:</p> <ul style="list-style-type: none"><li>• Preparing and submitting sales contracts for orders.</li><li>• Visiting clients and potential clients to evaluate needs or promote products and services.</li><li>• Answering a client's questions about credit terms, products, prices and availability.</li></ul> <p>In order to be successful in this role, a deep understanding of the sales process and its dynamics will be needed as well as superb interpersonal skills. Further requirements:</p> <ul style="list-style-type: none"><li>• A commitment to excellent customer service</li><li>• Excellent written and verbal communication skills</li><li>• Competence in Microsoft applications including Word, Excel, and Outlook</li><li>• Able to work comfortably in a fast-paced environment</li><li>• Previous experience in a sales role is an advantage</li><li>• A Bachelor degree in business, economics or related field is recommended</li><li>• Category B driving licence (for at least 2 years) is desirable</li></ul> <p>Please let me know when you receive the first applications. We should then arrange an appointment to select the candidates.</p> <p>Best regards</p> <p>Kate Kamiński TextbookBox SD Manager Josepha Conrada 55 31-357 Kraków</p> 





## Placing job advertisements

Polish employers and entities involved in job placement in Poland publish their job offers in the press, on the Internet or at their registered offices and via other forms of communication, such as social media. The majority of daily newspapers, both nationwide and local, contain special columns with job postings. Through cooperating with Academic Career Offices, employers can find graduates of universities with different profiles, offering internships and jobs.

(<https://eures.praca.gov.pl/en/looking-for-an-employee-in-the-eu/you-are-an-eu-or-ofta-employer/how-to-look-for-an-employee-in-poland>)

Alternatives to set a job advertisement are the company's own website or employment agencies.

One of the easiest way to promote a job offer in Poland is to place it in a Poland-wide press title. The most popular dailies that have extensive job offer sections include:

- [www.gazetaprac.pl](http://www.gazetaprac.pl) (Gazeta Wyborcza)
- [www.rzeczpospolita.pl](http://www.rzeczpospolita.pl) (Rzeczpospolita)

### Top 5 job boards to recruit Polish professionals

Digital Job boards are still way to spread the employer brand and you are sure to receive lots of job application as nine out of ten Poles between the age of 24 and 39 look for job offers on the internet.

#### 1. Pracuj.pl

This portal is a widely used and most recognized job portal in Poland. They have numerous job offers from trusted employers.

#### 2. Gratka.pl

#### 3. Praca.pl

Employers post job ads and search resumes of candidates. It is said to be one of the top job websites in Poland.

#### 4. InfoPraca

#### 5. GazetaPraca

(<https://www.yaioa.com/blog/polish-job-sites/>)



### Social networks recruiting



In terms of social recruiting, it is most successful on LinkedIn and GoldenLine. It's also no surprise that Facebook is the most used social network in Poland. There are more than 9 million users registered. The second social media that is very popular among Polish professionals is GoldenLine, which is a Polish social network and which is their equivalent of LinkedIn. GoldenLine has one million registered users and is all about professional networking. Of course we cannot forget that LinkedIn is being used as well and currently has about 700,000 users in Poland. The usage of Twitter is rather limited and it appears to be used by the politicians and by the marketing departments mostly. The other networks, like Google Plus or Instagram, are rarely used

(<https://www.jobboardfinder.com/news/how-to-recruit-in-poland/>)



## 8 Tips for a successful job advertisement

- 1 Design**  
Use appealing design and key images to reach and target the desired audience.
- 2 Job title**  
First, find the most common name for your open position. The title should be aimed at generating good search engine optimization in order to reach the desired target group.
- 3 Job description**  
The description of the tasks should be short and understandable. Pay attention to emphasizing the areas of responsibility and the employee-employer relationship. Make
- 4 Job requirements**  
The professional and personal requirements of the applicant must be presented accurately and clearly.
- 5 Company description & benefits**  
Present your business in a separate part of the ad and highlight the reasons you are an attractive employer. Consider your candidate persona and what kind of benefits they would want to have.
- 6 Application Procedure**  
Describe the application process to the applicant and inform them about the desired file format.
- 7 Contact Person**  
A contact person and contact details should not be forgotten.
- 8 "Apply Now"-Button**  
This button should be clearly visible and connected to a call-to-action!

(<https://www.talention.com/blog/infographic-8-tips-for-a-successful-job-advertisement>)





### Internal Recruitment

An internal job advertisement can be set via e-mail, intranet, notice board or the company newspaper.




Advantages	Disadvantages
Lower selection risk	Lower options / limited pool of applicants
Fast recruitment process (shorter ways of communication)	Potential additional personal development costs
Lower acquisition costs	Can create resentment among employees and managers
The employee knows the company and has already knowledge about several processes	Leaves a gap in the old workforce/ position
Positive signaling effect on the entire workforce	Inflexible/ stagnant culture

(Scholz 2014: Grundzüge des Personalmanagements: 138f.)


Further information:

<https://resources.workable.com/stories-and-insights/advantages-disadvantages-of-internal-recruitment>

From: nowak.hanna@textbookbox.pl
To: dragon.michael@textbookbox.pl
Date: 08.07.2020
Subject: Data protection
Hi Michael,  I am wondering what I need to consider regarding data protection during the application process. I cannot find any information in my folders. Can you help me?  Best regards  Hanna TextbookBox HR Manager Josepha Conrada 55 31-357 Kraków



From: dragon.michael@textbookbox.pl
To: nowak.hanna@textbookbox.pl
Date: 08.07.2020
Subject: AW: Data protection
Hi Hanna, I have some information for you. There is a document on our intranet in the folder "Legislation", but I can also recommend the following website as new amendments came into force in May 2019: <a href="https://globalcompliancenews.com/poland-further-changes-data-protection-laws-poland-20190515/">https://globalcompliancenews.com/poland-further-changes-data-protection-laws-poland-20190515/</a> If you have further questions, please let me know.  Michael Dragon TextbookBox Recruitment services Josepha Conrada 55 31-357 Kraków



**Anna Bargiel**

Pawia 5, 31-154 Kraków, Poland  
+48 27394011 – E-mail: [anna.bargiel@gmail.com](mailto:anna.bargiel@gmail.com)

**Personal Details**

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Date of birth: 12.03.1995 in Kraków (Poland)  
Nationality: Polish

**Education**

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Oct 2015 – June 2018 **JAGIELLONIAN UNIVERSITY (KRAKÓW, POLAND)**  
Bachelor of Pedagogy

Aug 2005 – Jun 2014 **PUBLICZNE LICEUM SIÓSTR PREZENTEK NR 53, KRAKÓW**  
*MATURA 2,3*

**Practical Experience**

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August 2018 – present **SALES REPRESENTATIVE, LOLA &CO, KRAKÓW**  
**EDUCATIONAL PUBLISHING HOUSE FOR CHILDREN**

- CHECKED PRICES AND PROMOTIONAL RATES FOR SETS OF EDUCATIONAL MATERIALS
- PROVIDED CUSTOMER SERVICE AT ALL TIMES FOR PRESCHOOL TEACHERS
- ANSWERED CUSTOMER QUESTIONS AND CONCERNS TO THE BEST OF MY ABILITY

**Extracurricular Activities/International Experiences**

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August 2014 – Jul 2015 **WORK AND TRAVEL EXPERIENCE**  
Australia

**Other**

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Languages: Polish (native), English (fluent),

IT skills: Advanced knowledge of MS PowerPoint/ MS Excel/ MS Word

Interests: Music, Concerts, Sport

**Kamil Kolberg** Stradomska 2, 31-058 Kraków - +481260899923  
23.01.1975 – kamil.kolberg@yahoo.com

## Profile

Experienced and self-motivated Sales Manager with almost 25 years of experience in several industries, overseeing sales figures and new account developments. Bringing a proven track record of working collaboratively with sales teams to achieve goals, increasing revenue, and advancing the sales cycle of the company.

## Education

10/1994 - 07/1997	<b>Technical High School of Commerce</b> Bachelor of Communication Matura 2,0
06/1985 - 06/1994	<b>Gymnasium Nr 9, Kraków (Poland)</b>

## Employment History

Since 12/2017	<b>Sales Representative, Berger Medical Devices (Kraków)</b> <ul style="list-style-type: none"><li>Established sales goals by forecasting annual sales quotas and projecting expected sales volume for existing and new products.</li><li>Boosted regional sales by 70% within first year</li></ul>
01/2010 – 12//2017	<b>Sales Manager, Financial+ Inc. (Kraków)</b> <ul style="list-style-type: none"><li>Helped to achieve a 25% increase in sales revenue over the course of 1 year</li></ul>
09/2003 – 01/2010	<b>Sales Manager, AB Machine West (Wrocław)</b> <ul style="list-style-type: none"><li>Successfully managed a sales team of 5+ people to meet and achieve sales goals</li><li>Researched competition and developed strategies to stand out as a company against competitors</li></ul>
08/1997 - 08/2003	<b>Sales Associate, Fashion House (Kraków)</b> <ul style="list-style-type: none"><li>Provided excellent customer service</li><li>Worked with the mission of the company in mind and served as an enthusiastic part of the sales team</li></ul>

## Languages

Polish	native
English	fluent
IT skills	Microsoft Office

## Other

Sports	Golf, Tennis
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## Marcin Mazur

Szpitalna 40 • 31-024 Kraków • +48801203211 • marcin\_2mazur@gmx.com

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### ■ Personal Details

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Name: Marcin Mazur  
Date of birth: 18.02.1996 in Warsaw  
Marital status: Single

### ■ Education

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08/2015 – 06/2020      **Pedagogical University, Kraków (Poland)**  
Master of Education  
Majors: history/civics

08/2002 – 06/2015      **Batory High School, Warsaw (Poland)**  
Matura: 2,2

### ■ Employment History

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01/2016 – 06/2020      **Executive committee of the representative student body**

- Independent organization of various meetings and activities
- Support and advice for students on questions concerning study
- Maintaining the Facebook page and uploading content postings

### ■ Skills

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Language: Polish, English, Arabic

Computer: Microsoft Office (Word, PowerPoint, Excel)

Greatest strength: Social competences

Free time activities: Sports, Social Media



# Aleksandra Kawalec

## Personal Details

Date of Birth	23.05.1987
Place of Birth	Kraków
Marital status	Married, one child

## Current Interests

**Sales representative, TextbookBox**

## Education

10/2009 – 06/2011	Pedagogical University, Kraków Education Management <b>Master of Arts</b>
10/2006 – 06/2009	Pedagogical University, Kraków Majors: geography with civics <b>Bachelor of Arts</b>
08/1993 – 06/2006	Liceum 12, Kraków <b>Matura (1,8)</b>

## Practical Experience

04/2017 - today	<b>Teacher of geography/civics</b> Sobieski High School + Working in accordance with the school curriculum and policies + Planning and preparing appropriate lessons and teaching materials + Extensive knowledge of the needs and expectations of teachers
03/2017 -03/2018	<b>Maternity leave</b>
01/2012 – 03/2017	<b>Teacher of geography/civics</b> Sobieski High School

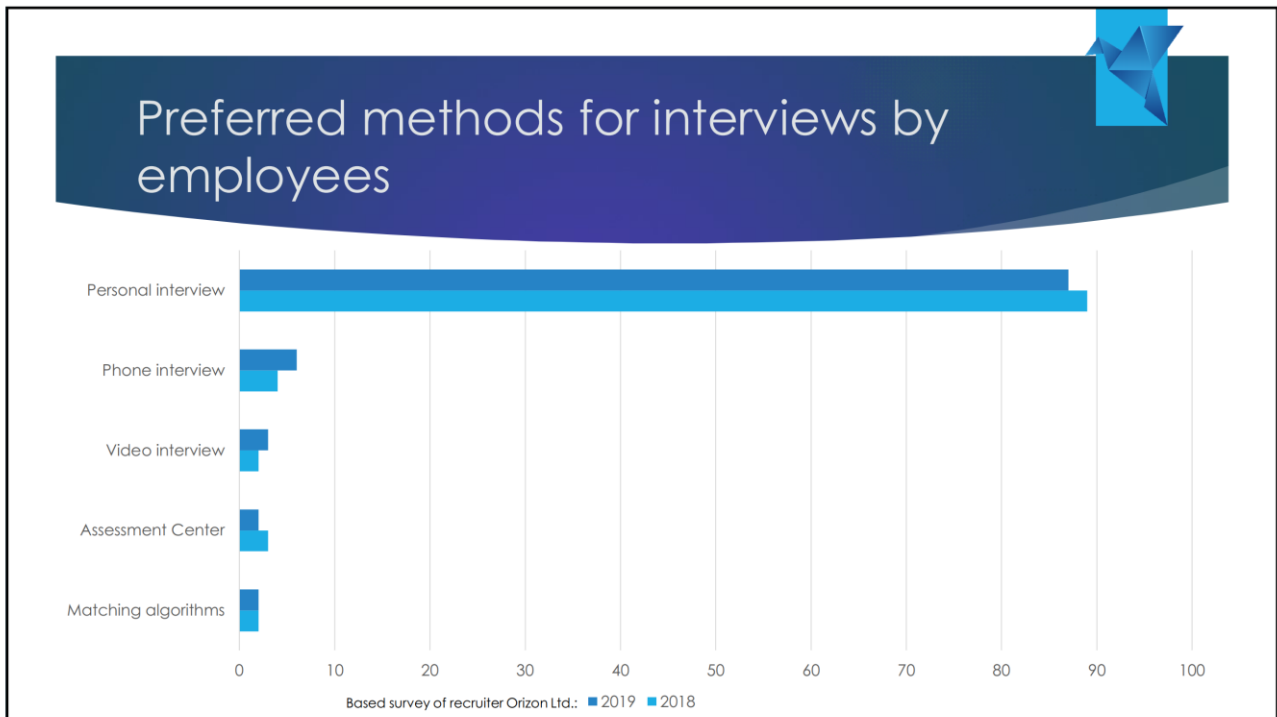
## Skills

Language	Polish, English, German
IT	MS - Office

## Private Interests

Reading	Cycling	Family Time
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*Aleksandra Kawalec*



## Telephone Interview

**Advantages:**

- ▶
- ▶
- ▶
- ▶

**Disadvantages:**

- ▶
- ▶
- ▶
- ▶

## Video Interview

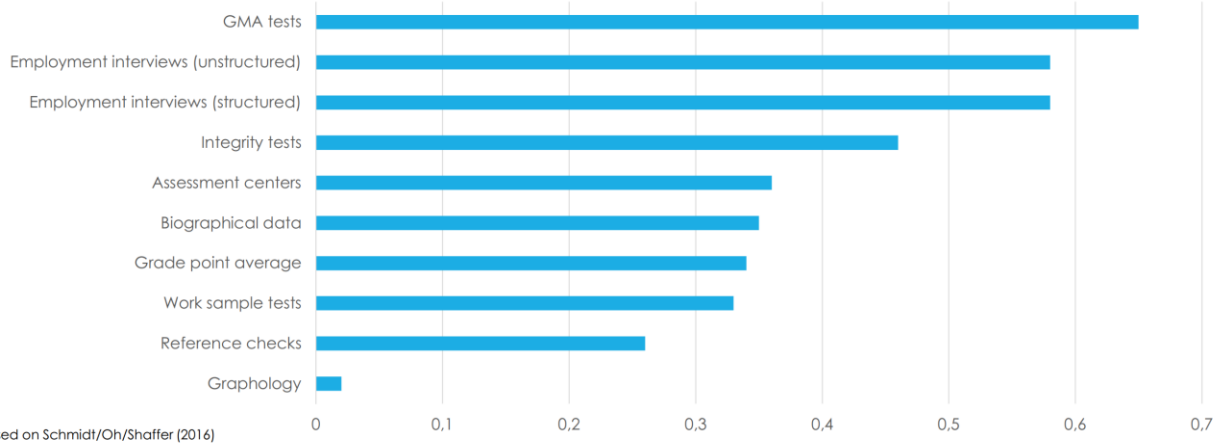
### Advantages:

- ▶
- ▶
- ▶
- ▶

### Disadvantages:

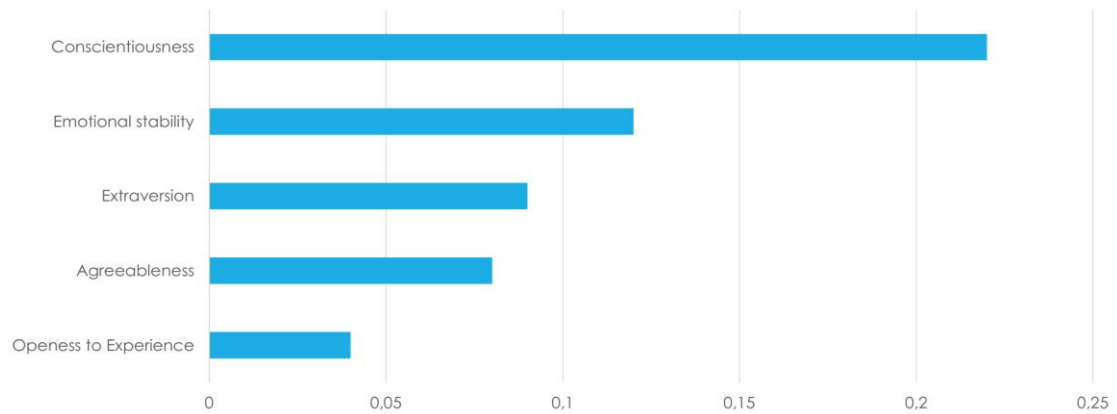
- ▶
- ▶
- ▶
- ▶

## The Validity of Selection Instruments



## Personality and Job Performance

validity of Big 5 Personality traits for predicting job performance



Based on Schmidt/Oh/Shaffer (2016)

## Organizing an Interview

### Introduction

- greet the candidate with a smile
- be courteous
- Present the company in a positive light, being as transparent as possible but not discouraging
- Also employers are being reviewed

### Small talk

- Try to find topics the candidate is interested in
- Check social media profiles to gather these kind of information
- Avoid serious topics such as politics or religion

### Information Gathering

- Stage to check how well prepared the candidate is
- Is their speech organized & concise?
- Confidence about qualifications and skills?
- Track the body language in this part of the interview

### Question & Answer

- Questions to be prepared upfront
- Prepare your possible reaction on possible tough questions from the candidate: it is always a safe variant to be honest

### Wrapping Up

- Leaving the candidate with a good feeling is as important as the first one
- Assure that the candidate is being walked out to avoid possible undesired outcomes on both sides
- The candidate should feel respected, thank for the spent time