**HR SYSTEM AND ACHIEVING SOCIAL AIMS**

This questionnaire is created for the purpose of collecting information about personnel work within the research of the level of personnel work in organizations in Slovakia. Research is conducted by the Faculty of Economics of the Matej University in Banská Bystrica. All data collected will be used solely for the purpose of mass statistical processing. Data relating to specific respondents will not be disclosed to third parties. Ak máte záujem o výsledky výskumu, prosím zadajte svoju e-mailovú adresu (nepovinné).

**1. Which of the following personnel activities do you perform in your organization? (Please create a ranking of importance of all activities: 1 = the most; 13 = the least)**

|  |  |  |
| --- | --- | --- |
|  | performing | importance |
| Developing strategies, policies, and other plans |  |  |
| Employee number and structure planning |  |  |
| Job analysis |  |  |
| Recruitment (search, addressing and selection) |  |  |
| Onboarding |  |  |
| Training and further education |  |  |
| Talent management |  |  |
| Job evaluation (value and importance of jobs) |  |  |
| Employee welfare and motivation |  |  |
| Employee assessment |  |  |
| Release of employees (termination of employment) |  |  |
| Personnel controlling |  |  |
| Personnel administration |  |  |

**2. How do you rate the challenge of managing the below-mentioned HR tasks and functions? (1-not at all; 5-totally)**

|  |  |  |
| --- | --- | --- |
| before COVID | HR activities/functions | under COVID |
| 1 | 2 | 3 | 4 | 5 | Workforce management, workforce planning | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Recruitment, selection | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Employee retention | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Labour shortages | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Maintaining commitment | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Home office/hybrid team management | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Health and safety compliance | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Training and development | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Organizational communication | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | HR digitalization | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Labor relations | 1 | 2 | 3 | 4 | 5 |

**3. Does your company have an HRM strategy?**

[ ]  yes [ ]  no

**4. For how long do you plan the need for employees?**

[ ]  operational [ ]  monthly [ ]  semi-annually [ ]  annually [ ]  other ....................

**5. How many % of jobs in the organizational structure have up-to-date job descriptions?**

[ ]  0 [ ]  1-50 [ ]  51-80 [ ]  81-90 [ ]  91-100

**6. Existing job descriptions provide information about:**

[ ]  purpose of work [ ]  work duties [ ]  competence

[ ]  responsibility [ ]  working conditions [ ]  workplace facilities

[ ]  performance requirements [ ]  cooperation with other employees and departments

[ ]  profile of the job holder [ ]  other ..................................................................................

**7. Which techniques for recruiting job seekers have proven to be suitable for you? You can choose as many answers as needed.**

[ ]  printed advertisement [ ]  electronic advertisement [ ]  labor office

[ ]  applicants database [ ]  direct addressing [ ]  friends, acquaintances

[ ]  recruitment agency [ ]  formalized intermediaries [ ]  trainee program

[ ]  open door days [ ]  social media [ ]  employee referrals

[ ]  other ..........................................................................................................................................

**8. Which employee selection methods do you use?**

[ ]  selection according to the applicant's documentation (CV, questionnaire, references)

[ ]  testing a) [ ]  intelligence (IQ, EQ) b) [ ]  skills (thinking, behavior)

 c) [ ]  personalities (types) d) [ ]  expertise

[ ]  interview a) [ ]  structured b) [ ]  unstructured

[ ]  assessment centrum [ ]  social media profiles

[ ]  other ..........................................................................................................................................

**9. Do you plan employees’ adaptation? If yes, please specify the methods used:**

[ ]  we don’t plan adaptation [ ]  job rotation [ ]  planned work programs

[ ]  special tasks / projects [ ]  tutoring and guidance

[ ]  "throw into the water, where the deepest" [ ]  illustrative examples

[ ]  other ..........................................................................................................................................

**10. Which methods of employee training do you use?**

[ ]  course/lecture [ ]  video [ ]  e-learning [ ]  instructing

[ ]  role playing [ ]  coaching [ ]  self-education [ ]  model situations

[ ]  training on-the-job [ ]  other .....................................................................................................

[ ]  none

**11. The amount of money for the education/training of employees over the past 3 years has:**

[ ]  increased [ ]  remained the same [ ]  decreased

**12. A talented employee in your company is an employee: (multiple answers possible)**

[ ]  with potential to be a future leader [ ]  who is / will be holding a key job

[ ]  long-term stabilized [ ]  with long-term high performance

[ ]  very creative [ ]  other ............................................................................

[ ]  we do not distinguish talented employees

**13. How often do you evaluate employees?**

[ ]  annually [ ]  semi-annually

[ ]  quarterly [ ]  monthly

[ ]  other regular intervals: .................................................. [ ]  irregularly

**14. In what personnel activities do you use the evaluation results?**

[ ]  personnel planning [ ]  job analysis

[ ]  training and development [ ]  remuneration

[ ]  employee deployment [ ]  other ...........................................................................

**15. Do you have an up-to-date Health and Safety Policy that highlights the people who are responsible for ensuring it happens?**

[ ]  yes [ ]  no

**16. What benefits do you offer to your employees? (multiple answers possible)**

[ ]  13th/14th salary [ ]  bonuses [ ]  mobile phone

[ ]  car [ ]  travel expenses [ ]  pension savings

[ ]  life insurance [ ]  health insurance [ ]  housing allowance

[ ]  sports activities [ ]  sick days [ ]  company discounts

[ ]  extra holiday [ ]  flexible work hours [ ]  free drinks

[ ]  free fruits [ ]  relaxation space [ ]  massage

[ ]  kindergarten [ ]  language training [ ]  hobby education

[ ]  other …..…………………………………………………………………………………………………

**17. Do you have a self-service personnel information system in place?**

[ ]  yes [ ]  no

**18. Which tools of personnel controlling do you use?**

[ ]  only operative controlling (indicators) [ ]  only strategic controlling (surveys, audits)

[ ]  both operative and strategic controlling [ ]  we do not perform personnel controlling

**19. Do you have experience with outsourcing in HR?**

[ ]  yes, positive one [ ]  yes, negative one [ ]  no

**20. If yes, what HRM processes did you outsource?**

[ ]  selection of employees [ ]  personnel agenda [ ]  payroll administration

[ ]  providing employee benefits [ ]  learning, training [ ]  other ..........................................

**21. How do you rate the level of interest in the co-creation *inside the company* with different parties? (1 = no interest; 5 = full interest)**

Co-creation inside the company – inviting different parties for activities aimed at implementing improvements inside the company

|  |  |  |  |
| --- | --- | --- | --- |
| **Different parties** | **Product** | **Process** | **Value** |
| Customers |   |   |   |
| Partners |   |   |   |
| Public institutions  |   |   |   |
| University students |   |   |   |
| Competitors |   |   |   |
| Suppliers |   |   |   |
| Others …………………………………………………… |   |   |   |

**22**. **How, do you rate the company’s engagement and interest in the co-creation process *inside the company*? (1 = no interest/engagement; 5 = full interest/engagement)**

|  |  |  |
| --- | --- | --- |
| Engagement |  | Interest |
| 1 | 2 | 3 | 4 | 5 | In general  | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Product co-creation inside the company | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Process co-creation inside the company | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Value co-creation inside the company | 1 | 2 | 3 | 4 | 5 |

**23. How do you rate the company’s engagement and interest in the co-creation process *outside the company*? (1 = no interest/engagement; 5 = full interest/engagement)**

Co-creation outside the company – helping other parties to introduce improvements in the environment

|  |  |  |
| --- | --- | --- |
| Engagement |  | Interest |
| 1 | 2 | 3 | 4 | 5 | In general  | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Product co-creation outside the company | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Process co-creation outside the company | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Value co-creation outside the company | 1 | 2 | 3 | 4 | 5 |

**24. How do you rate the company’s commitment to *financial and social aims in general*? (1 = no commitment; 5 = full commitment)**
Social objective is usually related to improving social wellbeing (inside and outside the company)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| commitment to financial aims | 1 | 2 | 3 | 4 | 5 |
| commitment to social aims (in general) | 1 | 2 | 3 | 4 | 5 |

**25. How do you rate the company’s engagement and interest in *achieving social aims in chosen domains*? (1 = no interest/engagement; 5 = full interest/engagement)**

Engagement – actual actions taken in chosen domains

Interest – the topic is important for the company, it considers activities in chosen domains

|  |  |  |
| --- | --- | --- |
| Engagement |  | Interest |
| 1 | 2 | 3 | 4 | 5 | In general | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Standard Domains (Health, Education, Living Standards) | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | New Domains (Psychological wellbeing, Time use, Cultural diversity, and resilience) | 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 | Innovative Domains (Good governance, Community vitality, Ecological diversity, and resilience) | 1 | 2 | 3 | 4 | 5 |

**26. Your organization:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No of employees | [ ]  < 10 | [ ]  10 – 49 | [ ]  50 – 249 | [ ]  > 250 |
| Annual net revenue (€) | [ ]  ≤ 2 000 000 | [ ]  2 000 001 – 10 000 000  | [ ]  10 000 001 – 50 000 000 | [ ]  ≥ 50 000 000 |
| Ownership | [ ]  private, including non-profit private institutions | [ ]  public, including state institutions |
| Sector | [ ]  Agriculture [ ]  Transport [ ]  ………………….…….. industry[ ]  Retail [ ]  Services [ ]  Tourism[ ]  Education [ ]  Government [ ]  Other ……………………………. |
| Years on the market | [ ]  < 1 | [ ]  1 – 3 | [ ]  3 – 10 | [ ]  10 – 15 | [ ]  > 15 |