



EFAD project

Polish case studies

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Areas of digitalization



- training in new technologies, information technology, and the use of digital tools (2 cases)
- changes in the work process that are directly related to the technological change (2 cases)
- the right to be offline (1 case)
- use of algorithms in the workplace (1 case)
- remote work practices/measures (5 cases)
- mitigation of work-related stress resulting from the wide use of communication techniques and its consequences, such as social isolation (2 cases)

IGT case

- Provides technological solutions for lotteries and casinos;
- 400 employees in polish branch;
- Remote work was already implemented before the introduction of COVID-19 restrictions;
- Introduction of a new technology or tool are preceded by online trainings;
- The practices are being evaluted by the employees, trade unions did not participate in its implementation;
- Challenges:

Remote work – social isolation during pandemic, the ergonomics of work

Training process – understandable language.

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Contrain case

- Provides recruitment, temporary work, outsourcing, employer branding and HR consulting services;
- cooperates with over 160 companies in Europe;
- Changes in work processes – the program which improved communication, planning, assesment and audit processes;
- Mitigation of work-related stress through engagement activities and mental healthcare program;
- Introduction of remote work tools;
- Employees were involved in the process of creating new solutions directly, and not through trade unions;
- Challenges related to technical issues and employees' approach to the new tools.



LUXMED case

- Provides private health services;
- Over 2,500,000 patients;
- The basis for introducing changes around special care for the mental well-being of employees (stress-relieving tools, psychological support and webinars) was the analysis of their health;
- Employees articulated their needs related to deterioration of mental health and fears caused by social isolation during COVID-19 and full-scale Russian invasion to their managers ;
- Challenges – higher demand for psychological consultations.



Orange case

- Provides telecommunications services;
- Nearly 10,000 employees;
- Trainings in digital tools and soft skills focused on safety, mobility, integration, leadership and efficiency in digital work;
- Remote work was introduced to 80% of workers (due to specificity of work);
- Trade unions were not directly involved in the development of the tools, but their voice was taken into account through extensive testing, discussion and analysis of the reported needs;
- Challenges – efficient managing of the training process and coherence of hybrid work .



Santander case

- One of the largest financial institutions in Poland;
- Changes in work processes that are directly related to technological change: designing new HR tools is based on the Human-Centered Design (HCD) approach;
- Use of algorithms in the workplace, that analyzed how employees use the tools based on telemetry and allowed to better diagnose the challenges and needs of the target users;
- Employee representatives were not involved to the creation of new technical solutions, but they participated in workshops aimed at understanding their needs and jointly creating new solutions
- Challenges – a lack of understanding of the concept of user experience design and fragmentation of processes.



Santander case

- Operates on the real estate and construction investment market;
- 30 employees;
- Work environment is based on specific organizational culture, which consists of written rules and includes so-called "the right to be offline";
- Organizational culture defines the boundary between work and private time, while work is provided and limited only to working hours;
- No trade union or other bodies representing employees have been established within the organization;
- Challenges – not respecting the right to be offline related to the experience gained in a previous job in another company.



Key findings

Employees' mental well-being

As a result of the pandemic, employers are taking more actions to ensure psychological safety for their workers and are placing greater emphasis on mental health in the workplace

Trade unions

Stunningly low level of engagement of employee representatives, including trade unions, with individual consultations being the dominant approach

Public funds

None of the cases were related to ongoing public policies/programs. No examples of co-funding actions with public funds, no public consultancy for employers or trade unions, etc.

Right to be offline

Only one case describes the measure, which solely focus on soft tools aimed to limit employees' availability to working hours

Transferability

The majority of practices can be transferred to any organization, however the specifics of a given enterprise should be taken into account while developing technical tools.