Let **IT** grow

Foster growth and unlock potential in your team.

A concise guide for HR to effectively plan and support employee growth and development.

What sets successful and innovative organizations apart?

Successful companies across industries share one key trait: they build their success on a strong foundation of employees who not only excel in their roles but are also passionate about growing their talents and skills. So, how can HR nurture, develop, and deliver an exceptional employee experience to these individuals?

From the moment an employee joins the organization, proper care and thoughtful development create a pathway to satisfaction and effectiveness. When employees feel supported and motivated, they are better equipped to achieve business goals, driving competitiveness and success across every aspect of the company's operations.

Explore the following pages to discover essential strategies for creating optimal conditions to foster talent development and ensure your organization thrives.
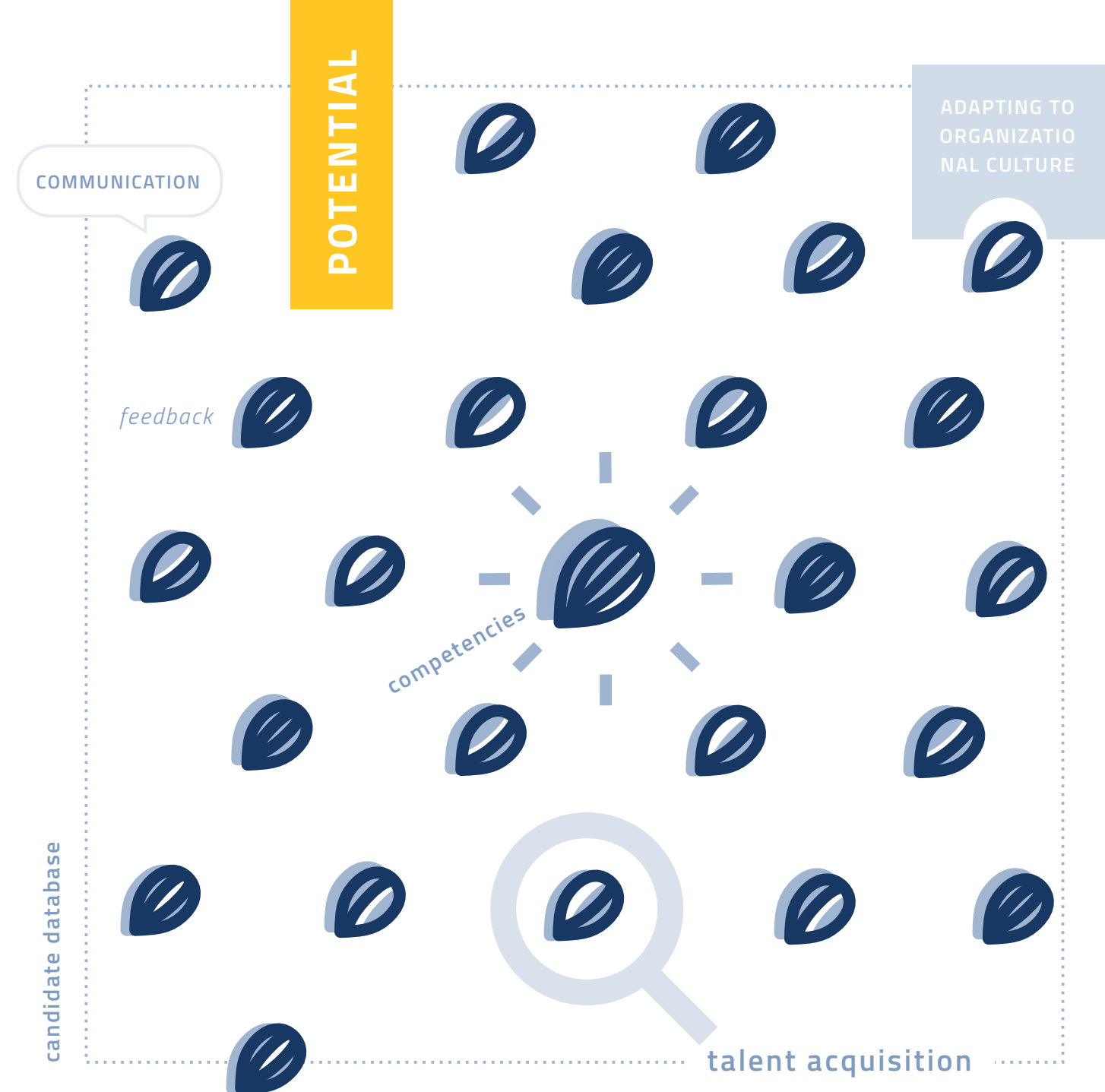
01

seed selection

recruitment

Even if you're not an avid gardener, you know that great seeds are the key to a thriving garden.

Similarly, in a company, finding the right people is essential—they are the driving force behind organizational success. Identifying talent at the recruitment stage is critical, as accurately assessing candidates' skills allows you to select individuals with exceptional potential. These employees are most likely to contribute to your organization's sustained growth. But it's not just about matching a candidate's skills to the job requirements. It's equally important to align their values with the company's culture. By investing in candidates who are a natural fit for your organization and providing them with the right environment to thrive, you're planting seeds that will yield extraordinary results.

COMMUNICATION

POTENTIAL

ADAPTING TO ORGANIZATIONAL CULTURE

feedback

competencies

candidate database

talent acquisition

Are you using CV scoring?

CV scoring is a powerful tool that enables employers and recruiters to quickly and efficiently screen candidates. By evaluating and ranking resumes based on specific criteria, this method streamlines the recruitment process, **saving time and resources** while significantly accelerating decision-making.

One of the key advantages of CV scoring is its objectivity. By relying on data-driven assessments of candidates' skills and experience, it **minimizes bias** and ensures decisions are based on merit rather than subjective impressions. This approach is particularly valuable when **dealing with the flood of generic applications** that candidates often submit en masse, which **may not align with the specific requirements of the role**. By automating the selection process, CV scoring helps identify the candidates who are the best fit for a position, reducing the time spent on manual analysis and lowering the risk of hiring mismatched talent. Ultimately, it enhances the efficiency and accuracy of recruitment, ensuring that organizations find the right people for the right roles.

Did you know that...

Research indicates that 54% of candidates fail to tailor their resumes to the specific job description. For candidates, this oversight significantly lowers their chances of securing an interview. For recruiters, it creates an added challenge, as they must sift through applications that don't align with the job requirements, increasing their workload and extending the recruitment process.

Hiring Assets by Career Builder

germination

Just as seeds need the right conditions—soil, consistent watering, and sunlight—to thrive, employees also require the right environment to grow within an organization.

Effective onboarding goes beyond simply familiarizing new employees with their roles. It's a carefully planned journey that helps them integrate into the company's culture, align with its values, and begin developing their full potential from day one. This thoughtful approach enables talent to flourish, ultimately contributing to the organization's success.

Well-implemented onboarding delivers immediate benefits, making it essential to continuously monitor, optimize, and refine its effectiveness to ensure ongoing success.

onboarding analytics

onboarding training

onboarding path

welcome pack

buddy

PRE-BOARDING

postboarding surveys
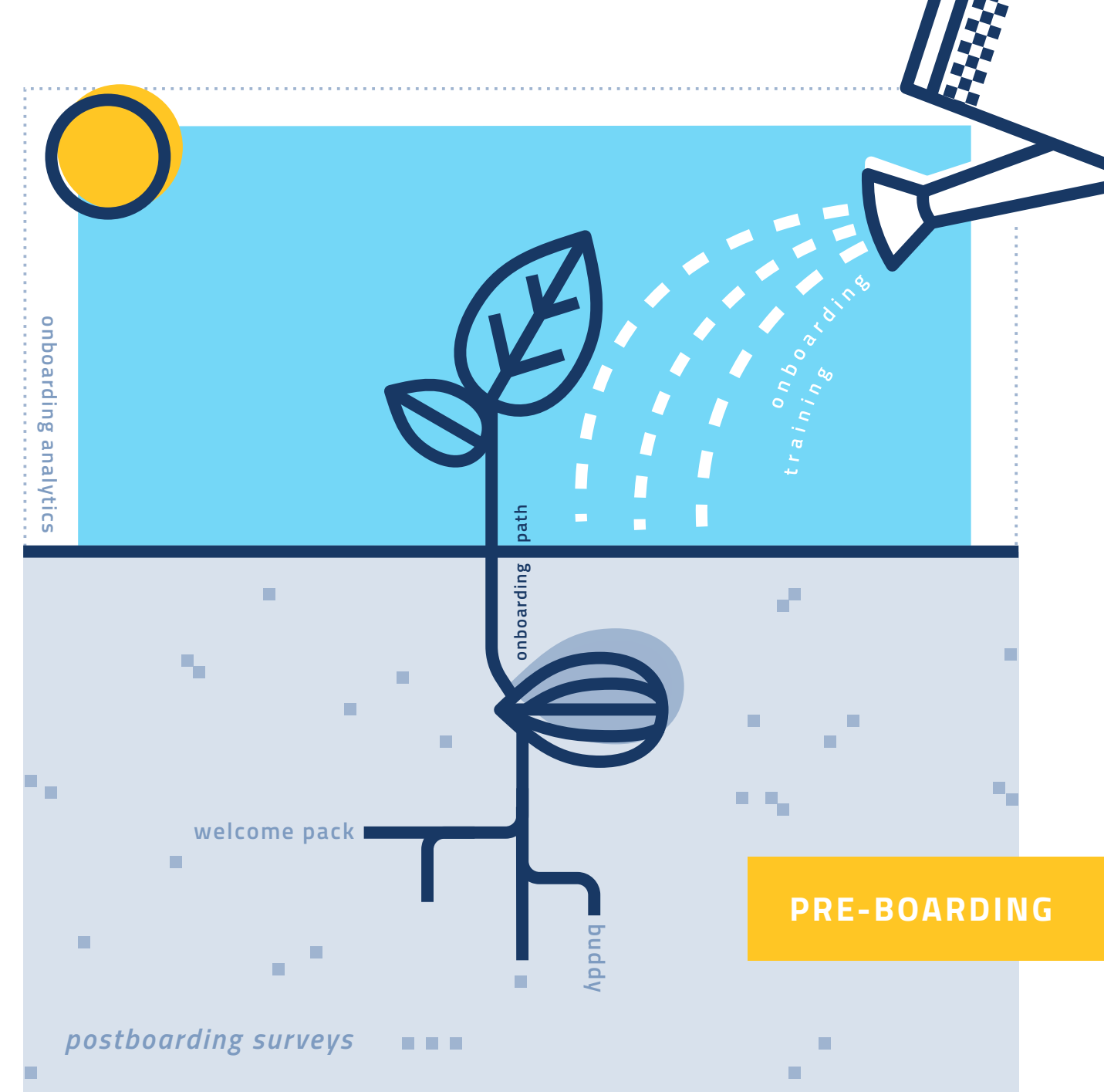
Is throwing newly hired employees into the deep end a good idea?

Many companies strive to make the onboarding process both effective and appealing to new employees. One way to achieve this is by incorporating **job shadowing** into the onboarding experience. Job shadowing is an on-the-job training method where new employees observe experienced colleagues as they carry out their daily tasks. This approach helps new hires understand the company's culture and, by performing simple tasks alongside a mentor and receiving continuous feedback, **they gain the practical knowledge and experience needed to work independently.**

Job shadowing provides not only a deeper understanding of the organization but also helps develop essential skills, supports succession planning, and improves employee retention after the probationary period. Despite these clear benefits, many companies still do not offer job shadowing as part of their onboarding process. Instead, they often rely on short training sessions that involve reviewing documents or presentations. However, it's important to note that reducing onboarding to such passive forms does not allow employees to experience the true nature of the job and position. When possible, implementing job shadowing programs is highly beneficial. These programs lead to higher job satisfaction and are increasingly recognized as one of the most effective methods of initial onboarding training.

Did you know that...

Did you know that 82% of participants in job shadowing programs reported feeling more confident in their roles?

National Career Development Association

89% of organizations with job shadowing programs reported improved employee engagement.

Society for Human Resource Management

43% of companies struggle to innovate when knowledge and experience are not effectively shared between employees.
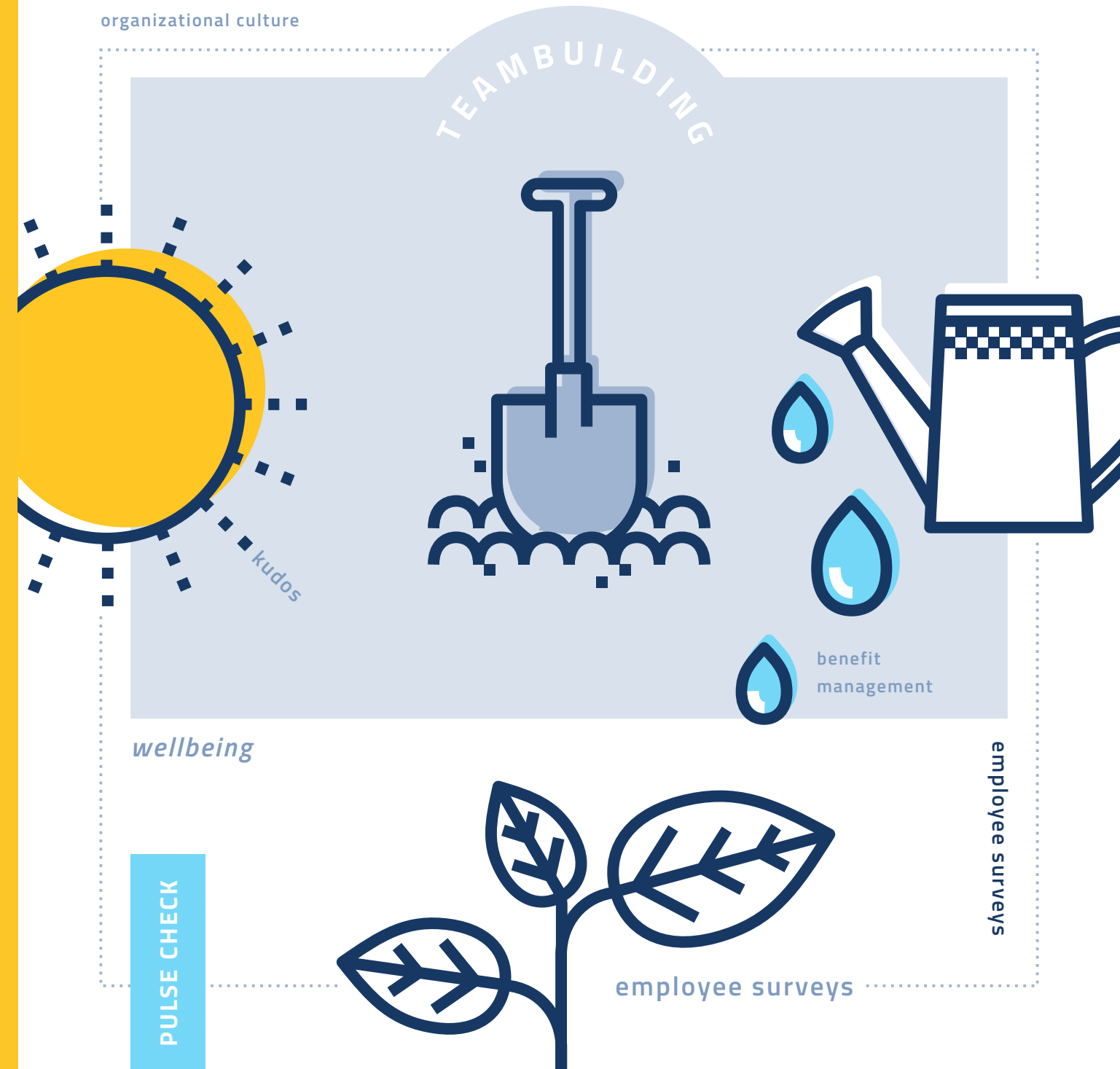
Mystery Minds

HRM Productive24 is...
A tool to measure engagement
and build motivated teams.

growth

engagement
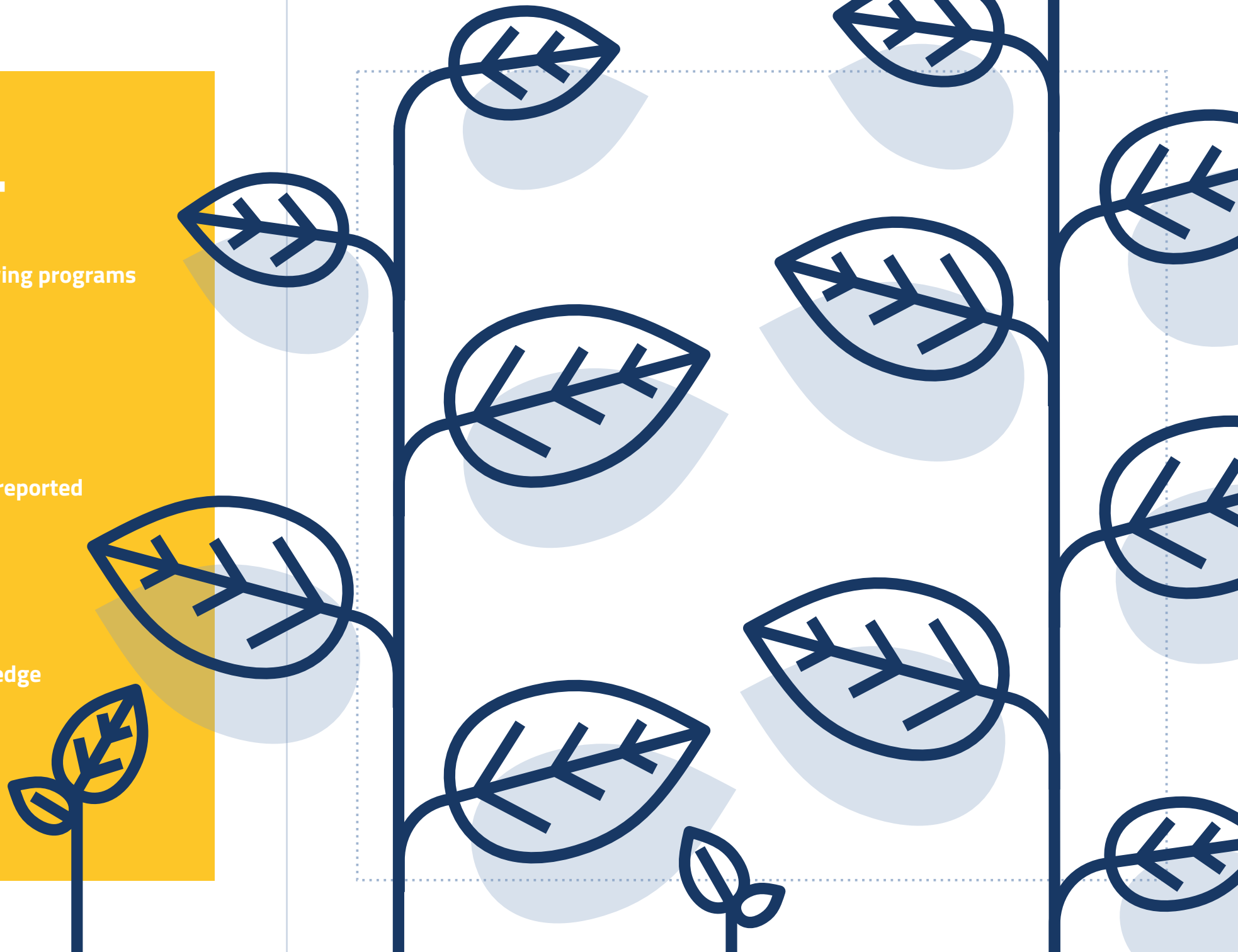
The better the conditions for development, care, and support, the greater the growth opportunities—this applies to both plants and organizations. Even the most promising talent cannot flourish in an environment lacking essential "nutrients" such as open communication, teamwork, mutual understanding, a partnership mindset, and support for development initiatives.

Regularly monitoring the organization's pulse (e.g., through pulse surveys) is also essential for identifying potential concerns and responding to changes imediately. Combined with a focus on employee wellbeing, these elements create a rich and supportive environment where talent thrives, fostering a healthy and stable growth trajectory for the company.

organizational culture

TEAMBUILDING

kudos

benefit
management

wellbeing

employee surveys

PULSE CHECK

employee surveys

E-presentism - a friend or an enemy?

E-presentism - the constant pressure to be available online outside of regular working hours - has become increasingly prominent with the rise of remote work. This phenomenon often manifests as continuously checking notifications, sending late-night emails, and feeling the need to respond immediately.

While remote work offers significant flexibility, e-presenteeism can have serious negative consequences:

- **Decreased productivity:** Constant connectivity can be distracting, making it difficult to focus on tasks requiring deep concentration and leading to reduced efficiency and work quality.

- **Burnout and diminished well-being:** Blurred boundaries between work and personal life can cause chronic stress, professional burnout, and harm employees' overall well-being.

- **Erosion of trust:** Excessive monitoring of online activity may create a culture of distrust and undermine employee autonomy.

In managing remote teams, the focus should not be on how much time employees spend online but on how effectively they use that time. Promoting a remote work culture rooted in trust, collaboration, and goal-oriented performance can enhance job satisfaction and efficiency.

Job hopping – is this a bad thing?

Career advancement, better pay, and flexible working hours are primary motivators for changing jobs. These factors are particularly significant for **Generation Z,** who, unlike previous generations, are more inclined to switch jobs frequently. **Job hopping**, often described as "jumping from job to job," has become a hallmark of the modern labor market, with the stigma surrounding frequent job changes gradually fading.

Recruiters are increasingly focusing on the reasons behind job hopping rather than its frequency, recognizing the unique values and philosophies of younger employees. While job hopping may initially seem undesirable, it also brings potential benefits. Employees who frequently change employers often introduce **fresh ideas, innovative approaches, and new perspectives** to established business processes.

For companies, adapting to this trend requires a shift in **talent management strategies**. This includes employing diverse assessment methods, such as competency evaluations, to attract and retain dynamic young talent. Offering opportunities for professional growth, **flexible working conditions**, and meaningful engagement is also essential.

Organizations that embrace these evolving expectations gain a competitive edge, becoming more adaptable and innovative. Moreover, accepting and understanding the job-hopping trend contributes to a more diverse and responsive labor market that benefits both employees and employers alike.

Did you know that...

Around 83% of Generation Z workers identify as frequent job changers, with a significant portion of this group planning to stay with their current employer for less than three years.

ResumeLab

Approximately 60% of Millennials are open to new job opportunities within two years of starting their current role.

GFoundry

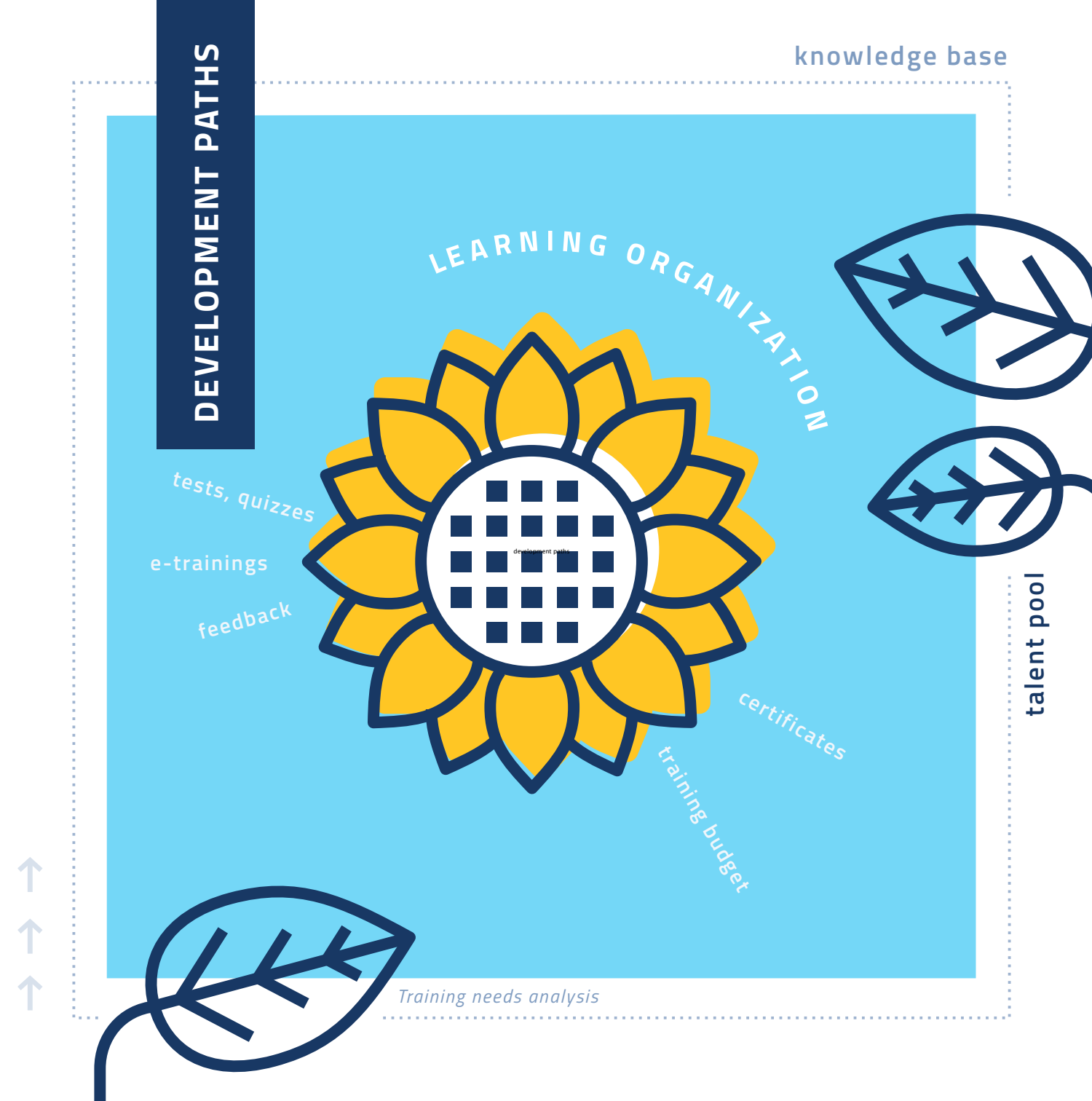The average length of service for individuals aged 25-34 is approximately 3.2 years, compared to 10.1 years for those aged 55-64.

GFoundry

04

blooming

The blooming of flowers is the result of careful nurturing, rewarding the gardener's effort and attention. In organizations, a similar moment occurs when an employee's potential is fully realized. Talents that are properly nurtured quickly absorb knowledge and embrace challenges. In no time, they develop new skills, combine competencies, and successfully thrive in new areas.

By accurately identifying an employee's strengths, providing an individualized approach, and offering consistent support through upskilling or reskilling, companies can ensure ongoing development. This approach enables organizations to remain agile and adapt to the ever-changing business landscape.

DEVELOPMENT PATHS

knowledge base

LEARNING ORGANIZATION

tests, quizzes

e-trainings

feedback

development path

certificates

training budget

talent pool

Training needs analysis

Effective knowledge sharing among employees

While team and individual training are the most commonly used methods of employee development, they are not the only effective approaches. An equally valuable form of learning is **peer-to-peer learning**, where employees learn from one another. This method involves participants with similar levels of experience or commitment working together. Peer-to-peer training enables teams to explore new concepts, share ideas, and collaborate with colleagues from the same project or department.

Many organizations are expanding the concept of **peer-to-peer learning** by creating cross-departmental partnerships where employees can acquire new competencies. The primary benefit of peer-to-peer learning is its ability to **enhance employee engagement, motivation, and retention**. By learning from their colleagues, employees develop

a stronger **sense of belonging, trust, and support**, while also gaining recognition and appreciation for their skills and contributions.

Peer-to-peer learning also nurtures **a culture of continuous learning**, where employees are encouraged to share knowledge, experiences, and feedback, and to seek out new opportunities for development. Additionally, this method can improve efficiency and productivity, as employees exchange best practices, insights, and solutions, applying them to their own work.
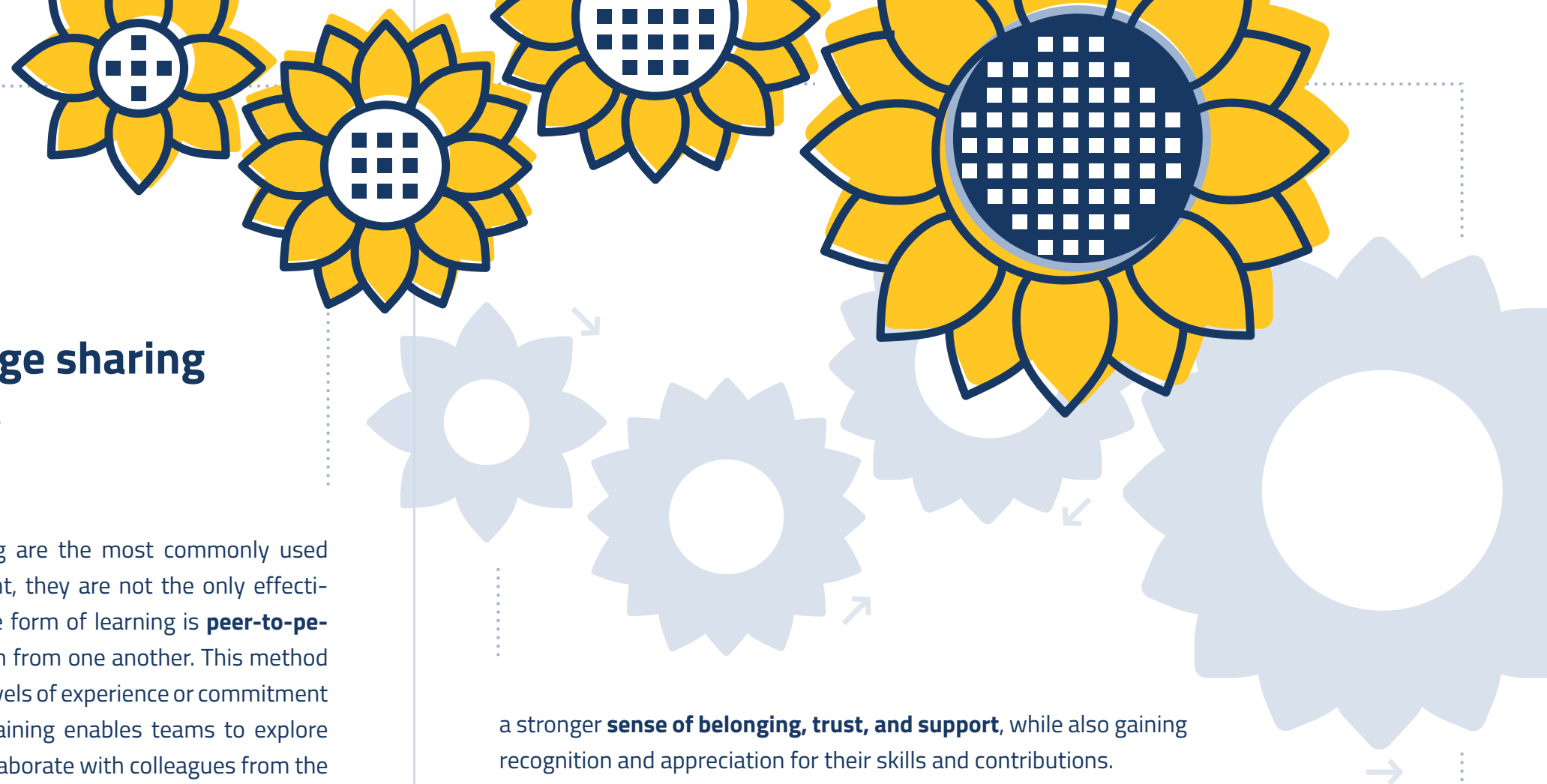
Employee development and organizational success, together in harmony!

Talent mobility is a strategic approach in human resource management aimed at effectively utilizing and developing talent within an organization. It involves moving employees across various roles, departments, and sometimes even geographic locations. The primary goal of talent mobility extends beyond simply addressing skills gaps; it also seeks to enhance employee engagement, support career growth, and boost overall organizational effectiveness.

Rotating employees across different departments allows them to develop a diverse set of skills. This strategy also optimizes the use of existing talent, minimizing the need for external recruitment and the costs associated with it.

Implementing **talent mobility** can significantly boost employee satisfaction by providing opportunities for professional growth and career advancement within the organization. Employees who can explore new roles and gain diverse experiences often feel more motivated and demonstrate greater loyalty to their employer.

Did you know that...

Google is a prime example of a company that actively promotes internal employee mobility. The company encourages regular rotations between teams and projects, giving employees the chance to acquire new skills and experiences. A standout initiative demonstrating Google's commitment to talent mobility is the "20% Time" program, which allows employees to dedicate 20% of their working hours to projects and ventures outside their primary responsibilities.
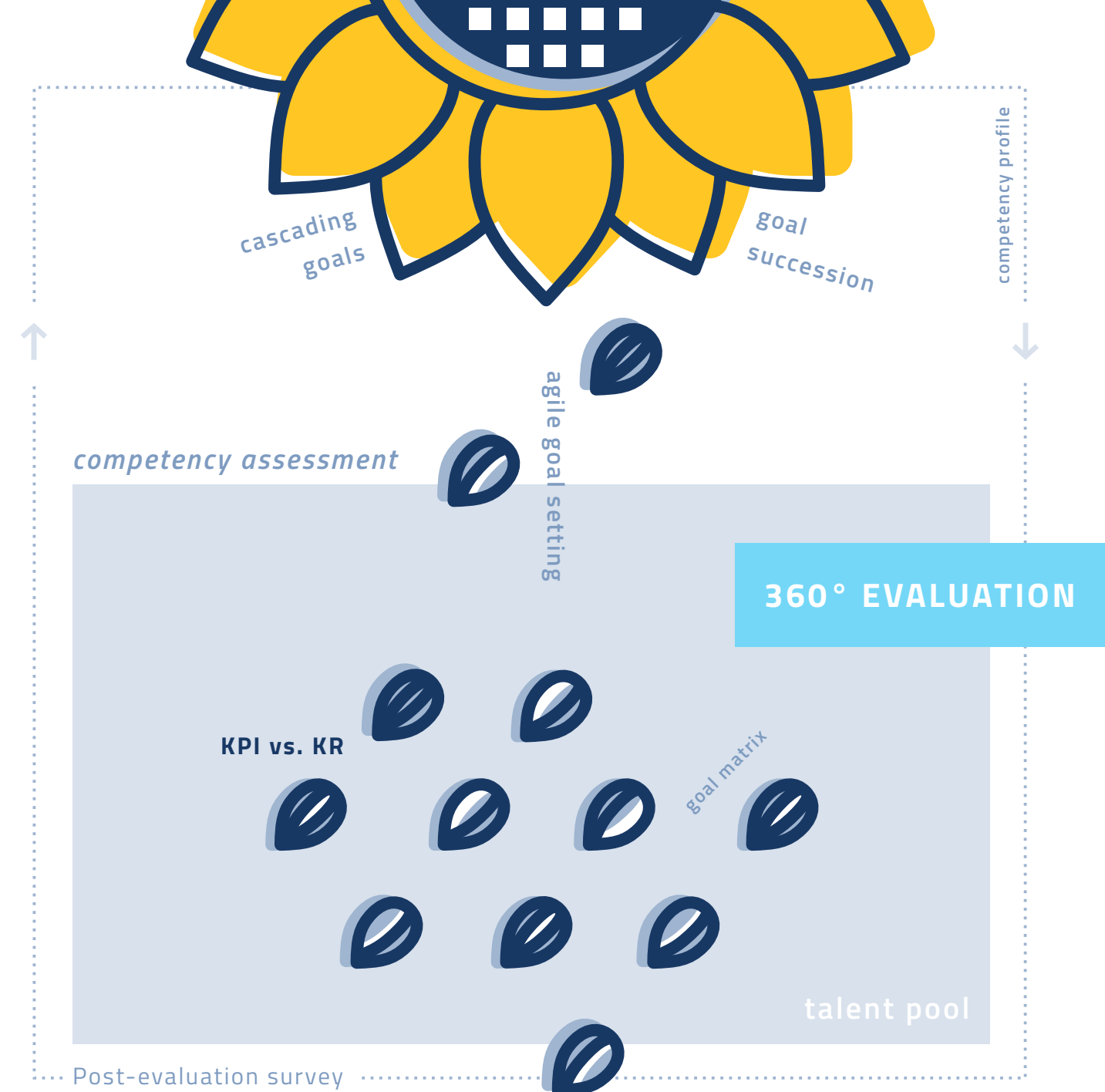
Money.pl

05

fruiting

This is the moment everyone looks forward to—the release of fruits serves as tangible proof that our efforts and the consistent, well-rounded actions we've taken are delivering the desired results.

The same principle applies to organizations. To achieve the desired results and celebrate success, it is essential to first define the precise goals the organization is striving toward. All employee activities should align with the overarching strategy and cascade throughout the organizational structure. Clearly defining objectives and establishing measurable indicators for their achievement form the cornerstone of effective management and strategic planning. This approach ensures efficient resource allocation, optimizes operations, and keeps the organization on course.

competency profile

cascading goals

goal succession

agile goal setting

competency assessment

360° EVALUATION

KPI vs. KR

goal matrix

talent pool

Post-evaluation survey

Predict, don't judge!

Feedforward is becoming an increasingly popular method for enhancing employee performance and serves as a valuable complement to traditional feedback. Unlike traditional feedback, which often focuses on past performance, feedforward encourages organizations to concentrate on future-oriented solutions. This approach fosters a developmental mindset, motivating employees to focus on opportunities for improvement rather than dwelling on past mistakes.

Feedforward not only boosts individual performance but also drives innovation and continuous improvement across the organization. The core aim of feedforward is to address challenges without evaluating past performance or assessments, while proactively working to prevent similar issues in the future. The key is to leverage employees' strengths, talents, and development opportunities. Implementing this strategy offers numerous benefits, including:

- designing more aligned career paths
- strengthening communication within teams
- boosting employee engagement
- identifying emerging leaders within the team
- fostering a sense of empowerment

Did you know that...

Research shows that feedforward can significantly boost employee engagement and productivity. Organizations that adopt effective communication strategies, including feedforward, report productivity increases of 20-25%.

The Tech Report

The vast majority of employees (91%) believe that effective communication, including practices like feedforward, is essential to an organization's success. This form of communication fosters a positive and supportive environment, which in turn enhances both individual and team performance.

The Tech Report

Companies that prioritize forward-looking feedback, such as feedforward, tend to experience lower employee turnover rates. Engaged employees who receive clear and constructive communication are significantly less likely to leave their jobs. Research shows that 66% of highly engaged employees do not plan to change jobs, compared to just 12% of unengaged employees.

The Tech Report

Performance appraisals conducted not only „once in a blue moon"

While there is a growing trend to move away from annual employee evaluations, many companies remain hesitant. On the one hand, they are reluctant to abandon a system they have relied on for decades, and on the other, they are wary of adopting entirely new technologies to monitor employee performance. However, research indicates that 80% of employees prefer to receive ongoing, relevant feedback rather than having limited opportunities for evaluation only once or twice a year. This suggests that **a continuous evaluation** approach better serves the needs of modern organizations and employees. This process involves regularly monitoring and assessing employees' work and progress, rather than limiting evaluations to specific intervals, such as annual reviews. Key components of this approach include instant feedback—delivered regularly and frequently—and fostering a culture of open communication between employees and managers, ensuring feedback is two-way and constructive. What are the benefits of adopting continuous evaluation? Frequent appraisals play a key role in **boosting employee motivation**, primarily by recognizing achievements and promptly addressing areas for improvement. Another significant benefit is the personalization of deve-

lopment, as a deeper understanding of employees' individual needs and skills enables more precise tailoring of training and development programs.

Continuous evaluation is vital in dynamic work environments where **rapid change, adaptability, and ongoing improvement are critical to a company's success**. While implementing continuous evaluation principles can pose challenges, the substantial benefits it offers make it a worthwhile investment for any modern organization.
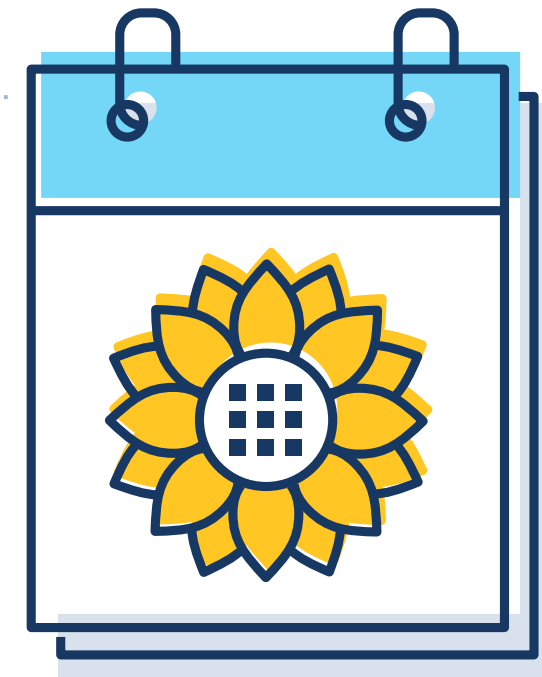
Did you know that...

Engagement and Frequency of Feedback

▪ **Companies that provide regular feedback experience a 14.9% lower employee turnover rate compared to those that do not.**

Atto Time

▪ **Employees who receive daily feedback are three times more engaged than those who only receive annual feedback.**

Atto Time

▪ **92% of employees prefer receiving feedback more frequently than once a year. Those who receive meaningful feedback weekly are four times more engaged.**

Talent Management Blog by ClearCompany

Did you know that...

Performance and Productivity

▪ **Organizations that implement continuous performance appraisal processes are 66% more effective at increasing productivity and 65% more successful at motivating their employees.**

Shortlister

▪ **Companies that implement continuous feedback practices are 24% more effective than their competitors.**

Shortlister

06

offboarding

end of season

Just as the end of a plant's active growth impacts its surroundings, an employee's departure affects the organization. To ensure the environment can recover and adapt, offboarding should never be an ad hoc process. A standardized approach is essential, encompassing both administrative steps, like completing necessary paperwork and conducting an exit interview. The exit interview plays a pivotal role in gathering insights from the departing employee that can help improve company processes and culture. It's also an opportunity to end the collaboration on a note of mutual respect and gratitude. Taking the time to thank the employee for their contributions fosters goodwill, enhances the company's reputation, and lays the groundwork for potential future collaboration.

clearance slip

offboarding checklist

acceptance protocol

OUTPLACEMENT

exit interview

succession
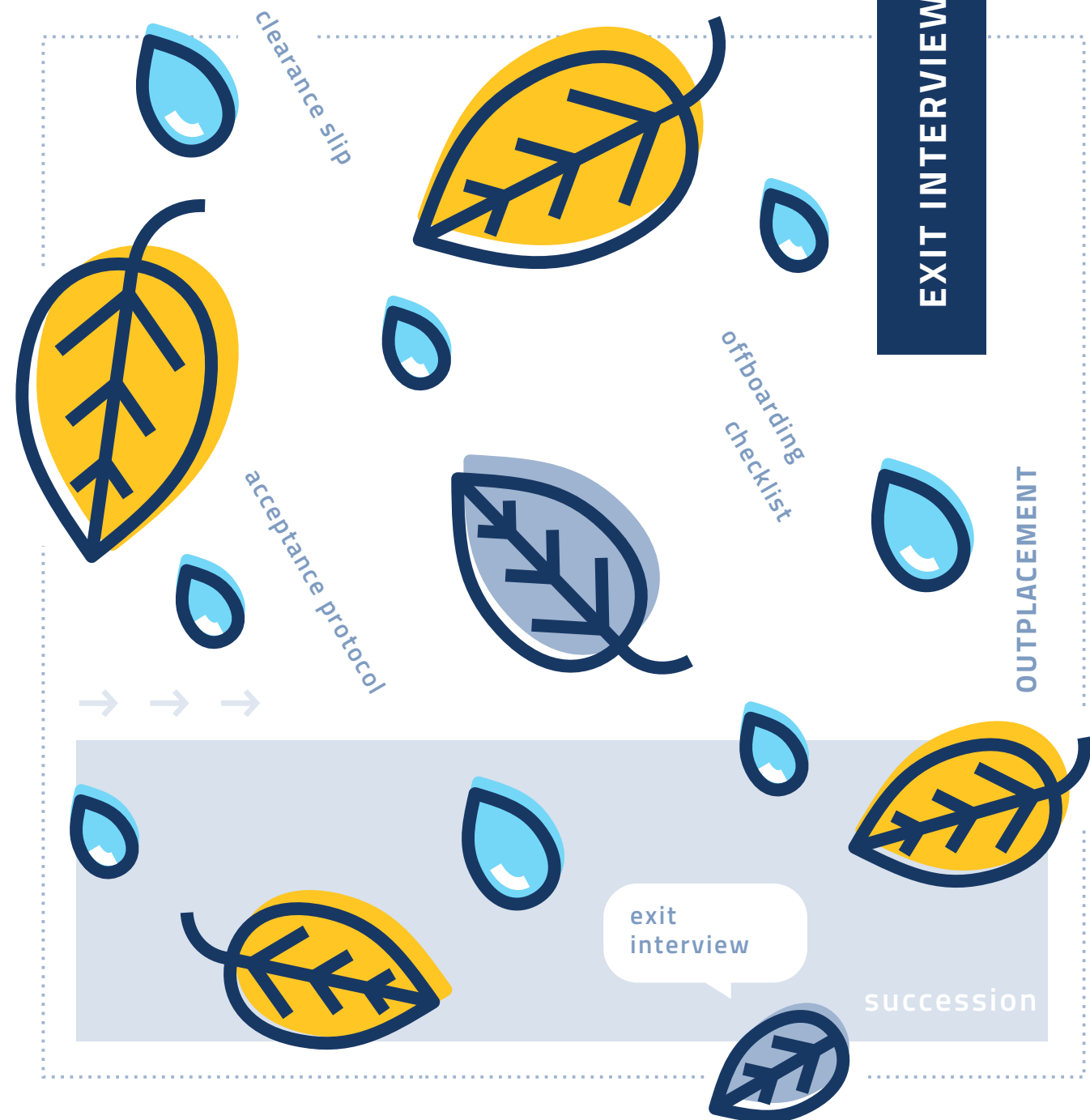
Unlock the potential of former employees

Offboarding is often an underestimated stage in an employee's life-cycle. Yet, when thoughtfully planned and executed, it can yield significant benefits. One of the most valuable outcomes is the creation of a robust **alumni network - a powerful resource for attracting top talent and fostering long-term connections.**

The key lies in shifting perspectives and understanding that employee turnover is not only inevitable but can also be beneficial. When leaders view departures as a natural part of modern talent management, they can focus on uncovering the value that former employees bring to the table.

According to LinkedIn's Workforce Confidence Index, nearly half of the workforce intends to seek new opportunities in 2024. For forward-thinking organizations, this highlights the importance of treating offboarding with the same level of care and planning as other key processes. Rather than focusing solely on retention, it's equally vital to invest in well-structured and thoughtful departures.

The right approach to offboarding will help transform former employees into brand ambassadors and key recruiters of new talent. Taking care of alumni at the offboarding stage contributes to building a solid employer brand that is more credible than traditional marketing campaigns. As a result, taking care of this often overlooked stage can bring long-term benefits and strengthen a company's position in the labor market.

Did you know that...

Employers can save between 33% and 66% of recruitment costs by hiring former employees (boomerang employees) rather than recruiting new candidates. This approach is not only more cost-effective but also carries less financial risk compared to hiring someone new.
EnterpriseAlumni

Alumni Brand Advocates—former employees who actively promote the brand—are five times more valuable to the company than the average customer.
EnterpriseAlumni

An increasing number of companies are recognizing the significant benefits of integrating an alumni program into their business strategy, including better referrals, higher loyalty, and improved recruitment efficiency. The 2023 report highlights the growing sophistication of alumni programs, resulting in even more impactful outcomes.
PeoplePath
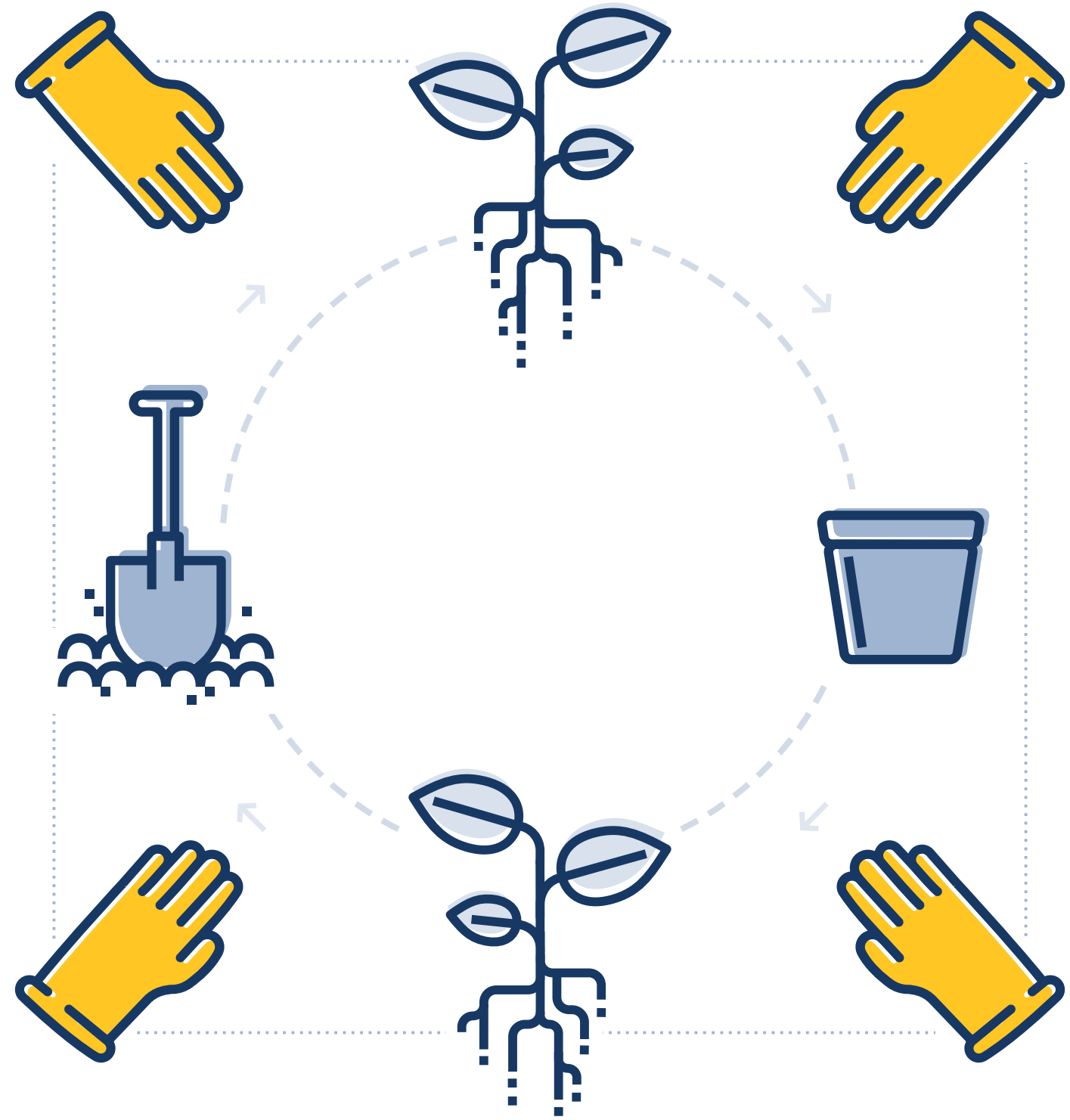
The HRM/HCM System you've been looking for

Productive24

About HRM Productive24

HRM Productive24 is a comprehensive set of applications designed to support and streamline HR processes throughout the entire employee lifecycle. From recruitment and onboarding t§o employee assessments, MBOs and OKRs, competency screening, knowledge and training management, employee records, absenteeism, benefits, and more—HRM Productive24 covers it all. Additionally, it facilitates exit interviews and offboarding, ensuring a smooth transition at every stage of the employee journey.

Why choose HRM Productive24?

Competitive edge through technology

The HRM **Productive24** system is built on the Productive24 platform, which enables business analysts to create advanced IT solutions **without the need for development teams**. This unique flexibility allows t**he HRM system to be fully customized to meet the specific needs of each organization**, adapting to its structure and processes. In just a few weeks, a tailored IT system can be developed from scratch, designed to address the company's exact requirements. Moreover, the system can be easily modified and expanded as needed, ensuring **it evolves alongside the organization's changing needs.**

Implementation and development

The modular design of HRM Productive24 allows you to implement only the HR applications that are most critical at the moment. You can start by automating the processes that are most urgent, and digitize other areas as the need arises. This flexible approach ensures that your HR system evolves at your own pace, without overwhelming your organization with unnecessary changes.

Comprehensiveness - a 360° view of the organization

The unique value of the Productive24 platform lies in its ability to map and integrate **any processes**—both within and outside the HR department—across various organizational functions, unifying them into a single, cohesive system.

What's important is that **Productive24 can integrate and interconnect processes across different departments seamlessly.** For example, the recruitment application can be linked to the budgeting module, enabling automatic tracking of personnel costs in line with the hiring plan. The pre-boarding application can trigger tasks for the administration and IT departments, such as preparing workstations or granting access to IT systems. Additionally, if a company wants to automate its unique bonus calculation process, linking it to individual or team goals, this can be easily modeled and implemented within Productive24.

These are only a few examples. **Productive24 offers unlimited opportunities for digitization and connecting various processes.**

With its flexible business model, the system can evolve and scale in tandem with the company's growth, adapting to changing needs and requirements over time.

How can HRM Productive24 simplify your daily tasks?

- With HRM Productive24, you can automate all HR processes, including those unique to your organization. The platform's flexibility allows you to tailor it to your company's specific needs – not the other way around!

- You can easily modify, expand, and implement new features without the need for developers, ensuring rapid adaptation to your organization's evolving needs.

- You have access to the tool anytime, anywhere, with native mobile apps for Android, iOS, and Windows, giving you the flexibility to work on the go.

- Enhance communication with built-in features like an organizational structure, automatic notifications, instant messaging, and comment sections that can be added anywhere within the system.

- Manage sensitive data with ease – the solution ensures secure data storage, advanced filtering and search capabilities, and robust access permission management for both data and specific process areas.

- You'll eliminate data fragmentation and inconsistencies, ensuring your HR analyses are complete, reliable, and error-free. With the built-in spreadsheet, you can easily collect statistics, generate customized reports, and create tailored statements to suit your needs.

- You'll ensure a seamless flow of information between departments through integrations with a wide range of Productive24 applications, including organizational management, project management, business trip cost settlements, budgeting, contract management, and more.

- You'll automate user and permission management through seamless integration with your HR and payroll systems. Additionally, by combining both soft and hard HR processes, you'll provide your employees with a *self-service* tool.

Selected HRM Productive24 features

Built-in messenger, comment sections, and a notification system — each Productive24 application has tools designed to streamline information flow and enhance teamwork and communication within the company.
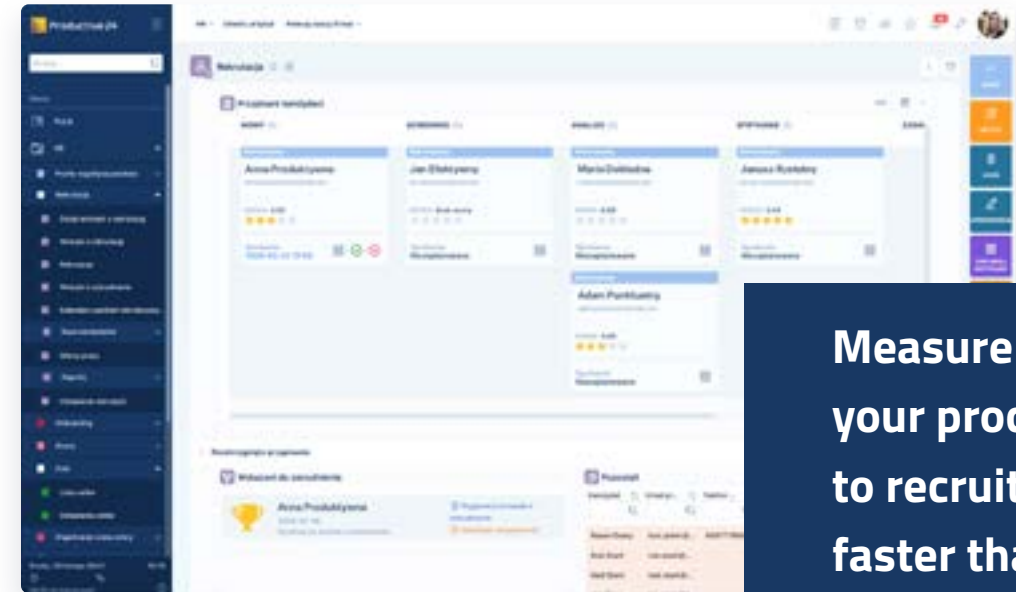
**Measure and modify your processes to recruit candidates faster than ever before!**

Recruitment (ATS)

- Streamline reporting the need for new employees.

- Manage the entire recruitment process through intuitive dashboards.

- Automatically create candidate profiles in the recruitment database.

- Measure and analyze recruitment processes to optimize efficiency.

- Design acceptance paths tailored to your recruitment workflows.

- Fully map your organization's recruitment process by adding custom stages.

- Configure tailored recruitment forms to suit your organization's needs, with seamless integration into your website.

Onboarding

- Thorough preparation for new employee onboarding with effective preboarding processes.
- Monitor onboarding progress efficiently to ensure smooth transitions.
- Plan and track onboarding processes using an integrated calendar.
- Design personalized onboarding paths tailored to specific roles.
- Centralized knowledge base for storing and sharing essential educational materials.
- Engage new hires with surveys, tests, and quizzes to enhance learning and integration.
- Securely collect and analyze data to evaluate the success of onboarding initiatives.
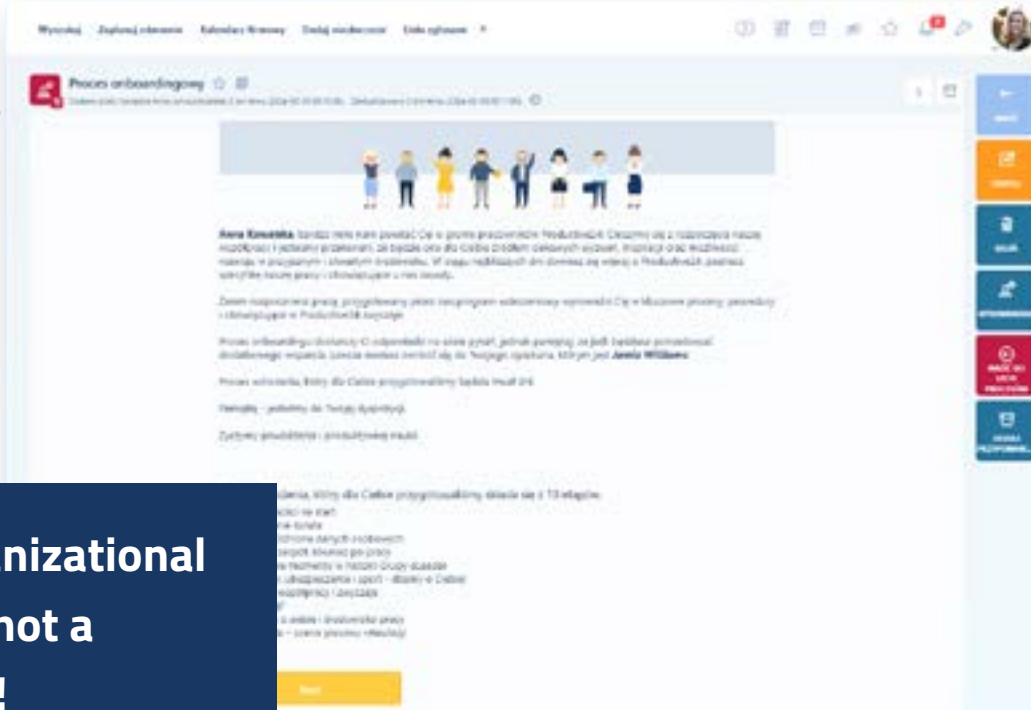
Employee e-documentation

- Job descriptions.
- Comprehensive profiles for all employees and associates (e.g., B2B).
- Transparent access to employee histories, including training, competencies, and achievements.
- Automated notifications to keep stakeholders informed about application statuses.
- Simple time tracking.
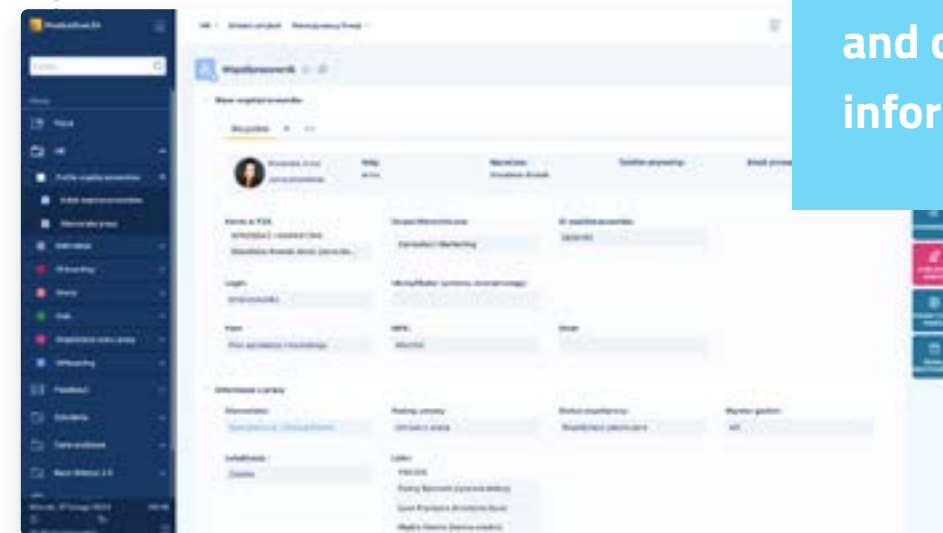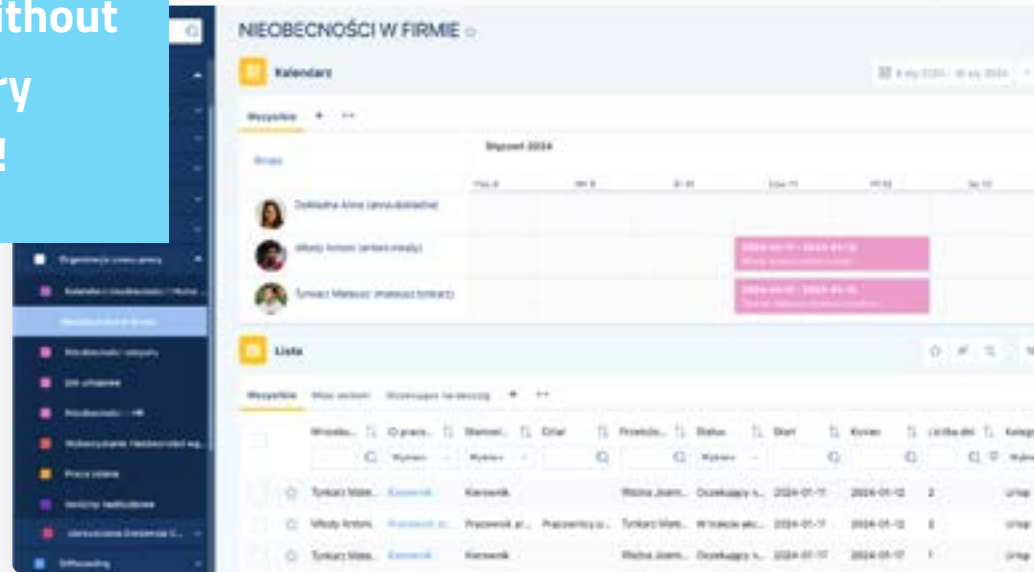
Absences management

- Creating holiday plans
- Automatic calculation of remaining holidays, with real-time updates.
- Seamless mobile access to holiday and leave management, anytime, anywhere.
- Customizable approval workflows for holiday requests, tailored to your organization's needs.
- Variety of holiday types to match different employment arrangements and needs.
- Ensure business continuity with holiday substitution planning.
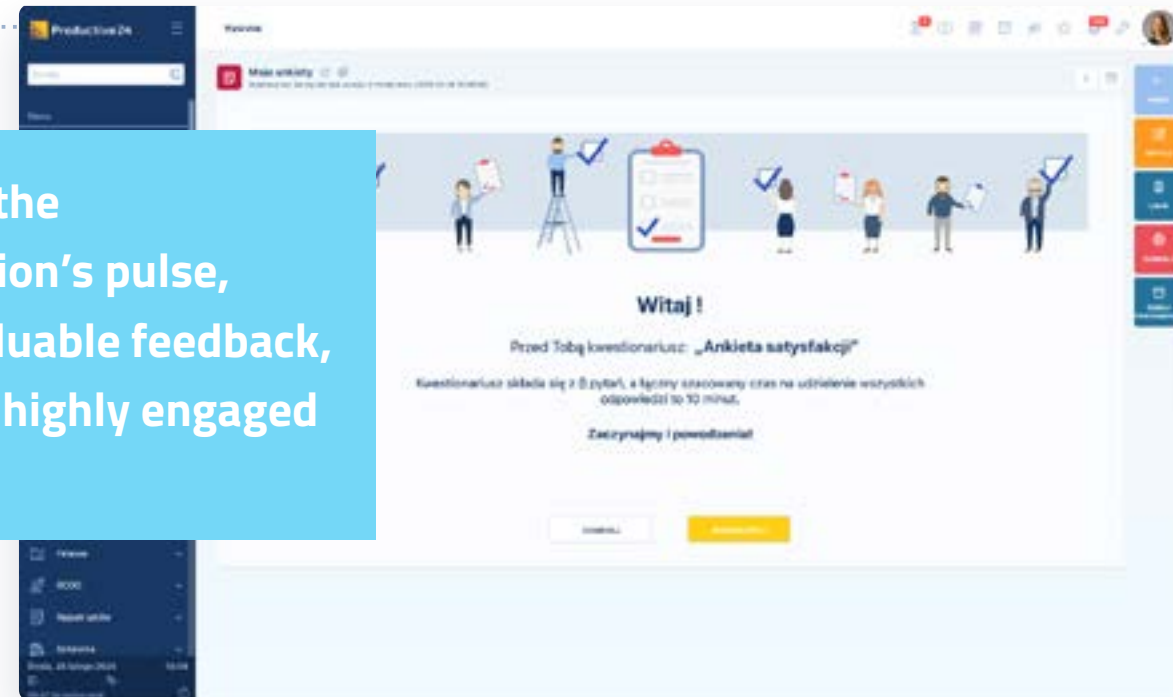- Overview of holidays of either team or the entire organization.
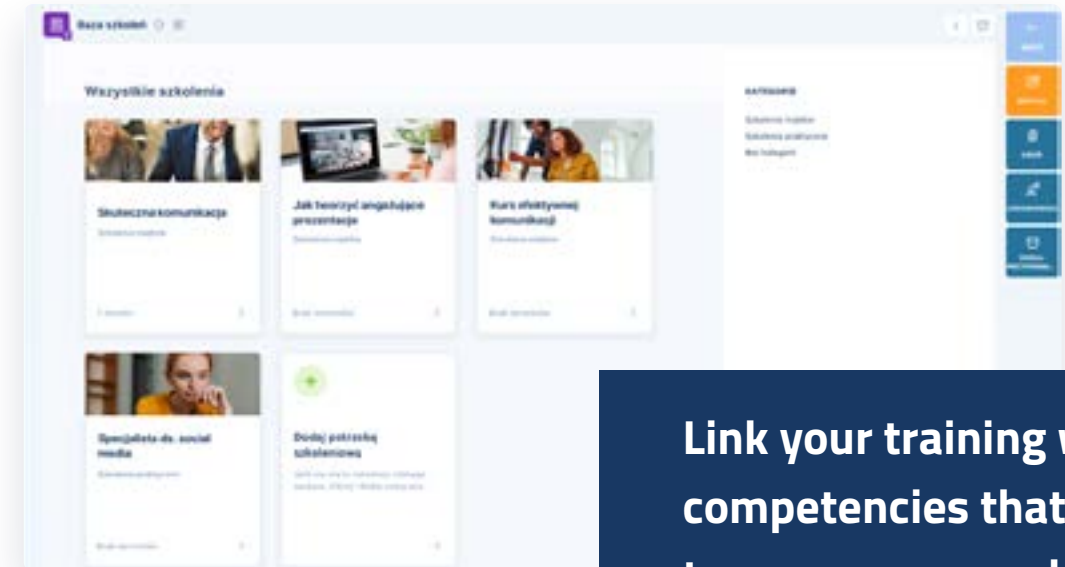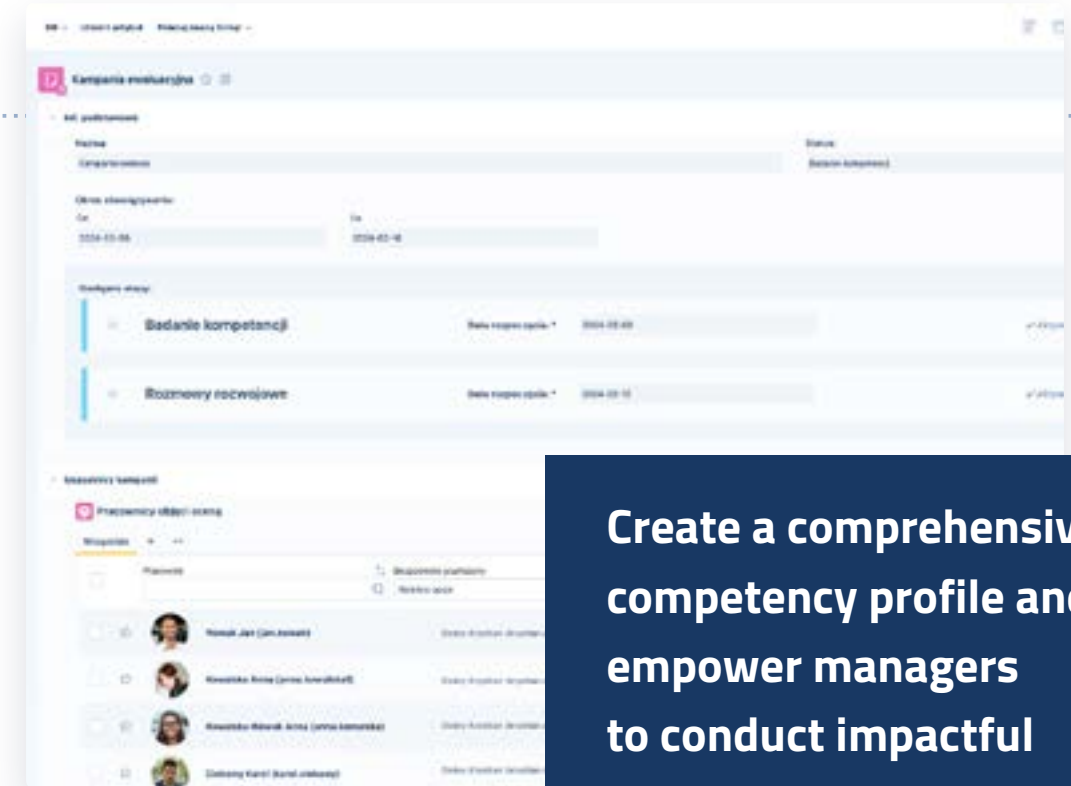
Training and development

- Managing training and documentation.
- Selecting available training or reporting a new training need.
- Training budget planning with automatic validation for training billing.
- Comprehensive database of training materials.
- Automatic generation of certificates upon successful completion of training.

Measure the organization's pulse, collect valuable feedback, and build highly engaged teams!

Create a comprehensive competency profile and empower managers to conduct impactful development interviews!

Pulse Check

- Customizable employee survey templates.
- Seamless integration of surveys into various processes, such as onboarding or offboarding.
- Question tagging and grouping.
- Flexible survey parameters, including duration, question order, and types.
- Comprehensive statistics generation based on survey responses.
- Automated notifications to keep the organization informed about ongoing surveys.

Performance appraisal

- Flexible evaluation systems tailored to the organization's unique processes.
- Customizable survey templates with defined weights, criteria, and user permissions.
- Role-based competency frameworks to build positions aligned with organizational needs.
- Talent pool management with tools to identify and nurture high-potential employees (HIPOs).
- Track employee development progress with robust monitoring and evaluation tools.
- Plan evaluations based on a predefined timeline or schedule.

Combine OKRs with performance appraisal for a transparent and effective tool to drive goal achievement and align individual contributions with organizational objectives!
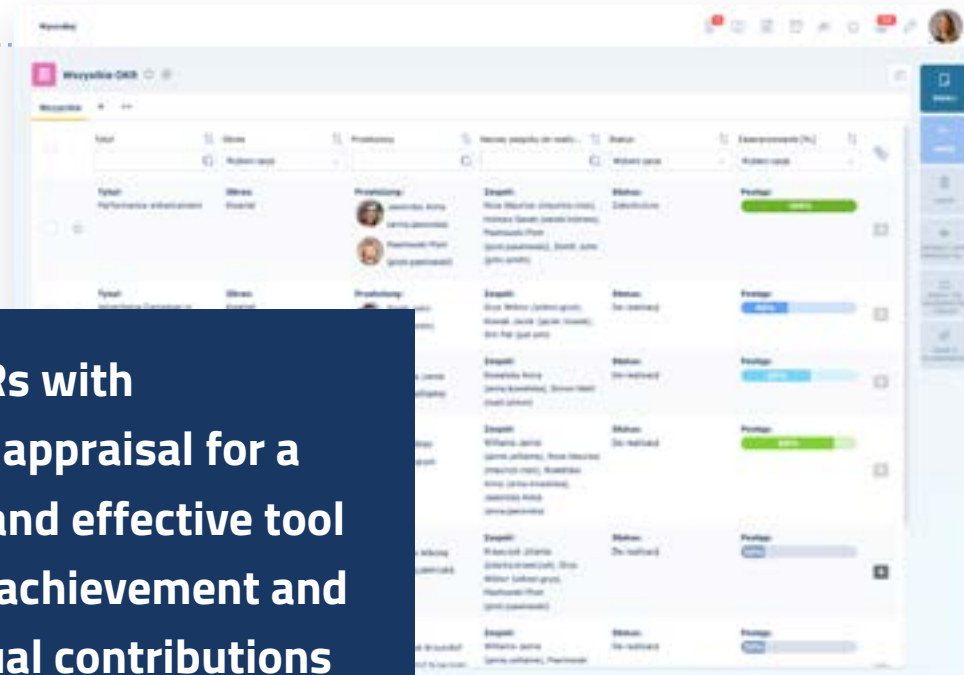
Goal management (OKR/MBO)

- Define goals with clear criteria for achievement.
- Cascade organizational goals to specific structures, teams, and employees.
- Monitor and track OKR progress in real-time.
- Integrate goals with a bonus system to drive motivation.
- Assign goals to given projects.
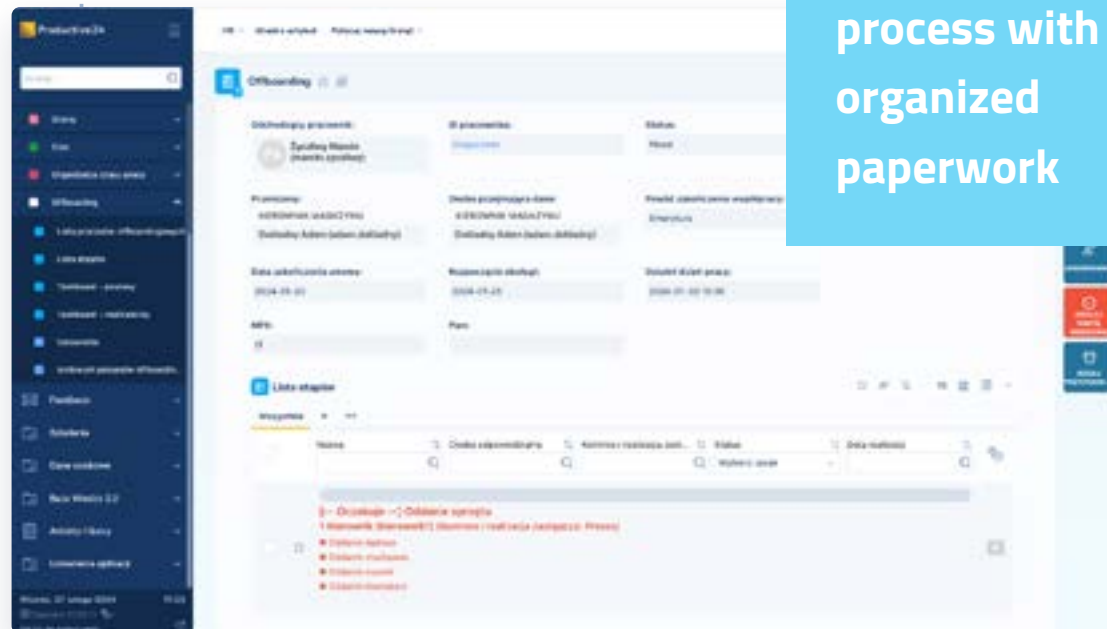- Generate customized reports and statistics.
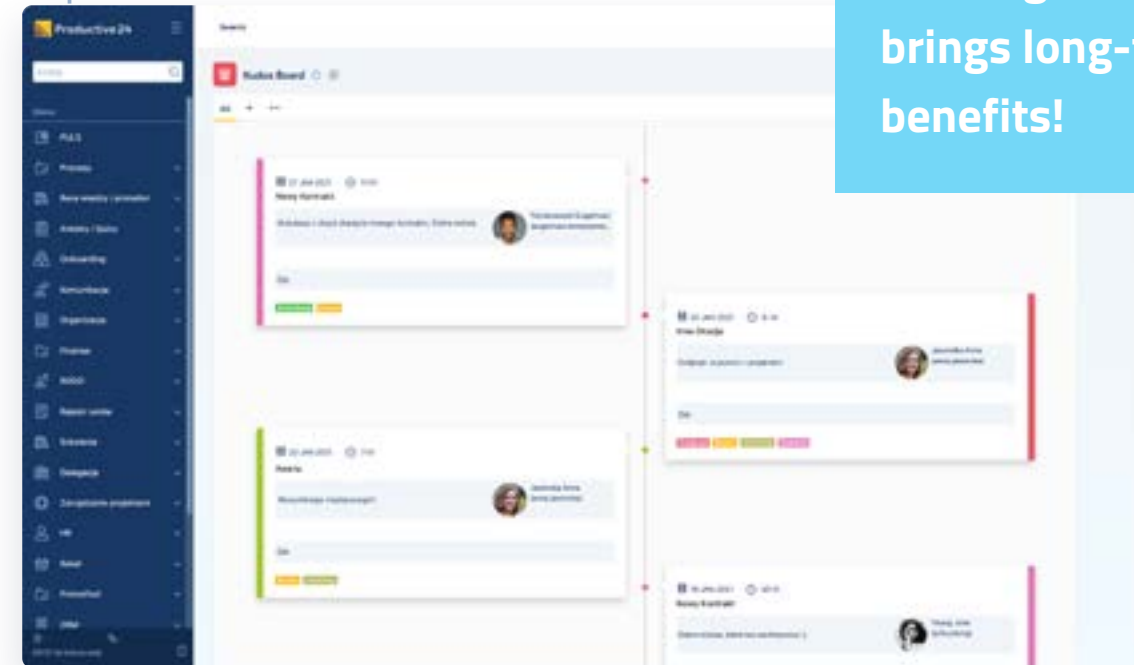
Wellbeing

- Give kudos to recognize and celebrate selected achievements.
- Award points to employees, which can be redeemed for various rewards.
- Efficiently manage the entire process of organizing company events.
- Survey to measure employee satisfaction with the benefits offered by the organization.

Offboarding

- Customize the offboarding process to fit your organization's specific needs.
- Automatically generate a checklist of essential tasks for the employee's departure.
- Create and manage employee clearance form template for efficient offboarding.
- Track the return of company equipment and generate acceptance protocols for all returned items.
- Collect valuable feedback through an exit interview.

An ecosystem of benefits

Achieving strategic goals starts with seamless collaboration. Explore the full suite of Productive24 applications and take your company's digital transformation to the next level!

SPRAWDŹ!
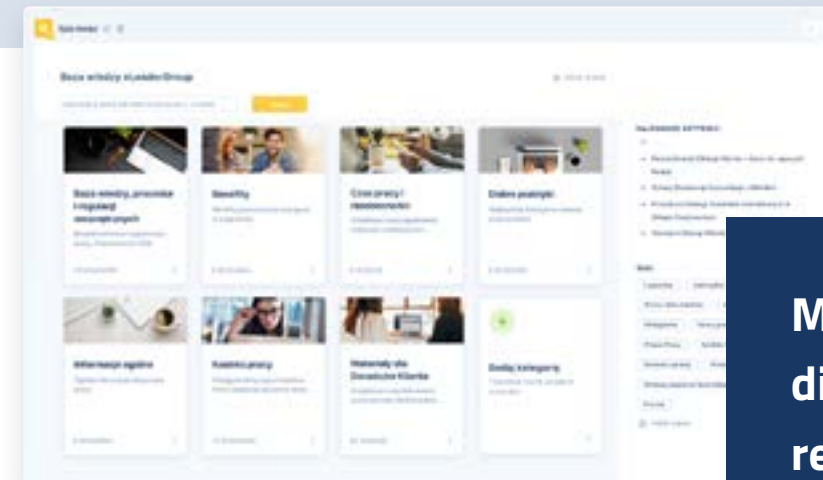
Digital workplace

- Built-in chat for instant communication and seamless information exchange.
- Thematic discussion forums to foster collaboration and idea sharing.
- Announcements, news updates, and platforms for discussions and brainstorming.
- Group calendars.
- Meeting planning and coordination.
- Comprehensive knowledge management (knowledge base).

About the Company

The Productive24 platform was created by eLeader, a Polish techno-logy company with over two decades of experience in developing cut-ting-edge IT solutions for businesses. eLeader has been a pioneer in mobile solutions, trusted by global giants like Tchibo, Danone, Lindt, BIC, LG, Lenovo, Samsung, and Leroy Merlin, among others.

With deployments spanning over 80 countries, eLeader's innovative solutions have earned recognition from leading analytics firms, inclu-ding Gartner.

Discover how Productive24 can transform your daily work.

See the solution in action!

Productive24

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HRM Productive24

Comprehensive HR platform – from recruitment to offboarding