



**HIRER**

# A3: LITERATURE REVIEW

Sector Analysis & Needs Verification



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## 1. Executive Summary

The Executive Summary encapsulates the primary purpose, methodologies employed, and key findings of the Literature Review, Sector Analysis, and Needs Verification activity within the HIRER project. This pivotal initiative seeks to lay a robust scientific foundation for the subsequent development of a cutting-edge remote HRM MOOC for trainers. The endeavor is fueled by the imperative to align with contemporary labor market needs and address challenges posed by the digitization of HRM training. Through a multifaceted approach, the activity navigates the current state of play in HRM, gauges sector-specific practices, and validates its conclusions by engaging the project's target audience in dedicated focus groups.

Drawing from a two-month timeline, the activity unfolds in three core actions. Firstly, a meticulous desk research phase at the national level is conducted to document prevailing HRM practices, building on preliminary investigations undertaken during the pre-application stage. Subsequently, a robust data collection process ensues, comprising interviews and surveys involving at least 60 participants from partner countries. These participants, spanning HR managers, VET trainers, and professionals, are strategically selected based on their digital literacy levels and motivation to enhance hybrid skills. Finally, the activity culminates in the formulation of profiles for digital-conscious HR managers/trainers, thus preparing the groundwork for tailored and impactful training.

In essence, the Executive Summary serves as a succinct guide to the activity's objectives, methodologies, and anticipated outcomes. It reflects a strategic response to the challenges posed by the digitized landscape, with a commitment to delivering relevant, research-backed training solutions that resonate with the actual needs of HR professionals in the dynamic contemporary work environment.

## 2. Introduction

The Introduction section sets the stage for the Literature Review, Sector Analysis, and Needs Verification activity within the HIRER project. It provides a contextual

understanding of the importance of conducting a comprehensive analysis to inform the development of an efficient remote HRM MOOC for trainers.

## 2.1 Context and Rationale

In today's rapidly evolving digital landscape, the field of Human Resource Management (HRM) is undergoing significant transformations. Traditional modes of training and management are being reshaped by the advent of remote work, necessitating a paradigm shift in how HR professionals are prepared and equipped. The HIRER project recognizes this imperative and seeks to bridge the digital competency gap in HR managers and trainers through innovative approaches.

The move towards remote work has not only altered the dynamics of employee engagement but also highlighted the need for HR professionals to possess a new set of digital competencies. As such, the development of a remote HRM MOOC is not merely a response to contemporary trends but a strategic initiative to empower HR professionals for the digital age.

## 2.2 Objectives of the Activity

The Introduction succinctly outlines the overarching objectives of the Literature Review, Sector Analysis, and Needs Verification activity:

**Scientific Definition of Challenges:** The activity aims to scientifically define the challenges faced by HRM in the contemporary landscape. It focuses on critical aspects such as employees' engagement in onboarding and continuous training processes, the performance of employees in remote working environments compared to traditional ones, the digital competencies of HR managers and employees, and the skills required for the effective management of hybrid/remote teams.

**Engagement of Target Participants:** Beyond academic research, the activity endeavors to engage participants from the target group directly. This engagement is not just about gathering data but ensuring that the insights gathered resonate with the real needs and challenges faced by HR managers, trainers, and professionals.

Formulation of Beneficiary Profiles: Understanding the diverse needs of the target group is foundational to the success of subsequent project phases. The activity includes the formulation of profiles for digital-conscious HR managers/trainers, providing a nuanced understanding of the skills and competencies required.

### **2.3 Alignment with Project Scope**

The Introduction establishes a clear connection between the activity's objectives and the broader scope of the HIRER project. It emphasizes that the conclusions drawn from the Literature Review, Sector Analysis, and Needs Verification will serve as the scientific foundation for subsequent project phases, particularly the development of the MOOC and the Minecraft Escape Rooms.

### **2.4 Significance for HR Professionals**

The narrative in the Introduction underscores the practical significance of the activity for HR professionals. It's not a theoretical exercise; rather, it is a pragmatic response to the evolving needs of HR managers and trainers. The insights gained will directly shape training materials and tools, ensuring they are not only pedagogically sound but also relevant and impactful in real-world scenarios.

### **2.5 Collaboration and Diversity**

Acknowledging the multinational nature of the project, the Introduction celebrates the diversity of perspectives that will be gathered. By involving participants from each partner country, the research ensures a broad and representative understanding of HRM practices and challenges across different contexts.

In essence, the Introduction serves as a compelling preamble, conveying the contextual backdrop, the strategic objectives, and the practical significance of the Literature Review, Sector Analysis, and Needs Verification activity within the larger canvas of the HIRER project.

### 3. Methodology

The methodology for this research is designed to be comprehensive and robust, combining desktop research and surveys to glean valuable insights into the digitization of HRM training.

**Desktop Research:** The initial phase involves an in-depth desktop research endeavor at the national level. This includes a meticulous review of existing literature, academic papers, and industry reports. By leveraging this wealth of information, we aim to capture prevailing trends, challenges, and best practices in the digitization of HRM training.

**Surveys and Interviews:** Subsequently, a targeted survey and interview process will be conducted with a diverse cohort of participants comprising at least 60 individuals from partner countries. This select group, encompassing HR managers, VET trainers, and professionals, will be chosen based on specific criteria, ensuring representation from different skill levels and digital literacy backgrounds. The surveys and interviews will delve into nuanced aspects such as engagement in onboarding and training, remote working performance, digital competences, and skills crucial for managing hybrid/remote teams. This dual approach aims to triangulate findings, ensuring a comprehensive understanding of the current landscape and effectively validating outcomes.

## 4. Literature Review

### 4.1 Current State of Digitization in HRM Training

The digitization of Human Resource Management (HRM) training is a dynamic process that varies across different countries based on their technological infrastructure, workforce dynamics, and organizational cultures. Here's a comparative analysis of the current state of digitization in HRM training for Germany, Cyprus, and the Czech Republic:

#### Germany

### 1. Overview:

Germany, as a leading economy in Europe, has embraced digitization in HRM practices. The adoption of digital tools and platforms is widespread, driven by the need for efficient management of human capital and responding to changing workforce dynamics.

### 2. Digital Adoption:

- **Processes:** The majority of HR processes in Germany exhibit a high degree of digitalization, with job postings being the most digitally transformed.
- **Technologies:** Advanced digital solutions, including Artificial Intelligence, Machine Learning, and Natural Language Processing, play a significant role in HRM practices.

### 3. Training Methods:

- **E-Learning Platforms:** Germany extensively uses e-learning platforms and MOOCs for HRM training, providing flexibility and accessibility for employees.
- **Virtual Reality (VR) and Augmented Reality (AR):** Technologies like VR and AR are employed for immersive training experiences.

### 4. Digital Literacy:

- The digital literacy rate is high, with a significant portion of the population having basic digital skills.

## Cyprus

### 1. Overview:

Cyprus is progressing in digitizing HRM training but at a slower pace compared to some other European countries. The adoption of digital tools is increasing, but there is room for further development.

### 2. Digital Adoption:

- Processes: Companies in Cyprus are utilizing various digital tools for HRM training, including e-learning platforms, webinars, and online courses.
- MOOCs: The use of MOOCs in HRM training is limited, possibly due to factors like limited awareness and concerns about quality.

### 3. Training Initiatives:

- Cyprus MOOC Initiative: Launched by the Cyprus University of Technology, this initiative aims to offer high-quality MOOCs for learners in Cyprus and globally.
- Digital Skills Plan: The government's National Action Plan focuses on upskilling workers, emphasizing the importance of digital literacy.

### 4. Digital Literacy:

- The digital literacy rate is improving, but challenges persist, with a significant portion lacking basic digital skills.

## Czech Republic:

### 1. Overview:

The Czech Republic, part of the European Union, is witnessing a gradual shift towards digitization in HRM practices.

### 2. Digital Adoption:

- Processes: Specific data might not be available, but trends suggest a growing adoption of digital HRM practices.
- Variability: The level of digitalization may vary across different HR management processes.

### 3. Training Methods:

- Assumed Adoption: Similar to Germany and Cyprus, e-learning platforms and MOOCs are likely employed for HRM training.

### 4. Digital Literacy:



- Challenges related to digital literacy may exist, and efforts are needed to bridge the skills gap.

### **Common Themes:**

#### 1. Government Initiatives:

- All three countries emphasize the role of government initiatives in promoting digital skills and supporting HRM training.

#### 2. Digital Literacy Challenges:

- Digital literacy challenges persist across Germany, Cyprus, and the Czech Republic, with varying levels of proficiency.

#### 3. MOOC Initiatives:

- Each country has initiatives promoting MOOCs and online learning to enhance access to education and professional development.

#### 4. Organizational Variability:

- Differences in digital adoption are observed between large organizations and SMEs in Germany, while the degree of digitalization may vary in different HR processes.

### **Conclusion:**

While Germany stands out with high levels of digitization, Cyprus and the Czech Republic are on a path of progress, facing challenges related to digital literacy and variable adoption rates. Government support, initiatives promoting digital skills, and the continued development of e-learning platforms and MOOCs are common themes across the three countries, reflecting the broader European trend towards digitization in HRM training. Further research and localized efforts are crucial to tailor strategies according to the unique challenges and opportunities in each country.

## 4.2 Employees' Engagement in Onboarding and Training

### Germany:

In Germany, employee engagement in onboarding and training is considered integral to the overall employee experience, reflecting a broader emphasis on digitalization in HRM practices. Here are key aspects:

**Information Provision:** German organizations prioritize providing clear and comprehensive information during onboarding. This includes imparting a thorough understanding of the company's mission, values, and culture to align new employees with organizational goals.

**Technology Integration:** Leveraging technology is a notable trend in Germany. Digital platforms, online portals, mobile apps, and learning management systems contribute to interactive and personalized onboarding experiences. This fosters a self-directed learning environment, allowing employees to access resources and track progress.

**Social Interaction:** Recognizing the importance of social interaction, German organizations incorporate peer-to-peer learning, mentorship programs, and networking opportunities. This facilitates knowledge exchange, builds relationships, and creates a supportive environment for new employees.

**Managerial Involvement:** Managers play a crucial role in providing guidance and support during onboarding and training. Regular check-ins, coaching sessions, and performance discussions contribute to employees feeling valued and supported, leading to increased engagement and motivation.

**Continuous Learning:** Beyond the initial onboarding period, German organizations focus on continuous learning and development. Ongoing training opportunities, such as workshops, webinars, and professional development programs, contribute to employee growth, satisfaction, and engagement.

**MOOCs in Training:** MOOCs (Massive Open Online Courses) are increasingly utilized for employee training. Companies collaborate with MOOC platforms to offer job-oriented courses, and corporate MOOCs are developed to train employees. This approach enhances scalability and provides cost-effective solutions.

### **Cyprus:**

Cyprus is in the early stages of digitizing HRM practices, and while challenges exist, there is a growing recognition of the importance of digital transformation. Here are key findings from the Digital Cyprus Survey 2023:

**Cloud Technology Adoption:** Businesses in Cyprus recognize the importance of cloud technology in their digital strategies, with 85% identifying it as crucial. This aligns with global trends highlighting the significance of cloud systems in evolving business operations.

**Budget Allocations:** A significant number of businesses (85%) express their intention to allocate resources to digital transformation in the coming year. Budgets for digital transformation range from €11,000 to €100,000, indicating a commitment to invest in technological advancements.

**Continuous Learning and Upskilling:** While businesses acknowledge the need for continuous learning and upskilling, improving staff's digital capabilities remains a significant challenge (76%). This underscores the importance of addressing the skills gap to achieve successful digital integration.

**Cybersecurity Focus:** Businesses in Cyprus prioritize cybersecurity, with 97% recognizing it as integral to their digital strategies. Proactive cybersecurity measures, including security audits and employee training, have increased, reflecting a growing awareness of cyber threats.

**Digital Opportunities and Risks:** The survey indicates that while there are numerous digital opportunities, businesses are cognizant of associated risks. One in four businesses acknowledges experiencing cyberattacks, emphasizing the need for robust cybersecurity measures.

## Czech Republic:

**Digital Adoption:** Similar to Germany and Cyprus, the Czech Republic is witnessing a growing adoption of digital tools in HRM practices. This includes the use of technology for onboarding and training processes.

**Information Provision:** Clear and comprehensive information provision during onboarding is likely emphasized in the Czech Republic to align new employees with organizational values and goals.

**Technology Integration:** The integration of technology, such as digital platforms and learning management systems, is probable to enhance onboarding and training experiences. This facilitates accessibility and personalized learning.

**Social Interaction:** Recognizing the importance of social interaction may lead to the incorporation of peer-to-peer learning, mentorship programs, and networking opportunities in onboarding and training initiatives.

**Managerial Involvement:** Involvement of managers in providing guidance and support during onboarding and training is likely considered essential for employee engagement.

**Continuous Learning:** The importance of continuous learning beyond initial onboarding may be recognized, with organizations providing ongoing training opportunities to foster employee growth and satisfaction.

In conclusion, employee engagement in onboarding and training is a multifaceted process influenced by the cultural and technological landscape of each country. While Germany showcases a mature approach with a strong emphasis on information provision, technology integration, and continuous learning, Cyprus is in the early stages of digital transformation, focusing on cloud technology and addressing cybersecurity challenges. The Czech Republic, following the broader European trend, is expected to show a growing adoption of digital tools with an emphasis on engaging onboarding and training experiences.

### 4.3 Remote Working Performance

#### Germany:

Remote working performance in Germany has undergone a notable transformation, particularly in response to the global shift toward remote work accelerated by the COVID-19 pandemic. Germany, being one of the leading economies in Europe, has experienced a significant increase in remote work adoption. The Hiring Lab study and Coresignal report highlight the substantial rise in job listings involving remote work and the prevalence of remote work in Germany by March 2022.

##### Technology and Infrastructure:

- Germany benefits from advanced infrastructure and reliable internet connectivity, supporting remote work. However, occasional technical issues may impact remote working performance.

##### Work-Life Balance:

- Remote work in Germany has the potential to enhance work-life balance by eliminating commuting time. Organizations focus on maintaining a healthy balance to prevent burnout and ensure sustained productivity.

##### Communication and Collaboration:

- Effective communication and collaboration are prioritized in Germany. Organizations leverage digital tools for virtual meetings and project management, fostering a collaborative remote work environment.

##### Self-discipline and Motivation:

- Remote work in Germany requires a high level of self-discipline. Emphasis is placed on goal-setting, routines, and providing support to remote employees to maintain motivation and productivity.

##### Social Interaction and Engagement:

- To combat feelings of isolation, German organizations implement virtual team-building activities, online social events, and regular

check-ins. Maintaining a sense of community is crucial for remote working performance.

**Managerial Support:**

- Effective leadership and managerial support play a vital role. Managers in Germany provide clear expectations, regular feedback, and support to remote employees, fostering motivation and productivity.

**Cyprus:**

In Cyprus, the landscape of remote working has seen increased attention, especially in response to the COVID-19 pandemic. The Digital Cyprus Survey 2023 and Eurofound survey shed light on the country's efforts toward digital transformation and the challenges associated with remote work.

**Technology and Infrastructure:**

- Cyprus faces challenges associated with digital divides and varying digital skills. Efforts are made to bridge these gaps and enhance digital capabilities for remote work.

**Work-Life Balance:**

- Remote work in Cyprus is influenced by efforts to improve work-life balance. Initiatives are in place to adapt to the evolving challenges of remote work and ensure flexibility.

**Communication and Collaboration:**

- Organizations in Cyprus adopt digital tools for communication and collaboration. The emphasis is on continuous learning and upskilling to overcome challenges associated with the digital transition.

**Self-discipline and Motivation:**

- Remote work demands adaptability and continuous learning in Cyprus. The focus is on upskilling the workforce to meet the demands of remote work effectively.

**Social Interaction and Engagement:**

- Initiatives to enhance digital skills include training programs and collaborations with educational institutions. Efforts are made to create a digitally integrated future in Cyprus.

**Managerial Support:**

- Cypriot businesses recognize the importance of cybersecurity, with measures in place to address cyber threats. Proactive cybersecurity measures reflect a maturing approach to the challenges of remote work.

## **Czech Republic:**

Remote working performance in the Czech Republic has been shaped by global trends and local adaptations, with the COVID-19 pandemic being a key driver. While specific data for the Czech Republic is not provided, insights can be drawn based on broader European trends.

### Technology Integration:

- The Czech Republic's technology infrastructure influences remote working performance. Advanced technology and reliable internet connectivity enhance efficiency, but occasional technical issues may arise.

### Work-Life Balance:

- Similar to other European countries, remote work in the Czech Republic aims to improve work-life balance. Ensuring a healthy balance is crucial for sustained remote working performance.

### Communication and Collaboration:

- Organizations likely adopt digital tools for virtual meetings and collaboration. Clear communication channels and collaborative workspaces are important for maintaining productivity.

### Self-discipline and Motivation:

- Remote work in the Czech Republic emphasizes self-discipline and motivation. Organizations stress the importance of goal-setting, routines, and support for remote employees.

### Social Interaction and Engagement:

- Czech organizations implement virtual team-building activities and regular check-ins to foster a sense of community. Maintaining strong social connections is crucial for remote working performance.

### Managerial Support:

- Effective leadership and managerial support are vital. Managers in the Czech Republic provide clear expectations, regular feedback,

and support to remote employees, ensuring motivation and productivity.

In summary, remote working performance across Germany, Cyprus, and the Czech Republic is shaped by common factors such as technology integration, work-life balance, communication and collaboration, self-discipline and motivation, social interaction and engagement, and managerial support. While each country has its unique challenges and initiatives, the overarching goal is to optimize remote work practices for sustained productivity and employee well-being.

#### **4.4 Digital Competences of HR Managers and Employees**

##### **Germany:**

In Germany, the digital competences of HR managers and employees have become paramount in the era of digital transformation. Embracing innovative approaches and leveraging digital tools are essential for streamlining HR processes and enhancing overall efficiency.

##### Digital Competences of HR Managers:

HR managers in Germany are expected to master a range of digital skills to stay competitive and contribute to the success of their organizations. Some key competences include:

**HR Information Systems (HRIS):** Proficiency in utilizing HRIS platforms for tasks such as employee data management, payroll processing, and performance management.

**Recruitment and Talent Acquisition Tools:** Familiarity with digital recruitment tools, applicant tracking systems, video interviewing platforms, and online job boards.

**Data Analytics:** Skills in data analytics to extract meaningful insights from HR data for informed decision-making.



Digital Employee Engagement: Proficiency in using digital communication and collaboration tools, intranet platforms, social media, and online surveys to enhance employee engagement.

Learning Management Systems (LMS): Familiarity with LMS platforms and Massive Open Online Courses (MOOCs) for developing and delivering online training programs.

Digital Competences of Employees:

Employees, too, play a crucial role in the digital transformation of HR. Their digital competences include:

Digital Literacy: Basic proficiency in using email, web browsers, and common productivity software.

Collaboration Tools: Comfort with digital collaboration tools such as project management software, video conferencing platforms, and instant messaging tools.

Remote Work Technology: Familiarity with technologies like virtual private networks (VPNs), cloud storage platforms, and remote access tools.

Online Learning: Openness to leveraging online learning platforms for skills enhancement through webinars, courses, and self-paced modules.

Cybersecurity Awareness: Basic understanding of cybersecurity best practices to protect sensitive information.

Organizations in Germany invest in digital upskilling programs and training initiatives to ensure both HR managers and employees have the necessary digital competences for success in a digital workplace.

### **Cyprus:**

In Cyprus, the digitization of HRM has introduced new demands for HR managers and employees alike. The focus is on digital literacy, flexibility, and adapting to the challenges posed by digital HRM.

## Digital Competences of HR Managers:

HR managers in Cyprus need to navigate the evolving landscape of digital HRM. Key competences include:

Working with Big Data and AI: Utilizing Big Data technology and artificial intelligence for processing and using information about personnel and HR processes.

Consolidation of Digital HR Content: Creating, analyzing, and critically evaluating digital content in the field of personnel management.

Personal Data Protection and Digital Identification: Addressing issues of protecting personnel indicative data and ensuring digital identification security.

Digital Monitoring of HR Information: Searching, storing, and tracking sources of information about the HR sphere using digital technologies.

Training Personnel in Digital Innovation: Introducing and training employees in using new IT technologies necessary for personnel management.

## Digital Competences of Employees:

Employees in Cyprus are expected to adapt to the demands of digitization. Their digital competences include:

Flexibility/Adaptability: Adapting to the changing digital landscape and remaining flexible in the face of new technologies.

Dedication and Resilience: Demonstrating commitment and resilience in the digital work environment.

Team Working: Collaborating effectively in virtual teams through digital tools.

Digital Literacy: Possessing a basic level of digital literacy for effective use of digital tools and technologies.

Access to Technologies: Ensuring access to and familiarity with various digital technologies.

Organizations in Cyprus recognize the importance of these competences and invest in training programs to enhance the digital skills of HR managers and employees.

### **Czech Republic:**

Digital Competences of HR Managers and Employees:

In the Czech Republic, as in other European countries, digital competences are crucial for HR managers and employees. While the specific context may vary, common competences include:

Technology Integration: Navigating the technology infrastructure, utilizing HRIS platforms, and adapting to occasional technical challenges.

Work-Life Balance: Emphasizing a healthy work-life balance in the digital work environment.

Communication and Collaboration: Utilizing digital tools for effective communication, collaboration, and maintaining productivity.

Self-discipline and Motivation: Emphasizing self-discipline and motivation for remote work and digital tasks.

Social Interaction and Engagement: Implementing virtual team-building activities and maintaining strong social connections.

Managerial Support: Effective leadership providing clear expectations, regular feedback, and support for remote employees.

While the specifics may differ, organizations in the Czech Republic, like their counterparts in Germany and Cyprus, aim to optimize digital competences for sustained productivity and employee well-being in the digital era.

#### 4.5 Skills for Hybrid/Remote Employee Management

Managing hybrid or remote employees requires a specific set of skills to ensure their productivity, engagement, and well-being. Drawing insights from experiences in Germany, Cyprus, and the Czech Republic, here are the key skills for effective hybrid/remote employee management:

##### Communication:

- *Germany*: Proficient in various communication tools and channels, such as video conferencing, email, instant messaging, and project management platforms.
- *Cyprus*: Strong communication skills using video conferencing, email, instant messaging, and project management platforms.
- *Czech Republic*: Effective communication utilizing a variety of tools, including video conferencing and project management platforms.

##### Trust-building:

- *Germany*: Establishing clear expectations, providing regular feedback and support, and demonstrating trust in employees' abilities to work independently.
- *Cyprus*: Building trust through clear expectations, regular feedback, and support for employees working independently.
- *Czech Republic*: Fostering trust by setting clear expectations, offering regular feedback, and showing confidence in employees' independent work.

##### Goal-setting and performance management:

- *Germany*: Setting clear goals and expectations, monitoring progress, and providing regular performance feedback.

- *Cyprus*: Skillful goal-setting, monitoring progress, and providing consistent performance feedback to remote employees.
- *Czech Republic*: Proficient in setting clear goals, monitoring employee progress, and offering regular performance feedback.

Flexibility and adaptability:

- *Germany*: Openness to adjusting schedules, work arrangements, and communication methods to accommodate different needs.
- *Cyprus*: Flexibility in adapting schedules, work arrangements, and communication methods to meet diverse needs.
- *Czech Republic*: Adapting to different schedules, work arrangements, and communication methods to address individual preferences.

Tech-savviness:

- *Germany*: Comfortable using various digital tools, project management software, and collaboration platforms.
- *Cyprus*: Proficient in using digital tools, project management software, and collaboration platforms.
- *Czech Republic*: Comfortable with a range of digital tools, including project management platforms and communication technologies.

Empathy and emotional intelligence:

- *Germany*: Demonstrating empathy, understanding, and emotional intelligence to support remote employees' well-being.
- *Cyprus*: Displaying empathy, understanding, and emotional intelligence to address remote employees' concerns.
- *Czech Republic*: Emphasizing empathy, understanding, and emotional intelligence to support the well-being of remote employees.

Time management and organization:

- *Germany*: Assisting employees in prioritizing tasks, managing time effectively, and maintaining work-life balance.
- *Cyprus*: Guiding employees in prioritizing tasks, effective time management, and achieving work-life balance.
- *Czech Republic*: Supporting employees in task prioritization, effective time management, and maintaining a work-life balance.

Conflict resolution:

- *Germany*: Possessing strong conflict resolution skills to address issues promptly and find mutually beneficial solutions.
- *Cyprus*: Demonstrating strong conflict resolution skills to address issues promptly and find effective solutions.
- *Czech Republic*: Proficient in conflict resolution to address issues promptly and facilitate open dialogue.

Team building and engagement:

- *Germany*: Fostering a sense of belonging and team spirit through virtual team-building activities and regular check-ins.
- *Cyprus*: Creating a sense of belonging through virtual team-building, regular check-ins, and opportunities for collaboration.
- *Czech Republic*: Building a sense of teamwork and engagement through virtual team-building and regular check-ins.

Continuous learning and development:

- *Germany*: Commitment to continuous learning and staying updated on best practices for managing remote employees.
- *Cyprus*: Prioritizing continuous learning to stay informed about new technologies, remote work trends, and effective management strategies.
- *Czech Republic*: Commitment to ongoing learning and development, staying informed about new technologies and remote work best practices.

By honing these skills, managers can effectively support and manage hybrid/remote employees in Germany, Cyprus, and the Czech Republic, leading to increased productivity, job satisfaction, and overall success for both the employees and the organization.

## 5. Sector Analysis

## 5.1 Documentation of Current Practices

### Germany:

In Germany, digital tools have become integral to Human Resource Management (HRM) practices, signaling a widespread adoption of digitalization in various HR processes. Key findings include:

#### Recruitment and Talent Acquisition:

- Embrace of digital tools like online job portals and social media for job postings.
- Prevalence of Applicant Tracking Systems (ATS) for streamlined candidate management.

#### Onboarding and Employee Engagement:

- Increasing use of digital tools to enhance onboarding processes and improve employee engagement.
- Utilization of online platforms for providing new hires with essential information and communication channels.

#### Performance Management:

- Shift from traditional performance appraisal systems to digital tools enabling continuous feedback and real-time performance monitoring.
- Integration of data analytics tools to derive insights from performance data.

#### Learning and Development:

- Popularity of E-learning platforms and Learning Management Systems (LMS) for training initiatives.
- Offering a wide range of online courses, webinars, and resources for flexible and self-paced learning.

#### HR Analytics and Data Management:

- Increasing prevalence of HR Information Systems (HRIS) for centralized employee data storage.
- Use of data analytics tools to extract valuable insights from HR data.

#### Employee Self-Service:

- Wide adoption of employee self-service portals and mobile applications for accessing and updating personal information.

- Empowering employees to submit leave requests, view payslips, and access HR policies independently.

#### Remote Work and Collaboration Tools:

- Significance of digital collaboration tools for remote work.
- Utilization of video conferencing platforms, project management tools, and virtual team collaboration platforms.

#### Compliance and Data Security:

- Prioritization of compliance with data privacy regulations, particularly GDPR.
- Digital tools designed to ensure data security and compliance.

### Cyprus:

Cyprus has actively promoted remote working, supported by recent legislation and innovative digital initiatives:

#### Legislation and Remote Work Guidelines:

- New law defining the rights and responsibilities of remote employees and employers.
- Requirements for remote working and agreements between employees and employers.

#### Digital Initiatives by HRDA:

- Human Resource Development Authority (HRDA) developed an integrated ICT system, including 'Hermes' digital platform.
- 'Hermes' aims for efficiency, reducing bureaucracy, and enhancing services through modern ICT.

#### Survey on Remote Working Practices:

- Good practices derived from a survey conducted under the VIRTUAL TEAMS project.
- Emphasis on digital tools for enhanced productivity, communication, and collaboration.

#### Communication Tools:

- Usage of Zoom, Skype, Microsoft Teams, Slack, Kahoot, Google Meet, virtual forums, and Element.
- Effective use of Google Drive for document access and exchange.



### Maintaining Engagement:

- Regular training, motivation, one-to-one meetings, and skill development platforms.
- Utilization of digital tools like WhatsApp groups, Miro, Google Meet, and others for interaction.

### Promoting Well-being:

- Virtual events, psychological sessions, excursions, and team-building activities.
- Online fitness classes, joint lunch breaks, and programs for a healthy lifestyle.

## Czech Republic:

While the Czech Republic is in the process of enacting legislation for remote work, notable good practices and the incorporation of digital tools are observed:

#### Legislation Status:

- Remote work governed by the Labour Code with a written agreement.
- Proposed changes aim to guarantee protections for remote workers.

#### Best Practices:

- Reimbursement Options for Costs:
- Reimbursement of actual costs, lump sum for increased energy costs, or agreement on no or partial reimbursement.
- Flexibility for employers regarding cost reimbursements.

#### Communication and Organization:

- Rigorous approach to communication and organization for remote teams.
- Effective management and oversight of remote teams are crucial.

#### Trust and Accountability:

- Fundamental components for success in hybrid or remote work environments.
- Encouragement of relationships beyond work-related conversations for stronger bonds.

#### Training and Coaching Managers:

- Additional investment in training for team leads managing remote workers.
- Focus on communication norms, effective meetings, performance appraisals, and transparency.

#### Compliance Regulations and Employee Expectations:

- Close alignment with stakeholders to meet evolving compliance regulations.
- Addressing employee expectations in remote work environments.

#### Preparations for Remote Work:

- Strategic preparation for transitioning to remote work.
- Elements include clear communication channels, expectations, necessary tools, cybersecurity, and work-life balance.

#### Remote Transition Processes for Organizations:

- Adoption of new working models to reduce labor costs.
- Emphasis on different management methods, particularly for thinking and writing outputs.

#### Balancing Micromanagement and Independence:

- Leveraging tools for a seamless remote work environment.
- Balancing micromanagement with staff independence for efficient work.

#### Usage of Digital Tools:

- Communication Tools: Adoption of platforms like Zoom, Microsoft Teams, and Slack for effective remote communication.
- Collaboration Tools: Utilization of project management tools such as Trello and Slack for seamless collaboration.
- Time Management Tools: Integration of Time Doctor and Rescue Time for efficient time tracking.
- Well-being and Engagement Tools: Implementation of CultureIQ and Motivosity for team building and fostering organizational culture.

## 5.2 Gap Analysis

### Germany:

#### Documented Practices:

**Integration of Systems:** Organizations in Germany have implemented various HR digital tools; however, there is often a lack of integration between these systems. Efforts are needed to integrate HRIS, ATS, LMS, and other HR tools to create a seamless digital ecosystem.

**Mobile Accessibility:** While online platforms and self-service portals are used, there is a need for better mobile accessibility to enhance flexibility and convenience for employees.

**Advanced Analytics:** Organizations should invest in more sophisticated analytics tools in Germany to gain deeper insights into workforce trends, employee performance, and predictive analytics for better decision-making.

**Employee Experience:** There is a need for more personalized and interactive experiences. Organizations should explore the use of chatbots, virtual assistants, and personalized content to enhance employee experiences.

**Skills Development:** More personalized and adaptive learning solutions are needed in Germany, including AI-based learning technologies for customized learning paths.

**Data Privacy and Security:** With the increasing use of digital HR tools, data privacy and security become crucial. Organizations should ensure proper data protection measures, compliance with GDPR regulations, and safeguarding employee data.

**Literature Review Findings:**

**Barriers to Adoption:** Barriers to adoption include a shortage of HR professionals with IT skills, high costs of digital tools, legal uncertainty, and concerns about employee perception of constant surveillance.

**Optimistic Attitudes:** Despite barriers, respondents have optimistic attitudes toward digital HRM tools, anticipating expansion in the future.

**Need for Auditing:** There is a need for auditing advanced digital HRM tools for effectiveness, data protection, potential discrimination, and overall decision quality.

**Context-Dependent Attitudes:** Attitudes toward digital HRM may be context-dependent; addressing barriers could lead to a shift in digital tool usage.

**Gaps and Discrepancies:**

**Integration Challenges:** The gap lies in the integration of various HR tools and platforms, leading to inefficiencies and duplicate data entry. Efforts should focus on seamless integration to create a unified digital ecosystem.

**Mobile Accessibility:** While online platforms are used, there is a gap in providing better mobile accessibility. Improving access through mobile apps can address this discrepancy.

**Advanced Analytics Adoption:** Organizations could enhance the adoption of advanced analytics tools to gain deeper insights into workforce trends. Addressing this gap is vital for informed decision-making.

**Personalized Employee Experiences:** There is a gap in providing more personalized and interactive experiences. Exploring chatbots, virtual assistants, and personalized content can bridge this discrepancy.

**Skills Development:** The gap lies in the need for more personalized and adaptive learning solutions. Investing in AI-based learning technologies can address this gap and enhance employee skills.

**Data Privacy and Security Measures:** Ensuring proper data protection measures is crucial. The gap lies in implementing robust security measures, including encryption and GDPR compliance, to safeguard employee data.

## **Cyprus:**

### **Documented Practices:**

**Remote Work Law:** Cyprus has implemented a new law regulating remote work, ensuring rights and responsibilities for both employees and employers.

**ICT System by HRDA:** The Human Resource Development Authority of Cyprus has developed an integrated ICT system, including a digital platform called 'Hermes,' covering operational needs and services provided by HRDA using modern ICT.

**Survey Insights:** The survey in Cyprus identified good practices for remote work, including the use of digital tools for productivity, communication, project management, and well-being.

### **Literature Review Findings:**

**Legislation Clusters:** EU member states, including Cyprus, are clustered based on prevalent labor market regulation systems, with varying approaches to telework agreements.

**Framework Agreement:** The 2020 European Social Partners Framework Agreement on Digitization addresses challenges emerging from telework/ICT-

based work, emphasizing digital skills, human control over machines, and employee surveillance.

Challenges in Cyprus: Challenges in Cyprus include work-life balance, digital well-being, and communication difficulties faced by remote workers and team leaders.

Gaps and Discrepancies:

Legislation Implementation: While Cyprus has implemented a new law on remote work, there may be discrepancies in its application and adherence. Addressing these gaps is essential for effective regulation.

ICT System Integration: While Cyprus has developed an integrated ICT system, there may be gaps in its seamless integration. Efforts should focus on ensuring a unified and user-friendly platform.

Addressing Work-Life Balance: The identified challenges highlight a gap in addressing work-life balance effectively. Implementing targeted strategies and policies can bridge this discrepancy.

## **Czech Republic:**

Documented Practices:

Reimbursement Options: Options for reimbursing costs include actual costs, lump sum for increased energy costs, or agreement on no or partial reimbursement.

Communication and Organization: Rigorous communication and organization are essential for effective remote teams in the Czech Republic.

Trust and Accountability: Trust and accountability are fundamental for success in hybrid or remote work environments.

Managerial Training: Additional investment in training and coaching for team leads managing remote workers, focusing on communication norms, effective meetings, and transparency.

Compliance and Expectations: Close alignment with stakeholders to meet evolving compliance regulations and employee expectations in remote work environments.

#### Literature Review Findings:

Optimization Potential: Less than half of the surveyed companies in Europe, including Germany and the Czech Republic, are satisfied with their digital HR tools, indicating potential for optimization.

Training Needs: There is a need for more comprehensive training programs for managers of remote teams in the Czech Republic, addressing challenges associated with remote work.

Digitalization Progress: Progress in digitization varies across European countries, with Poland, Spain, and the Netherlands faring slightly better than others. Germany lags in automation in payroll and HR administration.

#### Gaps and Discrepancies:

Satisfaction with Digital HR Tools: The identified gap in satisfaction with digital HR tools indicates a need for addressing specific challenges or optimizing existing tools for better performance.

Managerial Training Discrepancy: The gap in managerial training emphasizes the need for consistent and specialized training programs. Addressing this discrepancy is crucial for effective remote team management.

Alignment with Digitalization Progress: The identified discrepancy in digitalization progress indicates the need for aligning strategies and efforts to ensure a more uniform transition across European countries, including the Czech Republic.

#### Cross-Country Considerations:

Legal and Regulatory Framework: Each country has its legal framework, and compliance with labor laws, data protection regulations, and remote work guidelines is crucial.

**Training Needs:** Across all countries, there is a consistent need for training and upskilling, especially for managers handling remote teams.

**Employee Well-being:** Addressing employee well-being, mental health, and work-life balance is a shared concern in the transition to remote work.

**Technological Infrastructure:** Consideration of the technological infrastructure and accessibility of digital tools is essential for successful HR digitization.

**Government Initiatives:** Exploring government initiatives and support programs facilitating remote work and digital HRM practices is valuable for a holistic understanding.

In summary, the comparison highlights the diverse approaches and challenges faced by Germany, Cyprus, and the Czech Republic in the transition to digital HRM and remote work. Each country has unique practices, and addressing common training needs and employee well-being concerns is essential for successful digitization.

### 5.3 Success Stories and Good Practices

#### Germany:

Siemens:

Siemens has successfully digitized HRM practices through its HRIS platform, "Siemens People Excellence." This platform integrates various HR functions, ensuring streamlined processes, improved data accuracy, and convenient access to HR services. Siemens Mobility, a division of Siemens, prioritizes the recruitment of digitally savvy talent and emphasizes digital training and development programs. The company's digital learning tool, My Learning World, offers interactive training on diverse topics, fostering continuous learning and employee retention.

Daimler AG & Mercedes-Benz:



Daimler AG, a leading automotive company, has effectively implemented digital recruitment practices. Leveraging tools like ATS systems, online job portals, and video interviewing platforms, Daimler AG has automated and streamlined its recruitment process. These practices enable the company to attract and hire top talent efficiently.

#### SAP:

SAP, a software company, stands out for its innovative digital HR practices. The introduction of the "SAP Learning Hub" provides employees with access to a broad range of online training courses, certifications, and learning resources. This digital learning platform empowers employees to continuously develop their skills and stay updated with industry trends.

#### Volkswagen Group:

Volkswagen Group, a prominent automotive manufacturer, focuses on enhancing employee engagement and communication through digital HR practices. For instance, Volkswagen Poznań collaborates with All for One Poland and utilizes platforms like BeeOffice and All for One ECM to digitize HR processes effectively.

#### **Cyprus:**

##### Papaellinas Group of Companies:

In Cyprus, Papaellinas Group of Companies in the pharmaceutical and cosmetics sector is making strides toward digitizing HRM. The company emphasizes the importance of the digital transformation of the HR department, streamlining operations, improving efficiency, and creating an attractive workplace. The digitization efforts include automating time-consuming HR tasks, centralized employee data tracking, and improved performance management.

##### Leading HR Companies in Cyprus:

Several leading companies in the field of Human Resource Management in Cyprus include The Cyprus Institute of Marketing, TSYS Ltd, You Dream (Business Consulting), University of Nicosia, Talent Hacks, and the European Institute of

Management & Finance. These entities contribute to the digitization of HRM and remote work implementation in Cyprus.

Deloitte Cyprus:

International companies like Deloitte, with a branch in Cyprus, have implemented strategies for digital HRM and remote work post-pandemic. Deloitte emphasizes safe and flexible working, incorporating digital tools and resources to support the evolving landscape of work.

### **Czech Republic:**

Company X (Software Development, Prague):

Company X, a software development company in Prague, Czech Republic, implemented a successful remote work policy. Key success factors included effective communication, collaboration tools, performance management tailored to remote workers, and policies supporting work-life balance.

Ysoft (Marketing Agency, Brno):

Ysoft, a marketing agency in Brno, Czech Republic, also achieved success with a remote work policy. The emphasis on effective communication, collaboration tools, performance management, and work-life balance contributed to increased job satisfaction and productivity among remote employees.

Cross-Country Insights:

Common Themes:

- Effective communication, collaboration, and tailored performance management are crucial across Germany, Cyprus, and the Czech Republic.
- Recognition of the importance of work-life balance enhances overall job satisfaction.

Diversity in Implementation:

- Companies in each country showcase unique approaches to digitizing HRM and implementing remote work.
- Tailoring policies to the specific needs of remote workers ensures positive and productive work environments.

These examples highlight successful digitization and remote work implementation practices in Germany, Cyprus, and the Czech Republic, emphasizing the importance of adaptability and holistic strategies

## 6. Needs Verification

### 6.1 Participant Selection

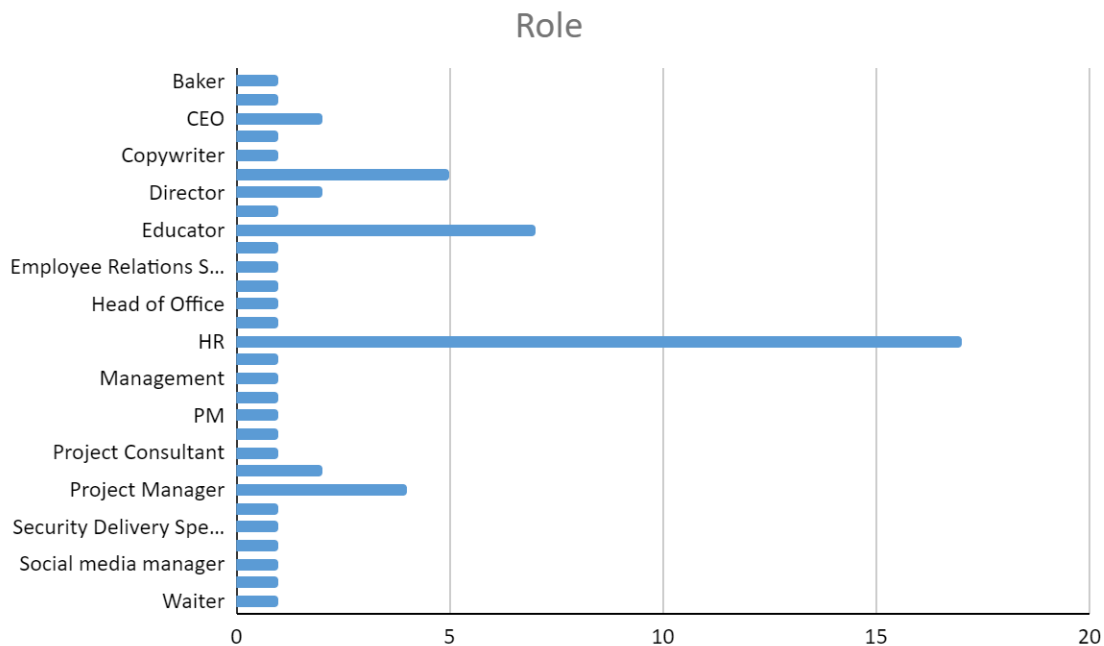
The 61 participants were selected based on their current working status and the country they are working in. We employed a stratified sampling approach to ensure representation across relevant variables. The selection process aimed to capture diverse perspectives and experiences related to the current state of digitization in HRM training, remote working, and MOOCs in the Czech Republic, Germany and Cyprus.

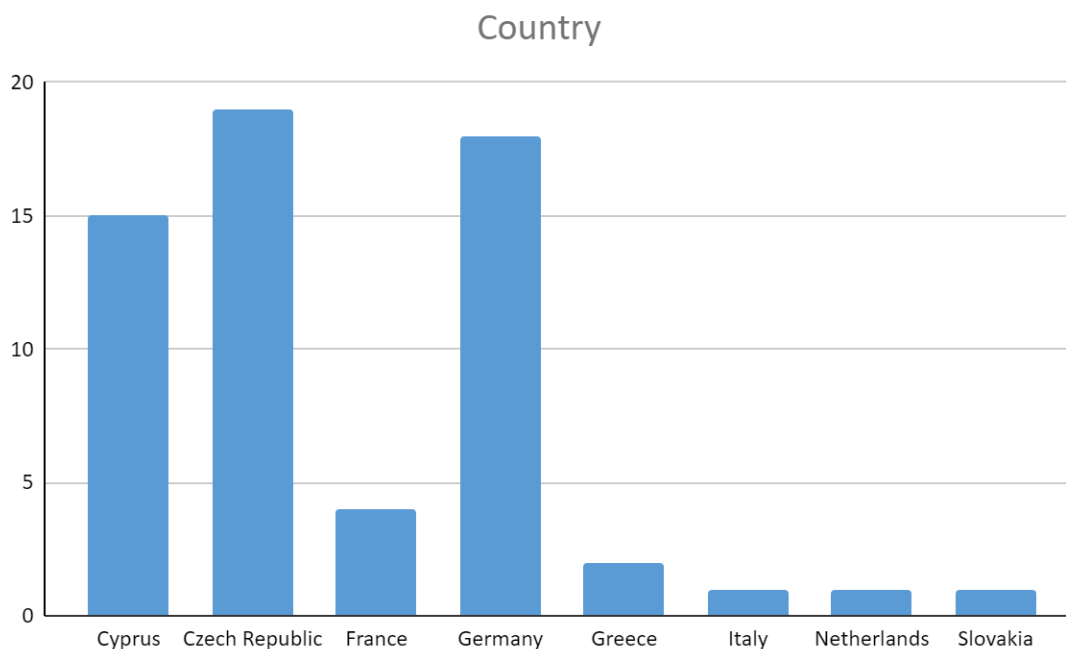
### 6.2 Data Collection

Data collection methods encompassed online surveys conducted through Microsoft Forms. Participants were provided with a structured questionnaire designed to gather insights into the concept of different working models. The data collection process took place over the course of 2 months.

### 6.3 Feedback and Needs Identification

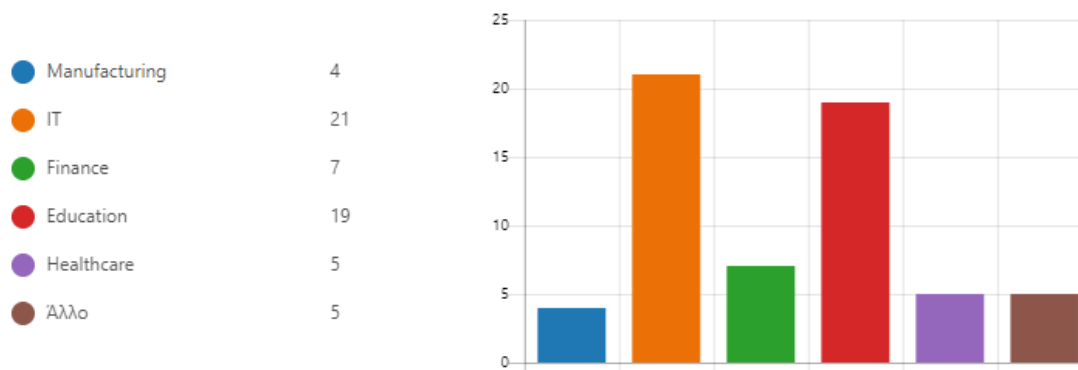
We gathered 61 responses from participants, who's demographic characteristics are presented in the following graphs.



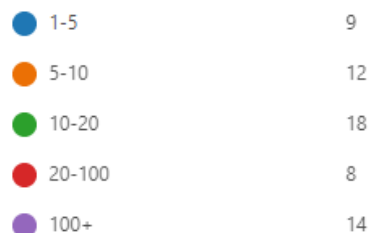


- The following graphs present the demographic characteristics of the organizations:

Please indicate the industry of your organization:

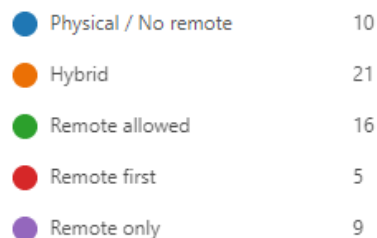


Please indicate the staff number of your organization:

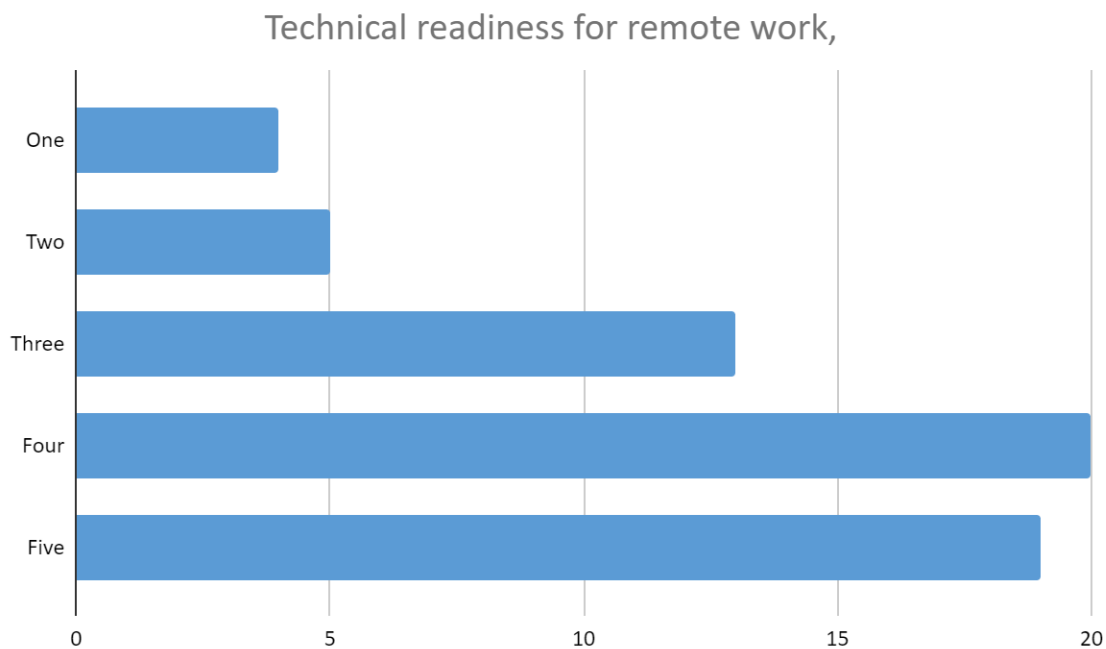


- The survey responses indicate a diverse landscape of team structures among the surveyed companies. Hybrid arrangements emerged as the most prevalent, reflecting a trend toward flexibility in work arrangements where employees can split their time between remote and physical locations. Notably, a significant number of companies express a commitment to remote work, with "Remote First" and "Remote Only" structures reflecting a dedication to distributed work environments. The inclusion of "Remote Allowed" suggests a recognition of the importance of providing employees with the choice to work remotely. Conversely, "Physical / No Remote" structures highlight a group of companies adhering to traditional in-person work models. This diversity underscores the evolving nature of work preferences and emphasizes the need for organizations to adapt policies and technologies to support varied team structures effectively.

What is the current type of team structure of your company?



- The overall sentiment towards the organization's technical readiness for remote work is positive, with an average rating of around 3.74 on a scale of 1 to 5.



- The average score appears to be around 3.74, suggesting a moderate level of satisfaction with the cultural aspects related to remote work.



- The responses to the question regarding cultural challenges or opportunities related to remote work within organizations offer a varied perspective. Several common themes emerge, providing insights into both challenges and potential opportunities:

### Challenges:

**Micromanagement:** Some respondents express concerns about micromanagement, suggesting that the shift to remote work may result in increased oversight, potentially affecting employee autonomy and morale.

**Engagement and Isolation:** Challenges related to employee engagement and feelings of isolation are identified. Remote work can pose difficulties in maintaining a sense of community and fostering connections among team members.

**Mistrust:** There are mentions of mistrust towards remote workers, highlighting a potential cultural barrier that needs to be addressed.



**Cultural Cohesion:** Establishing and maintaining a strong company culture can be challenging with remote work, with difficulties in building relationships and a sense of belonging among remote workers.

**Communication and Connectivity:** Challenges in team communication, productivity, and working across different locations or time zones are highlighted. Technical problems and loneliness are also mentioned as potential issues.

**Social Impact:** Concerns about individuals becoming unsocial and the potential negative impact of sedentary behavior are noted.

### **Opportunities:**

**Flexibility:** Many respondents see flexibility as a significant opportunity. This includes the flexibility of remote work, time-saving benefits, and the ability to work without office distractions.

**Efficiency:** Opportunities for increased efficiency and transparent communication are recognized. Remote work can eliminate office distractions and save both time and money.

**Work-Life Balance:** Some organizations aim to ensure work-life balance as an opportunity, indicating a positive approach to employee well-being.

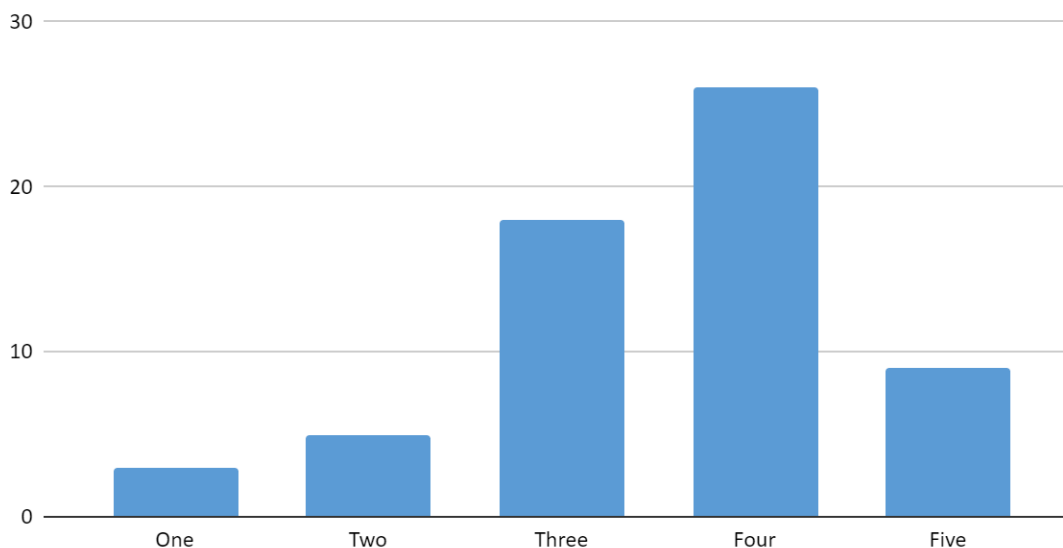
**Digital Literacy:** Fostering digital literacy skills among employees, including both educators and students, is seen as an opportunity in the context of remote work.

**Cost Savings:** Opportunities for saving money and time are identified, contributing to a more cost-effective work environment.

Overall, these responses highlight a mix of challenges and opportunities, emphasizing the importance of addressing cultural concerns, promoting flexibility, and leveraging the benefits that remote work can bring to both individuals and organizations.

- The average rating appears to be around 3.54, suggesting a moderate to high level of perceived competence in this area.

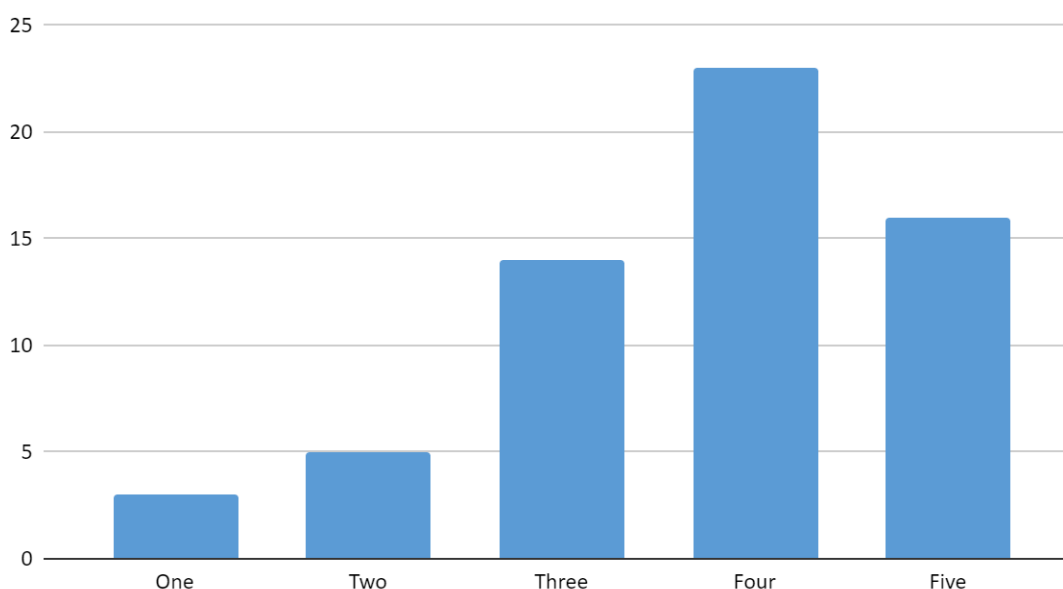
How would you rate your e-leadership competences for efficient digital HRM?



- The analysis of responses to the question about crucial e-leadership competencies for effective remote HR management reveals a diverse set of perspectives. Several common themes emerge, emphasizing the importance of communication, trust, and adaptability. Participants highlight the need for a leader's full understanding of individual position needs, tech literacy, and consistency. Effective communication skills, both written and verbal, are consistently cited, along with the ability to engage employees and maintain a good flow of communication. Trust is identified as a fundamental competence, emphasizing the need for leaders to build and maintain trust in a remote setting. Adaptability and flexibility are recurrent themes, acknowledging the ever-changing nature of remote work environments. Additionally, digital literacy and proficiency in using various collaboration tools and HR management software are seen as essential for streamlining processes and ensuring data security. Emotional intelligence, empathy, and interpersonal skills are also emphasized as crucial for addressing remote employees' well-being and concerns. Overall, the responses underscore the multifaceted nature of e-leadership competences needed for effective remote HR management, encompassing communication, technology proficiency, adaptability, trust-building, and emotional intelligence.

- The average rating seems to be around 3.72, suggesting a generally high level of confidence among respondents in their organization's readiness for remote work.

How well-prepared do you feel your organization is for remote work?

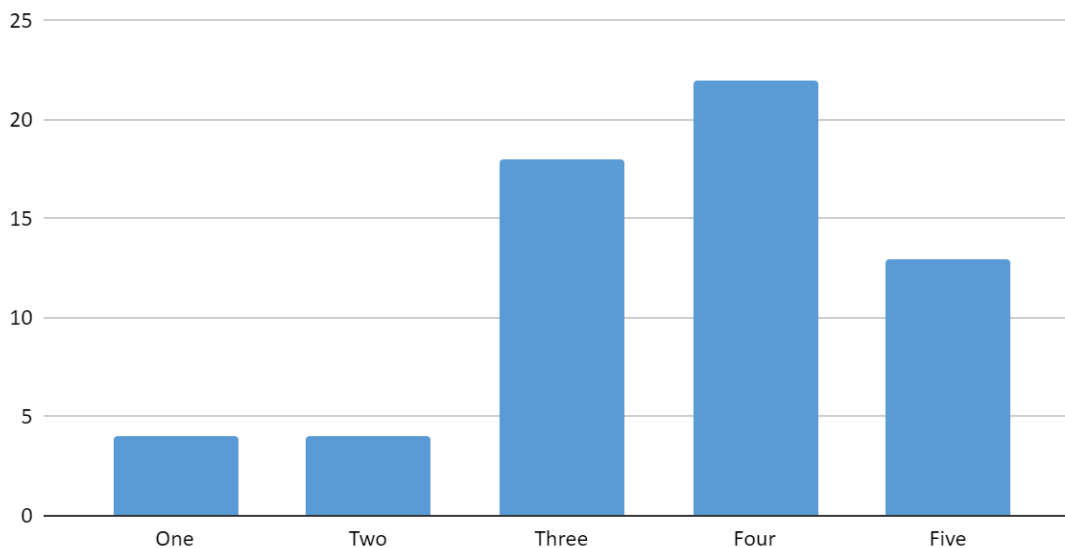


- The analysis of responses to the question regarding essential organizational skills or practices for success in hybrid/remote work environments reveals a multifaceted set of considerations. Participants emphasize the significance of time management, micro-management, delegation, communication, and crisis management as vital skills for navigating the challenges of remote or hybrid work structures. There is a consistent call for accountability and consistency, underlining the importance of these traits in maintaining workflow and achieving organizational goals. Technical proficiency, digital skills, and remote management tools are repeatedly cited, underscoring the necessity of leveraging appropriate technologies for effective remote collaboration. Trust-building emerges as a common theme, suggesting that fostering a sense of trust among team members and leadership is crucial for successful hybrid/remote work environments. Clear communication policies, flexible work policies, and regular virtual check-ins are recommended to maintain

connectivity and alignment among team members. The significance of setting clear goals, providing regular feedback, and establishing transparent communication channels is highlighted as essential practices for success in a hybrid/remote work context. Overall, the responses emphasize a blend of technical proficiency, communication strategies, trust-building, and organizational skills as key components for thriving in hybrid/remote work environments.

- The average rating appears to be around 3.59, suggesting a moderately positive assessment of the effectiveness of remote onboarding and training processes among respondents.

Effectiveness of your organization's remote onboarding and training processes



- The analysis of responses to the question regarding challenges encountered in remote onboarding and training reveals a range of concerns and obstacles that organizations face in transitioning to virtual training environments:

### Challenges:

**Limited Face-to-Face Contact:** The absence of face-to-face contact is identified as a common challenge. This includes the inability to see people's expressions and body language, hindering the personal connection that physical interactions provide.

**Lack of Remote Onboarding:** Some respondents state that they do not have remote onboarding processes in place, suggesting a potential gap in adapting to virtual training methods.

**Personalization vs. Standardization:** Balancing personalized training for each employee with the need for a standardized onboarding and training process is a noted challenge. This highlights the difficulty of formulating a common approach when individual needs vary.

**Technical Issues:** Technical challenges, including old equipment, equipment problems, and initial technology challenges, are mentioned. This encompasses issues related to remote workers finding information and assistance without physical presence.

**Communication and Support:** Lack of proper support, mistrust towards remote workers, and difficulties in communication are identified challenges. These factors can impact the effectiveness of training and onboarding.

**Motivation and Engagement:** Maintaining motivation, overcoming the initial learning curve, and ensuring consistent engagement during virtual training sessions are highlighted challenges.

**Social Inclusion:** The challenge of social inclusion during onboarding is emphasized, indicating the importance of fostering a sense of community despite the remote setting.

**Client Comfort with Digital:** Some clients and partners are noted to be uncomfortable with digital interactions, posing challenges in remote training.

### **Opportunities:**

**Small Team Advantage:** Several respondents note that having a small team makes remote onboarding and training easier, emphasizing the advantages of a close-knit environment.

**Efficiency:** Overcoming initial challenges and developing efficient training techniques are recognized as opportunities for improvement.

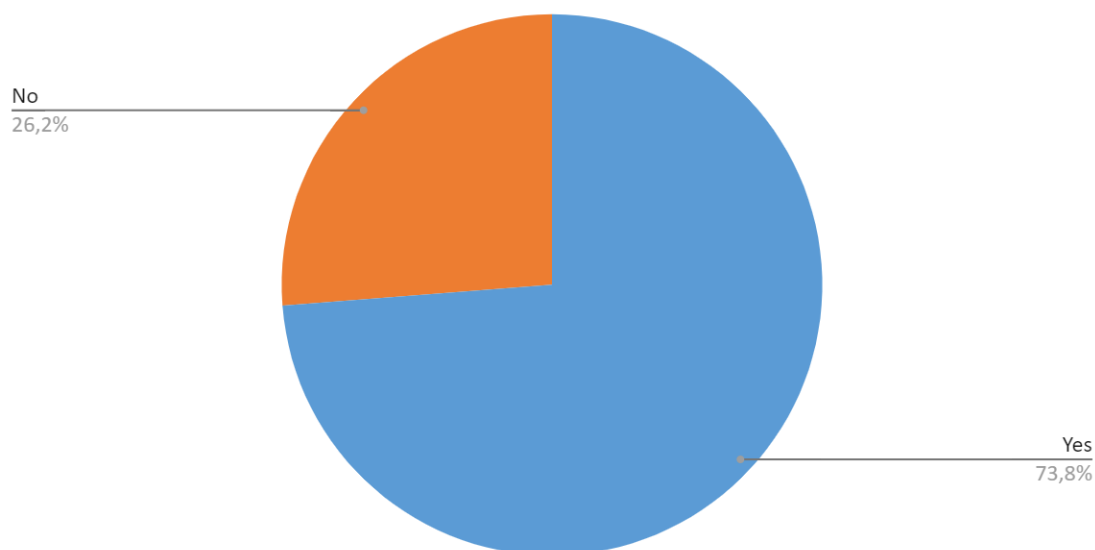
**Digital Literacy:** Addressing challenges related to tiredness linked to computer work and leveraging new applications can contribute to improving digital literacy and remote training experiences.

**Community Spirit:** Despite challenges, there is an opportunity to enhance the community spirit in a remote work setting.

Overall, the responses highlight the need for addressing technical issues, fostering engagement, and adapting to the unique demands of remote onboarding and training. The insights provided can inform strategies to enhance the effectiveness and inclusivity of virtual training processes.

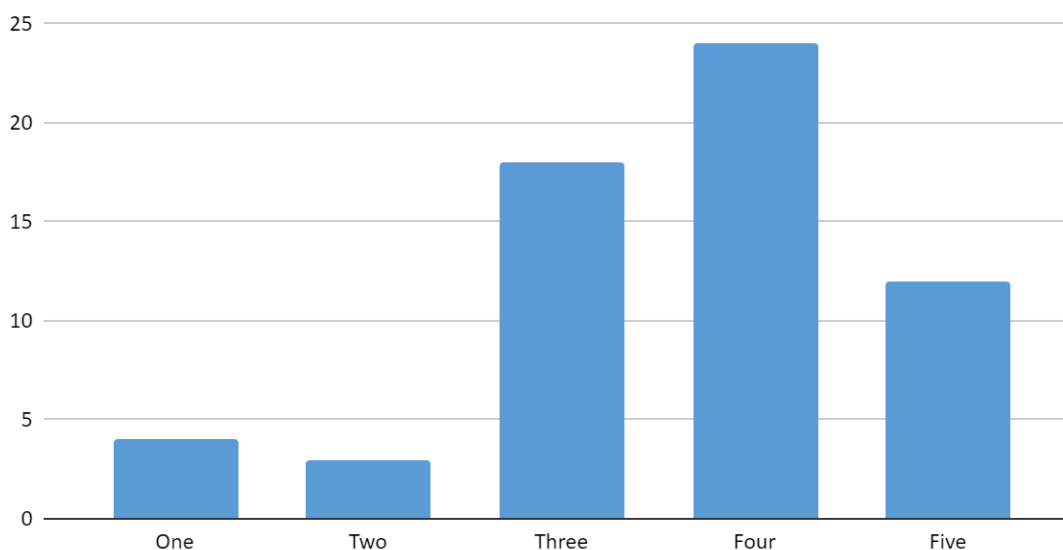
- Approximately 73.8% of respondents believe that e-teamwork contributes to employees' well-being in remote work environments, while 26.2% do not hold this belief. The majority of respondents express a strong belief that e-teamwork significantly contributes to employees' well-being in remote work settings, emphasizing benefits such as enhanced flexibility, time efficiency, collaborative problem-solving, and supportive team dynamics. The widespread positive feedback on work-life balance, motivation, and assistance in overcoming challenges reflects a substantial consensus in favor of e-teamwork.

Do you believe e-teamwork contributes to employees' well-being in remote work environments?



- The average confidence level appears to be around 3.61, indicating a moderate to high level of confidence among the respondents in their ability to address challenges associated with remote HR management.

How confident are you in your problem-solving skills related to remote HR management ?



- The analysis of responses to the question about the most challenging types of remote HR management problems or challenges provides insights into several key areas of concern for organizations navigating the complexities of remote work:

### Common Challenges:

**Control and Monitoring:** The challenge of maintaining control over employees and monitoring their performance is frequently mentioned. This highlights concerns about ensuring productivity and accountability in a remote setting.

**Digital Skills Disparity:** The variation in digital skills among employees and managers is identified as a significant challenge. Addressing this gap and ensuring a consistent level of digital proficiency pose difficulties in remote HR management.

**Communication and Collaboration:** Effectively building and maintaining communication and collaboration among remote teams is consistently cited as a challenge. The absence of in-person interactions and non-verbal cues contributes to difficulties in fostering team dynamics and engagement.



**Employee Well-being and Engagement:** Identifying and addressing employee well-being and engagement issues are highlighted challenges. The lack of face-to-face interactions makes it challenging to detect subtle signs of distress or dissatisfaction.

**Maintaining Company Culture:** Sustaining a strong company culture in a remote work setting is perceived as a considerable challenge. Building connections and preserving the values and ethos of the organization in a virtual environment is identified as complex.

**Performance Evaluation:** Conducting detailed performance reviews and providing feedback remotely is considered challenging. The absence of direct observation of day-to-day activities adds complexity to fair and effective performance evaluations.

**Recruitment and Onboarding:** Recruiting, onboarding, and dealing with GDPR (General Data Protection Regulation) compliance are recognized as challenging aspects of remote HR management.

**Technical Issues:** Technical challenges, such as technical issues that can't be instantly solved or equipment malfunctions, are mentioned as persistent obstacles.

### **Opportunities and Strategies:**

**Equity and Socialization:** Some respondents see opportunities in supporting equity, encouraging socialization, and investing in technology to address remote HR management challenges.

**Flexible Approaches:** Respondents acknowledge the need for a nuanced balance between flexibility and consistency in HR management to support remote employees effectively.

**Clear Communication Strategies:** Proactive measures, including the use of advanced communication technologies and clear communication strategies, are suggested to navigate challenges related to communication barriers and time zone differences.

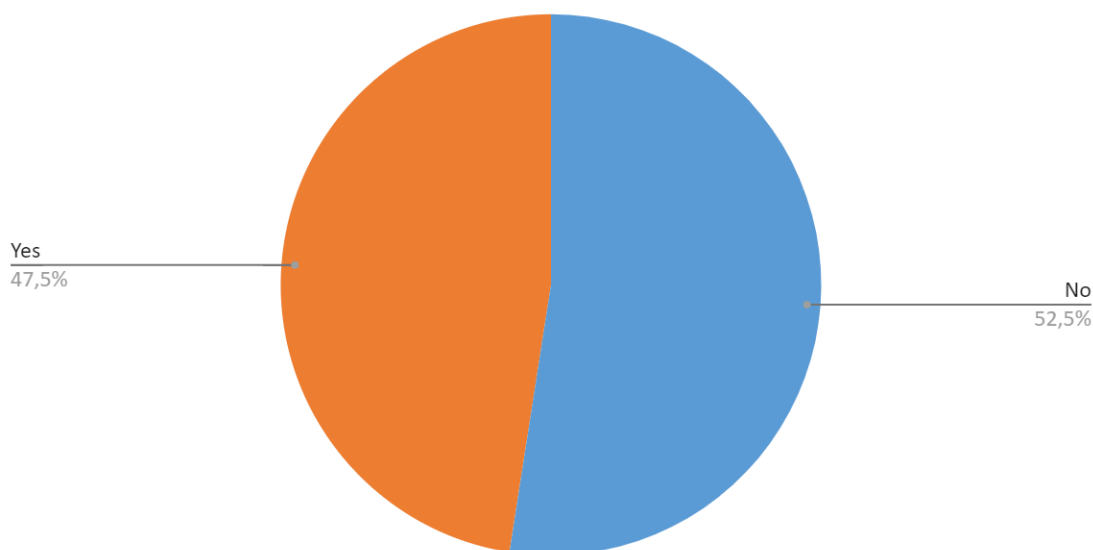
Addressing Digital Literacy: Addressing challenges related to digital skills variation through training and development initiatives is identified as a potential solution.

Employee Engagement Focus: Focusing on employee engagement, effective communication, and collaboration emerges as a strategy to mitigate remote HR management challenges.

Overall, the responses highlight the multifaceted nature of challenges in remote HR management, emphasizing the need for tailored approaches, digital literacy initiatives, and a concerted effort to maintain effective communication, engagement, and organizational culture in a virtual setting.

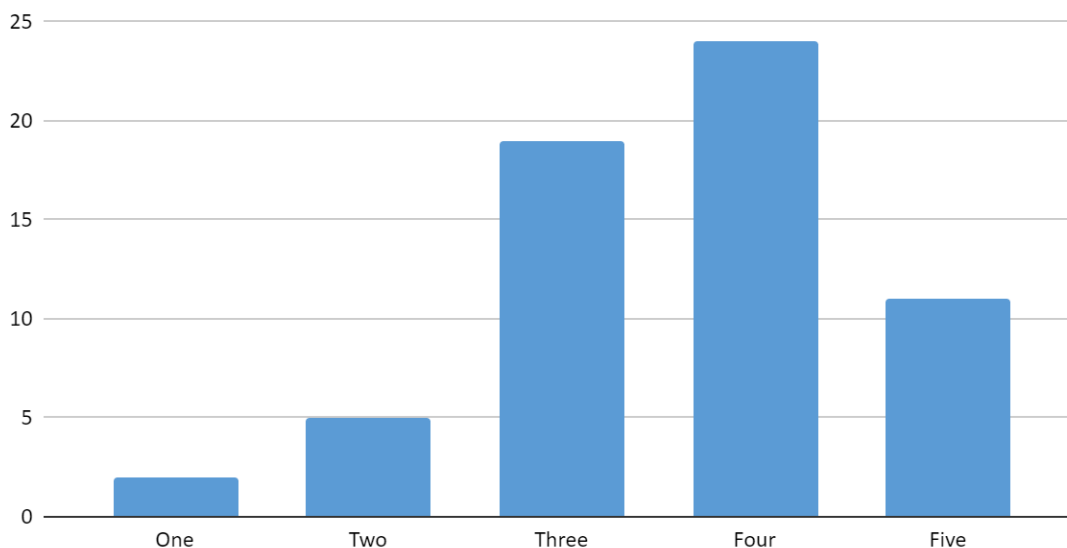
- While a majority of respondents (32 out of 61) express discomfort, a significant number (29 out of 61) are comfortable with utilizing data-intensive tools and analytics in the context of remote HR management.

Are you comfortable using data-intensive tools and analytics for HR management in remote settings?



- The average readiness level appears to be around 3.61, indicating a positive level of confidence among the respondents in their ability to manage HR functions in remote or hybrid settings.

How ready do you feel to effectively manage HR functions in remote or hybrid work environments?



- The analysis of responses to the question about how employees' performance in remote working environments compares to traditional ones reveals a diversity of perspectives. While some express positive views on remote work, others acknowledge challenges. Here are the key themes:

### Positive Views on Remote Work Performance:

**Increased Productivity:** Several respondents perceive remote work as leading to increased productivity. This is attributed to factors such as reduced commuting time, fewer distractions, and a more flexible work environment.

**Flexibility and Autonomy:** Remote work is associated with greater flexibility and autonomy, enabling employees to manage their work in a way that suits them. This flexibility is seen as contributing to a better work-life balance.

**Efficiency:** Some respondents highlight that remote workers are more efficient, focused, and reliable. The absence of workplace distractions and the ability to work in a preferred environment contribute to enhanced efficiency.

**Adaptability:** Employees are seen as adaptable to remote work, with many excelling in providing quality work. The adaptability demonstrated during remote work is considered a positive aspect.

**Results-Focused:** Remote workers are perceived as being more results-focused. This shift from a focus on time spent in the office to actual performance is seen as beneficial.

### **Challenges and Varied Experiences:**

**Dependence on Individual Roles:** The effectiveness of remote work is viewed as dependent on the nature of the job and individual work habits. Some roles may be more suited to remote work, while others requiring collaboration or physical presence may face challenges.

**Challenges in Collaboration:** Remote work is acknowledged to present challenges in terms of collaboration and spontaneous interactions. Building relationships and collaborating effectively can be hindered in a virtual environment.

**Varied Employee Experiences:** Responses suggest that experiences with remote work vary among employees. Some individuals find it more productive, while others may experience feelings of isolation, difficulties in collaboration, and distractions at home.

**Cultural Impact:** The impact of remote work on company culture and the ability to motivate employees varies. While some suggest better performance, others note potential drops in commitment and motivation.

**Potential Misinterpretations:** Challenges in communication, collaboration, and potential misunderstandings are mentioned. The absence of non-verbal cues in virtual communication may lead to misinterpretations.

### **Overall Comparison:**

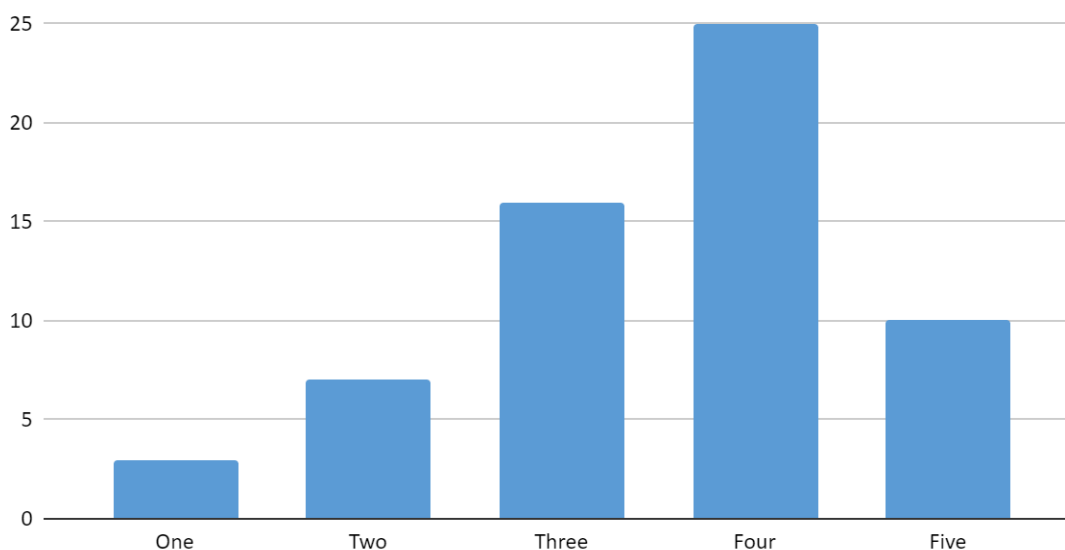
**Mixed Views:** The overall comparison of performance between remote and traditional work environments is mixed. Some respondents believe performance is nearly the same or better in remote settings, while others emphasize the importance of individual preferences and work habits.

**Balancing Flexibility and Collaboration:** Respondents highlight the need to balance the flexibility offered by remote work with the collaborative benefits of traditional office settings. While remote work provides flexibility, it may pose challenges in terms of collaboration and spontaneous interactions.

In conclusion, the analysis indicates a nuanced view of remote work performance, with both positive outcomes and challenges. The effectiveness of remote work is influenced by various factors, including job roles, individual preferences, and the nature of the work itself.

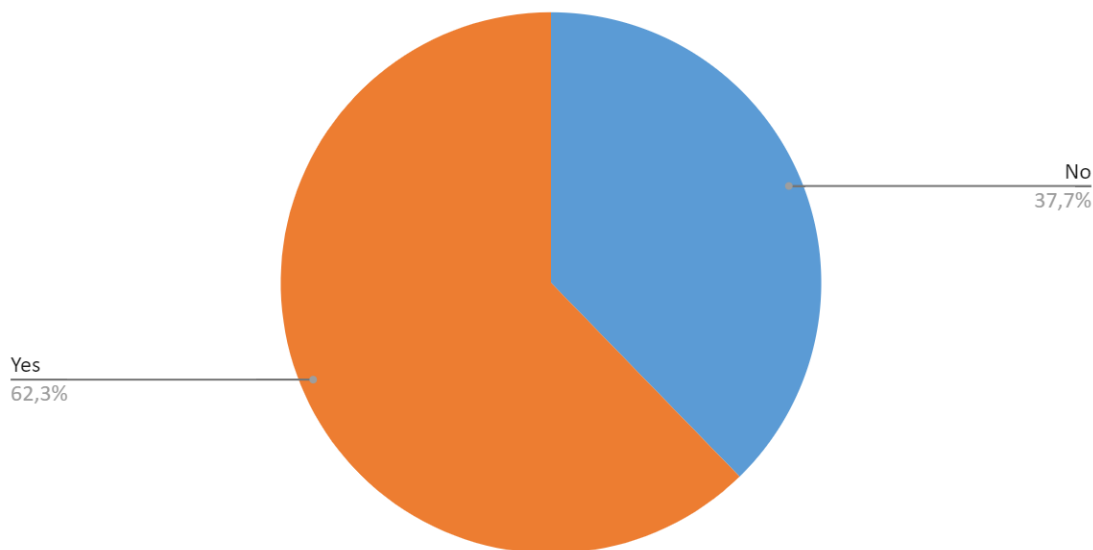
- The average rating appears to be around 3.52, indicating a generally positive perception of the digital competences, with room for improvement noted by some respondents.

Digital competences of HR managers and employees in your organization



- While 23 respondents express uncertainty or a belief that the alignment is lacking, 38 respondents believe that the digital competences do align with the needs of the labor market.

Do you believe the digital competences of HR managers and employees align with the needs of the labor market?



- The analysis of responses to the question about the skills required to effectively manage hybrid/remote employees highlights several key competencies and considerations:

### Essential Skills for Managing Hybrid/Remote Employees:

**Communication Skills:** Clear and effective communication is consistently identified as crucial. This includes conveying expectations, goals, and changes clearly, actively listening to remote team members, and fostering an open and inclusive virtual environment. Regular one-on-one check-ins and virtual team-building activities are recommended to maintain connection and camaraderie.

**Digital Literacy:** Proficiency in digital tools and platforms is essential. Managers need to be adept at utilizing project management systems, video conferencing tools, and other technologies to facilitate seamless communication and workflow in a distributed team.

**Adaptability:** Adaptability is seen as a key skill for successful management in a hybrid or remote work setting. Managers need to be flexible in adjusting to changing work dynamics, accommodating diverse working styles, and responding to unexpected challenges that may arise in a virtual environment.

**Empathy and Emotional Intelligence:** Empathy is highlighted as an essential skill for understanding and managing the emotions of remote team members. Emotional intelligence is crucial in addressing well-being concerns and fostering a positive team dynamic.

**Organizational Skills:** Strong organizational skills are essential for effective remote team management. This includes organizational skills related to task management, structuredness, and good time management.

**Trust-Building:** Building and maintaining trust are critical aspects of managing hybrid/remote teams. Trust is seen as foundational for effective collaboration and team dynamics in a virtual setting.

**Leadership Skills:** Leadership skills encompass qualities such as inspiring and motivating others, ownership, consistency, and the ability to provide clear instructions and expectations. Leadership is essential in guiding remote teams toward common objectives.

**Technical Knowledge:** Managers need technical knowledge and tools to effectively manage remote teams. This includes an understanding of HRM systems, proficiency in HRM tools, and the ability to provide proper technical support.

**Recognition and Feedback:** Recognizing and providing feedback to remote employees is highlighted as a key managerial responsibility. This includes acknowledging achievements, providing constructive feedback, and fostering a culture of recognition.

**Cultural Awareness:** Cultural awareness is mentioned as a skill that contributes to effective hybrid/remote team management. It involves understanding and acknowledging the unique challenges and needs of remote employees, considering cultural differences, and promoting inclusion.

**Cybersecurity Awareness:** In a remote work environment, cybersecurity awareness is noted as an important skill to ensure the security of virtual collaboration and protect sensitive data.

## Strategies and Considerations:

- **Flexibility in Policies:** Managing hybrid teams requires a flexible approach to policies, accommodating the needs of both remote and in-office employees.
- **Balancing Work Styles:** Managers should balance the varied working styles of remote and on-site employees, ensuring fair performance evaluations based on outcomes and results.
- **Proactive Support:** Providing proactive support, such as stipends for home office expenses or access to online learning resources, is suggested to enhance the remote working experience.
- **Creating a Consistent Learning Experience:** Ensuring a consistent learning experience for all employees, whether in a virtual or in-person setting, is considered important for successful remote team management.

In conclusion, the effective management of hybrid/remote teams requires a combination of interpersonal, technical, and organizational skills. Managers must be adaptable, communicative, and empathetic, while also possessing the technical acumen to navigate virtual collaboration and address cybersecurity concerns. Building trust, fostering a positive culture, and recognizing the unique challenges of remote work contribute to successful hybrid team management.

## 7. Conclusion

The culmination of the extensive literature review, sector analysis, and survey data from Germany, Cyprus, and the Czech Republic provides a robust foundation for advancing the project's objectives. The overarching goal of developing an efficient remote HR Management Massive Open Online Course (MOOC) for trainers is now poised for informed and targeted execution.

Key Insights from Literature and Sector Analysis:



#### Digital HRM Landscape:

- Germany exhibits a surge in digital HRM, with prominent companies leading the charge.
- Cyprus witnesses a gradual shift toward digital HRM, emphasizing the importance of initiatives and awareness.
- The Czech Republic showcases pioneering digital HRM practices, emphasizing communication and employee well-being.

#### MOOC Integration:

- Germany leverages MOOCs for employee development, recruitment, and corporate training.
- Cyprus sees MOOCs bridging digital literacy gaps and aiding in the transition to remote work.
- The Czech Republic strategically integrates MOOCs, contributing to a tech-savvy workforce.

#### Challenges and Opportunities:

- Challenges across the board include digital literacy gaps, remote work challenges, and the need for strategic interventions.
- Opportunities lie in flexibility, efficiency gains, digital literacy initiatives, and cost savings.

#### Implications for MOOC Development:

##### Customization for Each Country:

- Germany: Address the shortage of HR professionals with IT skills, and emphasize courses on mitigating surveillance concerns.
- Cyprus: Design MOOCs focusing on bridging digital literacy gaps among HR professionals and private business sectors.
- Czech Republic: Create MOOCs reflecting successful practices and enhancing digital literacy.

##### Tailored Courses:

- Develop courses addressing digital HRM challenges specific to each country.
- Collaborate with industry leaders and educational institutions for content creation.

##### Strategic Collaboration:

- Foster collaboration with companies at the forefront of digital HRM in each country.
- Align MOOC content with industry needs and integrate real-world scenarios.

#### Contributions to Project Objectives:

The insights gathered from the literature review, sector analysis, and survey responses form the cornerstone for developing targeted MOOCs. The survey, with 61 diverse responses, underscores the importance of considering team structures, technical readiness, and cultural challenges in remote work environments.

#### Survey Highlights:

**Team Structures:** Hybrid arrangements are prevalent, emphasizing flexibility. "Remote First" and "Remote Only" structures indicate a commitment to distributed work.

Positive sentiment toward technical readiness

**Cultural Challenges and Opportunities:** Varied perspectives on challenges, emphasizing the importance of flexibility, clear communication, and trust-building.

#### Conclusion and Transition to the Next Activity:

In conclusion, the diverse findings converge on the importance of tailoring MOOCs to address specific challenges and opportunities in each country. The data from the survey provides real-world insights into team dynamics, technical readiness, and cultural considerations, crucial for MOOC development.

Moving forward, the next activity of "Development of efficient remote HR Management MOOC for trainers" will leverage these insights to create targeted, impactful courses. The survey responses act as a compass, guiding the project toward addressing real-world challenges in remote HRM. The project is poised to contribute meaningfully to enhancing digital literacy, fostering effective remote teamwork, and preparing HR professionals for the evolving landscape of digital HRM.

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## 9. Annexes

### 9.1 Survey

HR Remote Management Readiness Survey Results

### 9.2 Country Reports

1. A3 - DESK RESEARCH-CzechRepublic
2. A3 - DESK RESEARCH-Germany
3. A3 - DESK RESEARCH-Cyprus