

# **PROJECT**

## **PRO-MOTION. Sensitive career management**

**Erasmus+ Program, KA3: Social inclusion and common values: the contribution in  
the field of education and training**

**No.: 621491-EPP-1-2020-1-PL-EPPKA3-IPI-SOC-IN**

**TITLE OF DOCUMENT: WP3 – PREPARATORY PHASE**

**CONSOLIDATED REPORT – FOCUS GROUPS/INTERVIEWS WITH EMPLOYERS**

**PARTNER ORGANISATIONS:**

**WSEI University, Poland**

**University of Alicante, Spain**

**PRIOS, Norway**

**Expert Psy, Romania**

**APSU, Portugal**

**CRMC, Italy**

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## **Introductory information**

The purpose of this preparatory phase of the project was to actively involve end users on the labor market, in particular employers, with experience in working with highly sensitive persons (HSPs) in a need analysis. This phase was to assure that the results of the project are based on real needs and real life situations and useful for the stakeholders on the labor market.. To gather relevant information about HSP two exploratory studies were conducted:

- a qualitative analysis based on the information elicited through focus groups and interviews. Within this work package, focus groups and interviews with employers were conducted in order to obtain a perspective about the characteristics and functioning of a HSP

## **QUALITATIVE ANALYSIS - EMPLOYERS**

The main objective of this task from the WP3 was to explore the functioning of highly sensitive people in the workplace, both from the perspective of an employer of various sectors. For that purpose a series of focus groups and individual interviews were performed by each partner institution in each country.

After collecting the data, an inductive qualitative analysis was performed by each partner institution, based on the previous codes identified in the qualitative analysis that took place. Atlas.ti was used to develop the codes. The areas (themes) relating to professional satisfaction were distinguished and formulated.

The areas /themes for category on employers focus groups/interviews are as follows.

- The beliefs of high sensitivity
- The importance of sensitivity for the work performed
- Management
- Relations
- Conditions
- Practical implications for management

Overall, the results are in line with the main themes and codes identified in the initial analysis and no substantial modification was made to the initial codification proposal. In the report of

the qualitative part we outline the main characteristics of the participants and we attach the excel file with the most important codes identified in the analysis. The interviews and the focus groups were conducted during the months of October 2021 to March 2022.

The results obtained by each partner institution are presented separately.

## **1. Dates of focus groups/interviews**

### Poland

Focus Group 1 (Employers): 07.03.2022

Focus Group 2 (Employers): 08.03.2022

Focus Group 3 (Employers): 29.10.2021

Focus Group 4 (Employers): 20.12.2021

Focus Group 5 (Employers): 29.11.2021

Focus Group 6 (Employers): 30.11.2021

Interview 1 (Employer): 28.12.2021

Interview 2 (Employer): 09.03.2022

Interview 3 (Employer): 28.12.2021

The attachment of excel file includes the information of each participant.

### Spain

Focus Group 1 (Employers): 18/11/2021

Focus Group 2 (Employers): 19/11/2021

Focus Group 3 (Employers): 02/12/2021

Focus Group 4 (Employers): 07/03/2022

Focus Group 5 (Employers): 15/03/2022

Interview 1 (Employer): 17/11/2021

Interview 3 (Employer): 08/11/2021

Interview 5 (Employer): 21/12/2021

We attach two excels files that include the information of each participants as well as the signed informed consent to participate in the study.

### Romania

Focus Group 1 (Employers) 10.02.22

Focus Group 2 (Employers) -10.02.22

Interview 1 (Employer)- 23.02.22

Interview 2 (Employer) - 07.03.23

### Portugal

Focus Group 1 (Employers) – 14.02.2022

Focus Group 2 (Employers) – 17.02.2022

Interview 1 (Employer)- 15.02.2022

Interview 2 (Employer)- 16.02.2022

Interview 3 (Employer)- 22.02.2022

Interview 4 (Employer)- 02.03.2022

Interview 5 (Employer)- 04.03.2022

Interview 6 (Employer)- 09.03.2022

Interview 7 (Employer)- 09.03.2022

Interview 8 (Employer)- 10.03.2022

Interview 9 (Employer)- 10.03.2022

Interview 10 (Employer)- 15.03.2022

## **2. Place of focus groups/interviews**

Considering the COVID-19 situation majority of the focus groups and interviews were performed online through the Google Meet platform (and using the WSEI e-learning platform in Lublin; some at the Education Development Center in Warsaw in case of Poland). All of them were recorded in audio and in video to make the verbatim transcripts.

## **3. Number of participants per each of focus groups/interviews:**

## Poland

The number of participant in each focus group and interview is described as follows:

Focus Group 1 (Employers): N=4

Focus Group 2 (Employers): N=7

Focus Group 3 (Employers): N=6

Focus Group 4 (Employers): N =6

Focus Group 5 (Employers): N= 9

Focus Group 6 (Employers): N=13

Interview 1 (Employer): 1 participant

Interview 2 (Employer): 1 participant

Interview 3 (Employer): 1 participant

## Spain

The number of participant in each focus group and interview is described as follows:

Focus Group 1 (Employers): N=4

Focus Group 2 (Employers): N=2

Focus Group 3 (Employers): N=4

Focus Group 4 (Employers): N =4

Focus Group 5 (Employers): N= 5

Interview 1 (Employer): 1 participant

Interview 3 (Employer): 1 participant

Interview 5 (Employer): 1 participant

## Norway

Regarding the Employers that took part in the focus groups and in the individual interviews, a total of 3 participants were recruited

## Romania

Focus Group 1 - 3 participants

Focus Group 2 - 3 participants

Interview 1 – 1 participant

Interview 2 – 1 participant

### Portugal

Focus Group 1 (Employers) – 5

Focus Group 2 (Employers) – 3

Interview 1 (Employer)- 1

Interview 2 (Employer)- 1

Interview 3 (Employer)- 1

Interview 4 (Employer)- 1

Interview 5 (Employer)- 1

Interview 6 (Employer)- 1

Interview 7 (Employer)- 1

Interview 8 (Employer)- 1

Interview 9 (Employer)- 1

Interview 10 (Employer) - 1

## **4. Type of participants**

### Poland

In the case of the WSEI professionals from the various economic sectors administration and local government were selected. Below is a description of the focus groups and participants of individual interviews in terms of professional profile. The specific characteristics of each group are described with their numbers.

#### *Employers/Focus groups*

The participants of the groups: Focus Group 1, Focus Group 2 were Employers who, as part of their professional work, have a superior relationship with the employees subordinated to them. They act as leaders, managers, managers and directors in small and medium-sized enterprises (in state-owned and private companies and the public administration sector). They manage teams of several to a dozen or so employees.

The participants in focus groups 3 and 4 of management staff were management staff in public administration who, as part of their professional work, have a superior relationship with the employees subordinated to them. They act as managers, project managers and directors. The respondents from the third group constitute managerial staff in state administration. They manage teams of several to a dozen or so employees. In turn, the respondents from the fourth group are directors of departments/faculties or independent local government administration units. The directors come from two cities in the Lublin Voivodeship, namely Lublin and Puławy.

The participants of the supervisors' (managerial staff) focus groups nb 5 and 6 were people who, as part of their professional work, have a superior relationship with the employees subordinated to them. They act as leaders, managers, managers and directors. They manage teams of several to a dozen or so employees. Participants of focus groups 5 and 6 work in small and medium-sized enterprises in the Lublin and Podkarpackie voivodeships, state and private companies and non-governmental organizations (foundations, associations).

### *Employers/Interview*

The participants of the individual interviews were:

Interview 1 – representative of local government unit

Interview 2 – representative of management staff, holding a managerial position in a book trading company. This lady is a disabled person, which additionally allowed us to notice interesting aspects of managing highly sensitive employees.

Interview 3 – representative of management staff – HR director

### Spain

The type of participants is described after each focus group in addition we have included the area of work.

Focus Group 1 (Employers): Health Care Professionals

Focus Group 2 (Employers): Health Care Professionals

Focus Group 3 (Employers): Education

Focus Group 4 (Employers): Project Managers from the University

Focus Group 5 (Employers): Education (University Teachers)

Focus Group 1 (Employees): Health Care Professionals with Highly Sensitivity

Focus Group 2 (Employees): Health Care Professionals with Highly Sensitivity

Interview 1 (Employer): Hospital Manager

Interview 2 (Employee): Education. Highly Sensitive Person.

Interview 3 (Employer): Psychologist.

Interview 4 (Employee): Health Care Professional. Highly Sensitive Person.

Interview 5 (Employer): Education.

Interview 6 (Employee): Education. Highly Sensitive Person.

Interview 7 (Employee): Education. Highly Sensitive Person

### Norway

With regard to their profession one of the employers was a Civil marketer, one worked with economics and business development, and the last one was an HR manager

### Romania

The employers sample was formed by 2 male persons and 5 female persons working in various business sectors, within the age range 32-62 years old, activating as financial director, human resources project management and managing partner at a HR consultancy company.

### Portugal

APSU also organized focus groups and interviews with employers, belonging to two main professional groups (9 individuals belonging to ISCO group 1- Managers and Directors and 9 individuals from group 2 – Professionals).

## **5. Information about participants (from the recruitment form) - *sociodemographic characteristics of the respondents***

### Poland

Regarding the Employers that took part in the focus groups and in the individual interviews, a total of 48 participants were recruited. The majority were female (n=38) with a mean age of 41,8 years old (Minimum= 25 and Maximun= 60). There were n=10 male participants with a mean age of 37,5 years old (Minimum = 22 and Maximum= 52).



Regarding their educational level the majority n=32 of participants hold higher education level, the rest have secondary education level. Out of 48 n=22 participants live in Large city (100,000 and more), n=11 live in Medium city (20 000 – 100 000), n=4 live in Small town (up to 20 thousand) and the rest in a village. With regard to their profession the group of employers was diverse in terms of occupations and representative sectors.

### Spain

Regarding the Employers that took part in the focus groups and in the individual interviews, a total of 23 participants were recruited. The majority were female (n=14) with a mean age of 42.6 years old (Minimum= 29 and Maximum= 57). Regarding their educational level, two participants had advanced vocational training, two have an University Degree, seven have reached the level of Master and the rest had a Ph.D. The majority of lived in a city, with the exception of two participants that came from a town. With regard to their profession one of them was business man, four of them were teachers from primary education, eight were health care professionals (including nurses and psychologist) and ten were university teachers and researchers.

### Norway

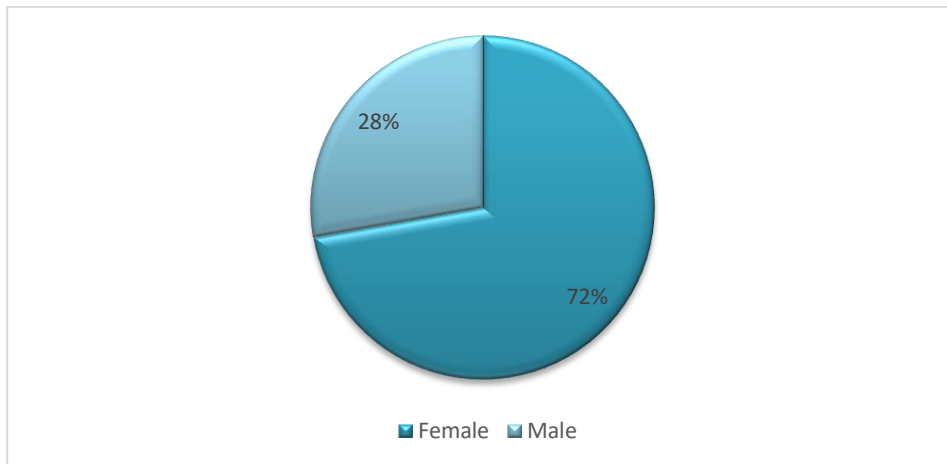
Regarding the Employees that took part in the focus groups and in the individual interviews, the majority were female (n=29) with a mean age of 49,13 years old (Minimum= 27 and Maximum= 64). Regarding their educational level, one has graduated elementary school, three have finished high school, four participants had advanced vocational training, 22 have a University Degree, and one is recorded to have reached the level of Master.

### Romania

The employers sample was formed by 2 male persons and 5 female persons within the age range 32-62 years old.

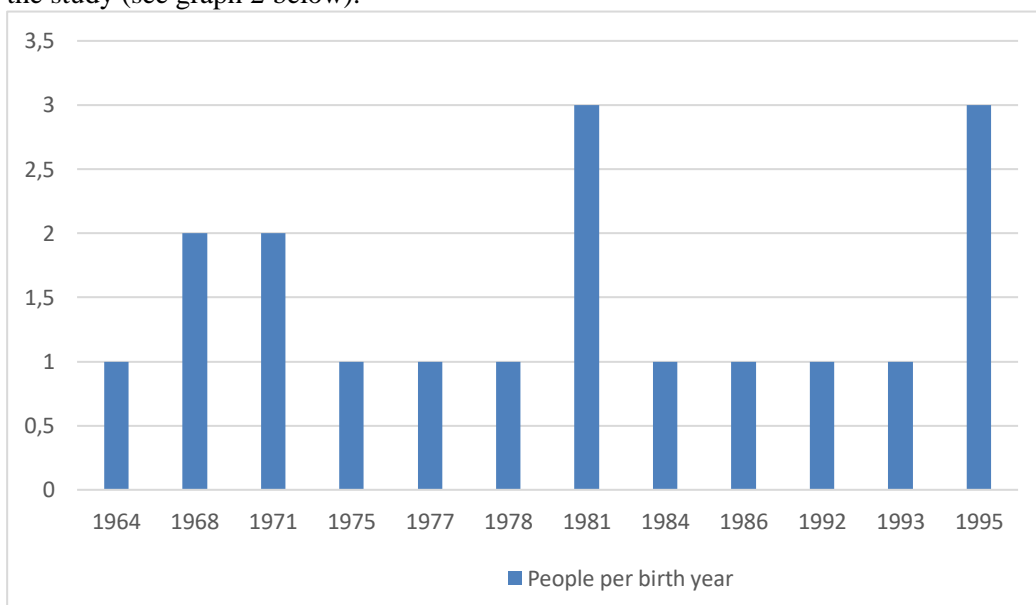
### Portugal

A total of 18 employers participated in this qualitative study, 13 women and 5 men (see Graph 4).



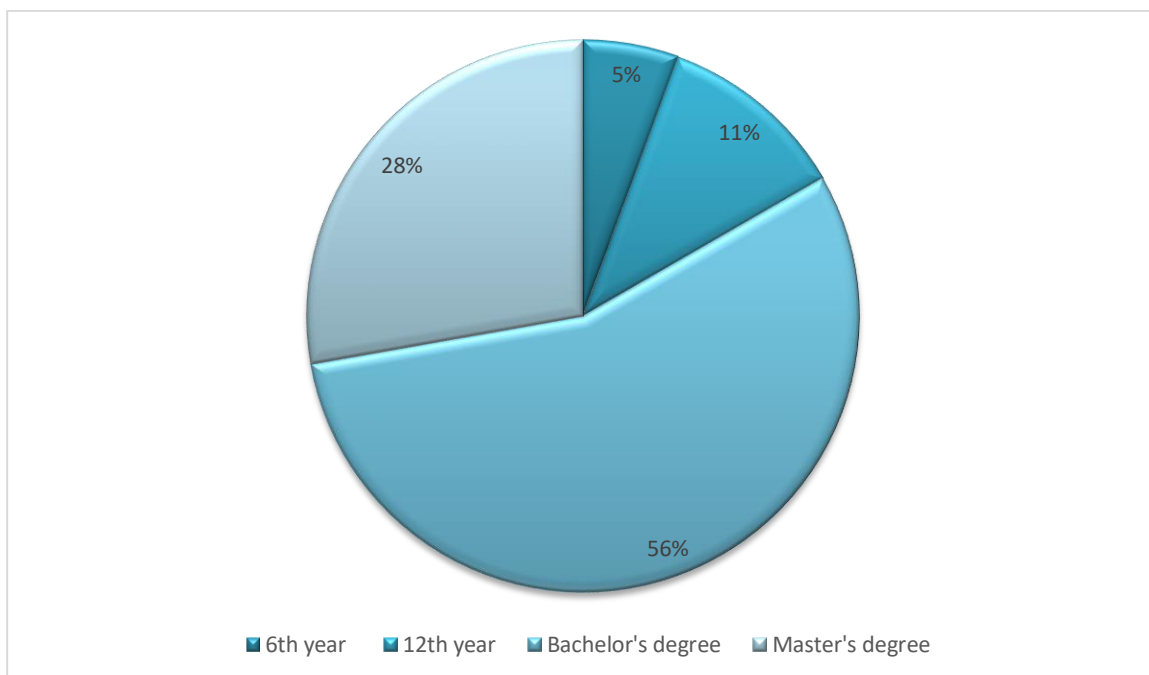
*Pie chart 1 - Sex of the participants*

Concerning the participants' years of birth, there is a fairly wide range, with the oldest being born in 1964 and the youngest in 1995, which is positive, as it gives representation to different generations in the study (see graph 2 below).



*Graph 1 - Participants' year of birth*

Regarding the participants' level of education, 1 participant completed the Portuguese sixth year (2<sup>nd</sup> cycle of basic education), two participants had the 12<sup>th</sup> year, 10 had a Bachelor's degree and 5 were educated to Master's level, which shows that most participants from the employer group were educated to degree level (see pie chart below).



*Pie chart 2 - Qualifications of the participants*

When it comes to their area of residence, 4 participants live in a city with 100 000 or more inhabitants and 12 live in a town or city with up to 20 000 inhabitants. Concerning their marital status, nine participants stated being married, three were divorced, three were single, two were in a non-marital partnership and 1 was a widow.

When it comes to occupation, although most belong to ISCO groups 1 and 2, their areas of work are different from one another. The following occupations were mentioned:

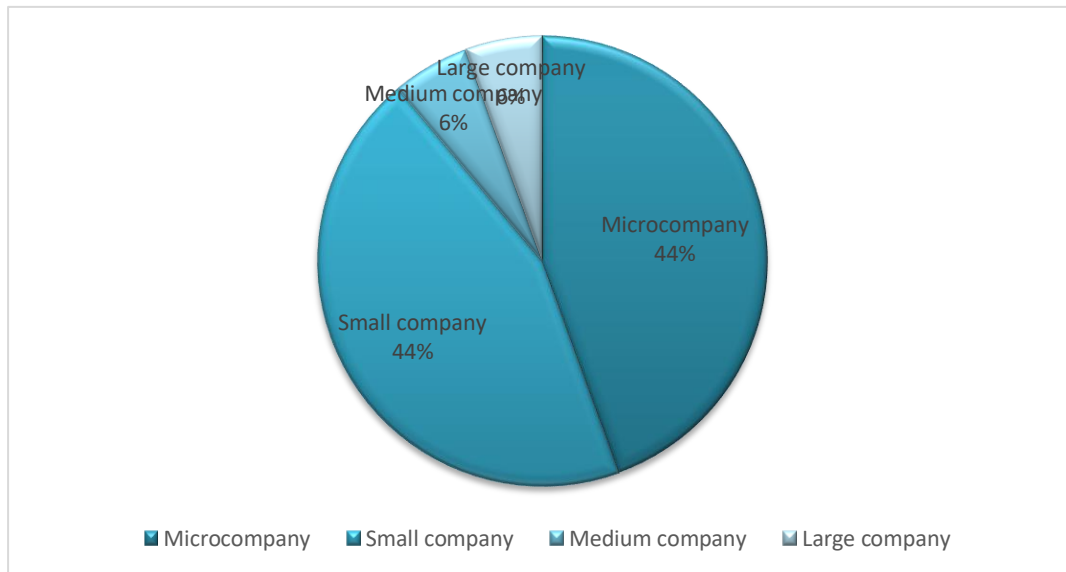
*Table 1 - Occupations of the participants*

1	Teacher
2	Communication Design
3	Execution Agent
4	Notary
5	Bar Manager
6	Bar owner
7	Teacher/Project Manager
8	Pedagogical Director
9	Recruitment and Selection Technician
10	Quality senior technician
11	Business owner
12	Psychologist/Human Resources
13	Bar Manager
14	School Director
15	Guide and manager of a tourism company

16	Educator
17	Early childhood educator
18	Engineer

As can be seen, the area of education is well represented, with six participants working in different roles in the field. All participants stated being involved in recruitment for their companies/businesses. More specifically, 8 participants stated being managers/directors, five stated being the owners of their business, 3 worked in the Recruitment/Human Resources department and 2 mentioned having other functions within their company.

When it comes to the size of their company, eight worked in a micro company (max. 10 employees), eight worked for a small company (fewer than 50 employees), one worked for a medium company (fewer than 250 employees) and one worked for a large company (more than 250 employees) (see pie chart 5).



*Pie chart 3 - Size of the participants' companies*

Taking into account the data, this study is more representative of the opinions of Portuguese employers who work for/own micro or small companies.

## 6. Categories from the results (based on the categories sent by the leader)

The Excel files with the results of the codification for employers is included as an additional files broken down by individual countries and partner institutions.

## 7. Transcripts (as an attachment)

All the transcriptions of the focus groups and the individual interviews are included as an attachments, broken down by individual countries and partner institutions. The transcripts are in their original languages.