



POLAND AUTOMOTIVE SALARY SURVEY 2017/18

PRODUCTION
TECHNOLOGY
MAINTENANCE
RESEARCH AND DEVELOPMENT

QUALITY ASSURANCE
LOGISTICS
PROJECT MANAGEMENT
CONTINUOUS IMPROVEMENT

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Introduction



Dear Reader,

Given the importance of the automotive industry as one of the most important branches of the Polish economy, including the employment of several hundred thousand employees and the specific competences of the people working there, it is impossible to compare this industry to any other. Therefore we made the decision to create a tool that will highlight job market trends and raise awareness of the realistic cost of employing and retaining workers in Poland.

The Report was created by the Manufacturing & Supply Chain division at Goldman Recruitment with invaluable support from the Polish Automotive Chamber. I am deeply convinced that it will prove helpful in making strategic investment decisions as well as those related to human resource management.

By making the Report, we wanted to reach the largest companies operating in our country as well as foreign investors who are considering expanding their businesses in Poland. It was also important for us to get in touch with smaller companies, employees of your organizations, and university graduates who are just planning their careers.

We believe that the Report's availability, free of charge in print and online, will help reach the widest possible audience.

Taking advantage of this opportunity, I would also like to thank all of the participants in the study who trusted us with their input and made the report a valuable and credible tool.

With great pleasure, I hope you enjoy reading our Automotive Salary Report.

Piotr Falfus
Manufacturing & Supply Chain Division Manager
Goldman Recruitment

Dear Reader,

We hereby present you with the 2017 Polish Automotive Industry Salary Report prepared by Goldman Recruitment with the participation of the Polish Automotive Chamber.

The report is one of the most important elements of our information policy and shows how quickly the salary trends have evolved in Poland. Each of you will have the opportunity to compare remuneration standards of your company with market trends, which may be important concerning employee retention as well as recruitment.

A number of substantive studies published in this Report describe certain trends that are of great importance to the job market, employers and the Polish economy.

Therefore, the Salary Report is a compendium of knowledge about current affairs and future job market supply and demand trends.

I hope this publication will support your current and future business endeavors.

Please enjoy,
Magdalena Szczypińska
Director
Polish Automotive Chamber

About Goldman Recruitment

Goldman Recruitment is a Polish personal consulting company that specializes in realizing recruitment projects from specialist to board member levels using Search & Selection and Executive Search methods. The narrow focus of dedicated consultants translates well into a professional approach to the projects entrusted to us and to the speed and effectiveness of the process.

Our consultants are both knowledgeable in particular business fields and have expert qualifications in conducting recruitment projects. By combining these two competences, Goldman Recruitment customers can be certain of the highest standards of

service. We use a unique methodology that guarantees, on one hand, an adequate level of candidate competence and, at the same time, an uncompromised focus on personality characteristics of the recommended candidates.

We have a deep knowledge of the market, both regarding the needs and expectations of employers and employees. We devote a considerable amount of attention to building long-lasting relationships based on trust. High quality service and partner satisfaction will always remain as top priorities for us.



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Research methodology

To achieve the best accuracy of the results, we decided to invite to our research automotive companies operating in Poland. Each company received a categorizing questionnaire and a list of 44 standardized positions to which they could refer roles in their structures and assign the applicable rates within the pay structure. The study involved 31 production and service plants from the production area.

The numbers presented in the Report are gross monthly salaries. The averages are presented as a median, which means that half of the findings are above and half are below its value. In addition, salaries were presented as the first and the third quartiles.

When analyzing salaries, one should take into account that these are average figures. In fact, the remuneration levels depend on a number of factors, such as size, location and professional experience.



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2017/2018 Automotive Production Industry Salary Report

Characteristics of the research sample

Data for the first edition of the Automotive Production Industry Salary Report in Poland were collected among automotive companies in the period from January to the end of April of 2017. The survey involved 31 production plants from twelve voivodeships. Companies from Silesian (11), Masovian (4), Lesser Poland and Łódź (3) were the ones most interested in the study.

The largest group among the participating companies were module suppliers (Tier 1) - 12 plants, parts suppliers (Tier 3) and production service providers, 6 each.

In terms of employment, we have decided to distinguish three categories. According to them, the survey involved 6 companies employing up to 100 employees, 15 companies employing between 101 and 500 employees and 10 companies with more than 500 employees. The smallest company in the study employs 15 people and the largest 2100 people.

Ten participants (32%) are companies with Polish capital only. The remaining 21 plants (68%) belong to international structures of international companies.

The turnover in 2016 of the companies that took part in the survey amounted to:

- over 1 billion PLN in 6 companies,
- from 500 million to 1 billion PLN in 6 companies,
- from 50 million to 500 million PLN in 9 companies
- below 50 million PLN in 9 companies.

Additional questions

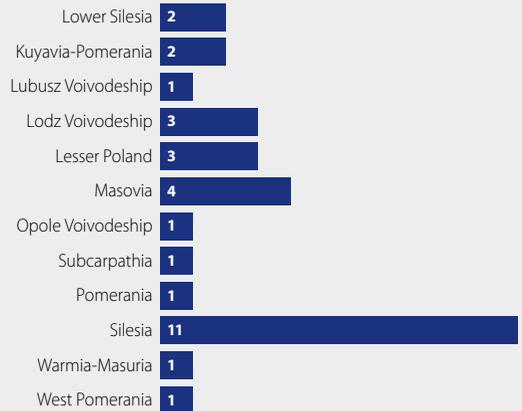
While preparing the survey, we decided to include several additional questions that could provide extra information on the current situation of the job market.

The overwhelming majority of the surveyed plants (more than 80%) have experienced difficulties in finding employees for production and administrative positions.

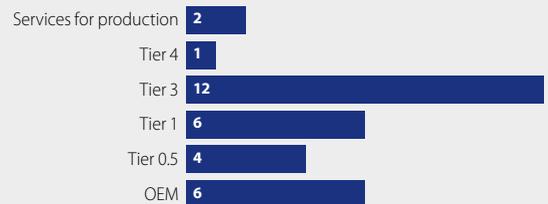
The need for support in this regard is also evident in the question of working with Temporary Employment Agencies. Nearly 60% of the survey participants use services of this type.

Issues with the employees, and thus with realization of business goals, make employers look for workers from abroad. At this moment almost 40% of companies employ foreigners in their structures, while the willingness to accept them is declared by almost 75% of companies regarding administrative workers (engineers) and 93% regarding production workers.

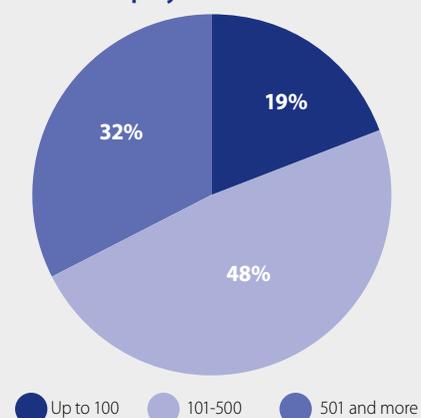
Voivodeships



Supply Chain Placement



Employment Volume



It is also worth noting the preferences regarding the origin of potential employees. Administrative positions would be most likely to be occupied by people from the European Union, but it does not apply to production sites where workers from all over the world would be accepted.

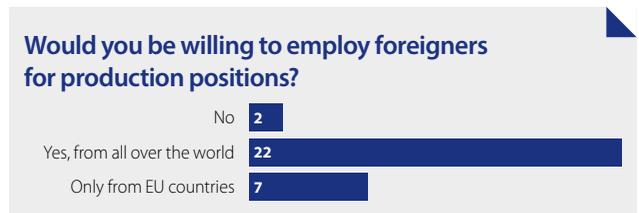
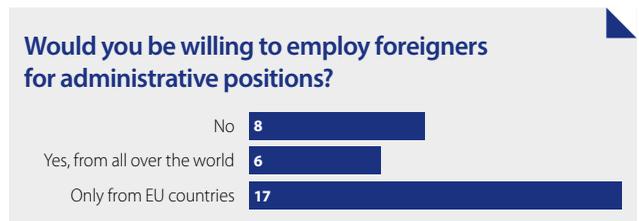
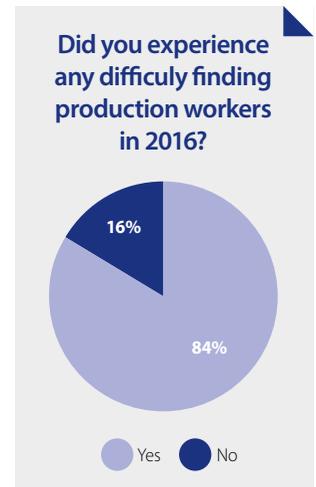
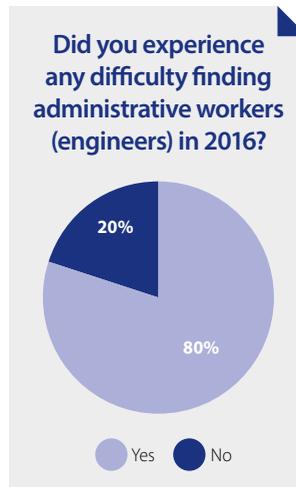
A commentary by Piotr Falfus, Manufacturing & Supply Chain Division Manager at Goldman Recruitment:

This is the first edition of the Automotive Salary Survey created by Goldman Recruitment in cooperation with the Polish Automotive Chamber. I am pleased that the results are consistent with what we observe on a daily basis on the job market and what our Clients and Candidates tell us.

One must admit that initially the biggest problem we had was to convince people at companies to take part, or rather to gain their trust. However, the report is completely confidential and I think that many more automotive companies will participate in the survey in the coming years to make the results even more credible.

The job market is changing, and so is the whole automotive industry. Such a compendium of knowledge about the direction in human resources is intended to help for all companies. However, the report is not feasible without direct representation of the factories. They are the ones with reliable information. Step by step, the company after the company, a clear picture of the situation on the job market is taking shape. The goal is to obtain reference data - reliable information, which will be used for daily work after being systematized.

I am deeply convinced that the next edition of the report will comprise even more added value as its results will be compiled with this year's edition and then, the report will carry comparative content. We will present changes and market trends that have taken place over time.





A few words about emigration and immigrants...

The decision of the EU Council to allow visa-free traffic of Ukrainians across EU countries is certainly positive for Ukraine. It is worse for the Polish job market because we are not able to compete with rates several times higher offered in Western Europe. It is a matter of time for other eastern nations to join emigrating Poles.

Although free movement around the EU does not mean that you are allowed to work legally, it certainly makes it more possible. The automotive industry itself has for a long time pointed to the need for a policy, or rather, a solution which would facilitate settling in Poland. All the more so, because many Ukrainians are in fact Poles of the war generation.

- Despite this, I think that the Ukrainians are not a panacea to solve the problem of employee shortages in Poland because even in quantitative terms they do not meet the needs of Polish employers. The forever tempting Western European countries will be there for them just like for Poles - says **says Roman Kantorski, President of the Polish Chamber of Automotive.**

I think that the Ukrainians are not a panacea to solve the problem of employee shortages in Poland because even in quantitative terms they do not meet the needs of Polish employers. The forever tempting Western European countries will be there for them just like for Poles.



Roman Kantorski,
President of the Polish Chamber of Automotive

Immigrant coordinator

Ukrainians are a dominant group in Poland and they adapt well to our conditions. However, in both cases, we have to deal with pros and cons. Of course, extra workforce and willingness to have 250-hour months is added value. They want to make money.

– If a Pole at the production site wants to earn 5-6 thousand, a satisfactory gross salary for a Ukrainian worker would be 3-4 thousand
– says **Jacek Rybicki, Member of the Board, FNS Fermot S.A.**

The only obstacle in cooperation with Ukrainians is the three-month validity of visas. For this reason, we are forced to employ them mainly to do simple jobs, where it is easy to substitute another employee in case of a forced return to Ukraine to extend the visa.



Jerzy Cieślak,
Chairman of the Board at Zakłady Metalowe Postęp S.A.

Ukrainians are very meticulous. They take up responsibilities that Poles do not want. However, communication seems to be a problem. They often nod that they understand what is expected of them but it's often not the case. Therefore recently, a position of Coordinator appeared, which serves as a bridge between the factory and the workers from Ukraine. These people care about communication and organization of work.

– For 3-4 years we have also employed people from Ukraine. Mainly through temporary employment agencies. There are no problems with communication with Ukrainians since there is a group supervisor, whose role is to help them correctly understand the information given- says **Jerzy Cieślak, President of the Board at Zakłady Metalowe Postęp S.A.** – The only obstacle in cooperation is the three-month validity of visas. It is very problematic in case of trained staff. For this reason, we are forced to employ them mainly to do simple jobs, where it is easy to substitute another employee in case of a forced return to Ukraine to extend the visa - he adds.

Lack of employee loyalty from Ukraine is yet another negative feature for the employers in Poland. In case of the so-called working immigrants the only important factor is the hourly rate, so it is easy to convince them. Another aspect is their adaptation in our country, including the ability to navigate and use the social media. Although in the initial period, their stay, accommodation and formal issues are organized for them, they quickly become independent, which translates into a change of work and environment. – Ensuring long-term cooperation is a big challenge for many companies who decide to fix their staff shortages with workers from Ukraine. The atmosphere, work safety, employer knowledge and solvency are in principle irrelevant in these cases" explains **Jacek Opala, Sales Development Director/Board Member at Exact Systems**

Estimates show that about 1 million Ukrainians work in Poland, with over half of them illegally. In the case of automotive factories, this form of employment is rather impossible. - *Nevertheless, employing people from Eastern Europe is a short-term strategy, as long-term demographic problems in Poland will not be solved by that. We will not permanently eliminate the problem of staff shortages. Success can only be achieved through the process of procreation that takes years, or appropriate actions, including the incentives of the state administration for people to settle in Poland.* - observes Jacek Opala.

However, from the sociological point of view, the Polish society in the so-called working age would not be in favour of this solution. Poles would prefer the wages to grow and to reduce the number of immigrants. An open government policy of helping immigrants could cause social unrest. Who would risk politically?

Salary attractiveness of the Czech Republic

Poles do not only emigrate to western European countries exclusively, but often choose to work in the Czech Republic, our southern neighbors. The situation is either a permanent move or a so called "hourly" emigration. It mainly concerns residents of border towns who cross the border to go to work and then return home to Poland. Why to the Czech Republic? The answer is clear: the hourly rate of the production worker is about 30% higher than in Poland. In addition, the Poles feel comfortable there and the language barrier is almost non-existent. They can communicate in their own native languages.

Recent years have shown the immense scale of the Polish emigration. However, internal migration is much less popular and it is clear that we are not willing to change our place of residence because of the possibility of getting a better job in another city. This is probably due to small wage differences, and as you

I believe, however, that the internal pursuit of work will become more and more common which will be connected with the increase of salaries, especially in some regions of the country.



Adam Sikorski,
Chairman of the Board at PZL Sędziszów S.A.

know, the change of place of residence generates both financial and social costs. - *If we talk about mobility, the family is somehow harmed if you move for work. However, Poles are more likely to emigrate to other countries than to migrate inside the country. In the case of executive positions, it is visible, but not so much if it concerns management jobs and lower. Everything depends on money, because migration raises the cost of living that workers have to compensate. I believe, however, that the pursuit of work internally will become more and more common, and will be connected with the increase in salaries, especially in some regions of the country* - concludes

Adam Sikorski, President of the Management Board of PZL Sędziszów S.A.

Will the "employee's market" threaten the automotive sector?

For several years, the growing problem in the automotive industry is finding people to work. Most entrepreneurs declare that they mostly lack production staff, including specialists and machine operators.

However, there are also gaps among engineers, executives and office workers. Sometimes finding an experienced engineer who speaking Polish is almost a miracle. - *In the case of Sędziszów and its surroundings, it is becoming increasingly difficult to attract qualified people. I can't certainly say that we already have a problem with that. Nevertheless, the issue of employee supply shortages is growing* - says **Adam Sikorski, Chairman of the Board at PZL Sędziszów S.A.**

A slightly more difficult situation is already happening in the area of Gliwice. - *We haven't had any major employment problems concerning production. It is a little more difficult with specialists and engineers, technologists* - says **Jerzy Cieślak, Chairman of the Board at Zakłady Metalowe Postęp S.A.**

Jacek Rybicki, Member of the Board at FNS Fermot S.A. from Skierniewice, a town located in central Poland, claims that *"finding an engineer, a post-graduate designer is not a problem in itself, but every young employee needs to learn the requirements, the technique, and be introduced into practice of the company. Finding an employee ready to perform specific tasks e.g. an independent and experienced designer, a technologist or a CNC operator is not easy"*

Although not all employers are complaining about staff shortages, which in some cases result from the location of the factory on the map of Poland, the interest in employment has clearly decreased. A few dozen or even hundreds of people would respond to a production worker job posting several years ago. Today a dozen or so, most of them with exorbitant financial expectations and lack of knowledge or little experience.

- *"The car industry is in very good shape. Rising orders for cars, components, parts, etc. This obviously translates into increased employee demand"* says **Jacek Opala, Sales Development**

Director/Exact Systems Board Member. - *"From our research conducted in 2016, it appeared that in the closest future over 60% of companies will increase employment, similarly to the Czech Republic, Slovakia, Russia and Germany. Therefore, it may happen that our job market, which was a part of the competitive advantage of our country, will soon become a burden."* adds **Jacek Opala.**

Unemployment rate in Poland in 2017 according to CSO (Central Statistical Office)

According to the Central Statistical Office, by the end of March 2017, the unemployment rate in Poland was at 8.1% in total, which is 1.324.200. Of course, unemployment is different in different parts of our country. The differentiation levels range from a few percent, or even less in the case of subregions, districts, up to a dozen.

In the opinion of industry representatives, the problem is not so much the pay, but the lack of potential employees. Remuneration is rising, although relatively slowly in comparison to the costs of living and it is far from the expected level of the Western European Union. On the other hand, Polish entrepreneurs do not want to strive for a payroll

revolution, which of course has a direct impact on companies and indirectly on Polish investment attractiveness. This is why temporary job agencies have become popular among business owners. What is a company employing 1000 people and missing 100 more supposed to do? Proposing the current pay levels will not win anyone over. There are three options: enter into a partnership with temporary work agencies that offer higher rates to employees, get interested in potential Ukrainian workers, or, which is the least popular among companies, employ the additional 100 people and raise the rates of the current 1000.

Age groups and specialists

Although it is even more difficult for the job market to provide specialists than it is production workers, there is now a noticeable generational change, or rather a difference in approaches of young high school and university graduates and those over the age of 40.

"People from the generation of 40-year-olds were raised in slightly different times. They are aware of the hard work of their parents, they remember when the job market belonged to



employers, and they have the impression that work is an obligation. This is the first generation which experienced no wars or other cataclysms, except for communism, but which did not get anything from their parents or grandparents" says Jacek Opala. – "Therefore, for them, work is one of the most important goods and values. They nurture their development and their professional values. The younger generations, on the other hand, have a different approach to professional activity. Their inseparable companion is the Internet. They communicate mainly through smartphones or computers. They were brought up in prosperity and stability built by their parents and do not have to pay so much attention to material values" - he adds. In their opinion, work is not meant to be a goal in itself, and life should not be about work. A job is a tool for them way to have a life they want to lead. - I would indicate the third age group - 50-55 +. Those

from them. As if they were afraid that something would be taken away from them. The 40+ group, on the other hand, is a very stable group with experience and attachment to the employer. In turn young people are aware that they are only at the beginning of their professional life and it is more than certain that before they settle down, they will change jobs several times - indicates **Jacek Rybicki**.

In all three groups, however, there are many advantages. Young people are very creative, they invent, create and go beyond standard established solutions. However, the disadvantage is the reluctance towards long-term commitment to the employer, and the desire for the so-called project work. They do not want to get involved since they are aware that it's a form of obligation to them – getting up every day, an

Finding an employee ready to perform specific tasks e.g. an independent and experienced designer, a technologist or a CNC operator is not easy.



Jacek Rybicki,
Board Member at FNS Fermot S.A

people who remember the past and they do not adapt easily to new conditions. Although they often have a lot of knowledge and experience, it is difficult for them to use these values and benefit

eight-hour work day, etc. They want project work and they want to be held accountable. They often take days off and visit a country or develop their hobbies and interests.

- The biggest salary expectations occur with graduates who have 4-5 years of experience. They have worked for several years, they know the current quality system, the profession, they already have some experience. At the same time, they are still mobile and flexible. They often have no place of permanent residence, and no families. As a result, their sense of value and usefulness in the job market increases. Their salary expectations become higher - explains **Jacek Rybicki**.

The 40+ generation are highly committed to their employer, they are loyal, experienced and provide work of the highest quality.

500+

Despite the worries, the emergence of the 500+ program did

It may happen that our job market, which was a part of the competitive advantage of our country, will soon become a burden.



Jacek Opala,
Sales Development Manager/Board Member at Exact Systems

not translate in any significant degree into mass resignations. If there are any, then it is a very low percentage. - *The 500+ program was launched just a year ago. Its "effects" can be seen at the earliest, in 20 years. Anyway, the program is too weak to influence procreation*" - says **Roman Kantorski, President of the Polish Chamber of Automotive**.

In marginal cases, the only withdrawal from the market is a group of women at the lowest levels of the workforce, mostly with several children, not two or three, where the difference between the pay and the combined five hundred was not large. - *We did not have any cases of resigning because of the 500+ program at PZL Sędziszów. Probably this is due to the fact that at our company, the average age of employees is quite high and they are not beneficiaries of this program* - says **Adam Sikorski**.

With the current interest of car manufacturers in Poland, wages in the automotive industry will certainly grow; faster in regions with high employment needs, slower in others. Large companies in Poland are simply bribing people by offering higher rates and a whole range of additional benefits. If there are no programs to encourage people to permanently settle down in Poland, it can be assumed that the relocation of the automotive industry to other countries may occur. Today the problem of relocating factories to the east is rising in Western European countries. Will a similar scenario apply to us?

Plant Manager

The Plant Manager is the most important position within the respective branches of an organization. The person holding this position is responsible for efficient operation of the plant. In bigger organizations, the Plant Manager acts in compliance with the policy of the head office, while within less developed structures the position is equal to the CEO or the Managing Director.

Scope of duties

- management and coordination of the plant, based on the agreed upon development strategy,
- direct cooperation with the board,
- participation in creating and executing operating procedures,
- building and maintaining business relations with strategic partners of the company,
- direct coordination of actions and management of directors responsible for their respective divisions in the company,
- oversight of key investment projects.

Candidate profile

A candidate for the position of Plant Manager should have at least several years of experience at positions connected with creating business strategy, managing HR and client contact. It is often the case that the candidates chosen have managed one of the key divisions of a company in the past e.g. production, quality, logistics or PMO.

Development opportunities

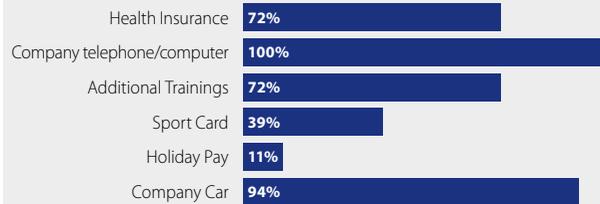
Development opportunities for a Plant Manager are the position of Managing Director or a Chairman of the Board; or a similar position with responsibility for a region of one or many countries.

Gross monthly salary including an average bonus of 11%

1-st Quartile	Median	3-rd Quartile
4 800 €	6 050 €	9 600 €
Average	Minimum	Maximum
6 600 €	1 600 €	11 150 €

Number of observations: 19

Additional benefits



HR Director

Gross monthly salary including an average bonus of 7%

1-st Quartile	Median	3-rd Quartile
4 050 €	4 800 €	4 950 €
Average	Minimum	Maximum
4 550 €	3 900 €	5 250 €

Number of observations: 13

Additional benefits

Health Insurance	85%
Company telephone/computer	100%
Additional Trainings	69%
Sport Card	54%
Holiday Pay	8%
Company Car	92%

The HR Director is responsible for planning and oversight of all activity connected with staff management in the company. There is a rising number of entities in Poland in which the HR Director is an equal partner for all business areas and is a member of management or the board. The role of a Personal Director is evolving alongside the company culture which they themselves co-create.

Scope of duties

- responsibility for creating and realizing the HR strategy in the company,
- planning and negotiating the HR budget,
- oversight of recruitment processes and headhunting,
- coordinating the processes of career planning and promotion,
- management of the training system and the personnel development process,
- creation of the periodic performance evaluation and motivational systems,
- co-creation and oversight of the salary policy,
- support of the board and the management in the HR strategy,
- advising the board and the management in making business and HR decisions,
- cooperation with worker unions,
- creations of strategy and oversight of HR marketing assumption realization,
- managing a team of subordinates.

Candidate profile

A candidate for the position of HR Manager should have at least a few years of experience holding positions connected with HR management. Practical and systematically updated knowledge of all aspects of soft and hard HR is required. A modern HR Manager should operate freely within all crucial business and management processes of the company. A candidate should be communicative, be able to exert pressure and back it, be assertive and able to build relationships.

Development opportunities

The HR Manager might become a member of the board. In bigger entities, there is a perspective of becoming the HR Manager of the whole group.

HR Business Partner

The HR Business Partner is an HR specialist who is responsible for realizing the HR policy alongside the strategy and goals of a company in the specified business area. In Poland it is a relatively new function implemented almost exclusively in international organizations with a matrix management structure. The emergence of the HR Business Partner position in a company usually indicates an evolution of the HR department from an administrative/support to a strategic function. One may find various versions of the function such as the HR Generalist.

Scope of duties

- responsibility for realizing the HR strategy of the company in the respective business area,
- monitoring key HR indicators, diagnosis of arising needs,
- analyzing HR processes and preparing recommendations,
- initiating and implementing business improvements in e.g. salary policy, motivational systems, trainings, communication,
- cooperating with the headquarters in implementing HR tools and policy in respective areas,
- supporting and advising line managers and management in issues related to HR,
- active participation in top position recruitment processes,
- preparing and realizing the budget.

Candidate profile

A candidate for the position of HR Business Partner should have a few years of experience in HR management and solid knowledge of soft and hard HR. The HR Business Partner is required to have a natural talent for project work and both readiness and skills to acquire knowledge quickly. The best candidates for this position are open for change and able to make independent decisions based on analytical thinking.

Development opportunities

The HR Business Partner may develop by taking on new responsibilities in different business areas and if they possess skills in team management, they may be promoted to a managerial position within the HR department.

Gross monthly salary including an average bonus of 6%

1-st Quartile	Median	3-rd Quartile
1 850 €	2 000 €	2 850 €
Average	Minimum	Maximum
2 300 €	1 600 €	3 700 €

Number of observations: 19

Additional benefits

Health Insurance	92%
Company telephone/computer	100%
Additional Trainings	83%
Sport Card	42%
Holiday Pay	58%

Recruitment Specialist

Gross monthly salary including an average bonus of 6%

1-st Quartile	Median	3-rd Quartile
1 300 €	1 800 €	1 850 €
Average	Minimum	Maximum
1 600 €	850 €	2 100 €

Number of observations: 13

Additional benefits

Health Insurance	77%
Company telephone/computer	85%
Additional Trainings	100%
Sport Card	38%
Holiday Pay	77%
Company Car	8%

The Recruitment Specialist is an independent position within the HR department. A Recruitment Specialist is responsible for planning and realization of recruitment processes in the company. They act as internal advisors for managers interested in hiring new employees, diagnose needs and clarify detailed candidate requirements for certain positions.

Scope of duties

- responsibility for realizing recruitment processes,
- creating procedures for internal and external recruitment,
- preparing candidate profiles and job descriptions for recruitment processes,
- creating or choosing tools and selection methods,
- continuous cooperation with HR agencies and temporary job agencies,
- preparing reports and opinions regarding candidates,
- supporting and training the management in effective staff recruitment,
- monitoring local and industry job market tendencies,
- HR marketing goals realization.

Candidate profile

A candidate for the position of Recruitment Specialist should have a university diploma. Due to the knowledge allowing for effective and considerate use of selection tools, psychology graduates are preferred. A welcome addition would be experience gained in recruitment companies or during professional practice or internships in HR departments. Labor Law, HR, payroll and employer branding knowledge would be seen as advantages.

Development opportunities

The Recruitment Specialist in big organizations may be promoted within their divisions to the Recruitment Manager or the HR Business Partner. In smaller companies, with knowledge gained and involvement in various HR functions, they may become HR Managers.

Chief Financial Officer

The role of the Chief Financial Officer has evolved considerably in the recent years from a person responsible for advising and providing information to a co-deciding party in making strategic business decisions at a company. Currently it is one of the most prestigious positions available. At the biggest companies, the CFO is responsible for strategic planning, management processes, mergers and takeovers.

Scope of duties

- shaping and realizing the financial strategy of a company,
- oversight of preparing consolidated financial statements and reports,
- oversight of preparing the yearly budget and long-term plans with realization control,
- responsibility for internal control quality,
- optimizing tax policy,
- optimizing cost structure and current asset levels, investment project evaluation,
- responsibility for financial liquidity, securing exchange rate and interest rate risks,
- contacts and cooperation with auditors, banks, insurance companies, investors and tax institutions,
- supervising the following departments: finance-accounting, controlling, administration and internal audit.

Profil

A candidate for the position of CFO should have at least a few years of experience holding a position connected with finance management like financial controlling or accounting, or at an auditing company. They should also possess extensive knowledge of finance management, financial and executive accounting, tax law, experience and team management skills. A candidate is expected to have passed exams proving local and international qualifications in the area of finance such as ACCA, CIMA or to be an expert auditor.

Development opportunities

The CFO may become the CEO or the Plant Manager for a company where they are employed or a company from any other industry. A CFO may be entrusted with a position of a board member.

Gross monthly salary including an average bonus of 18%

1-st Quartile	Median	3-rd Quartile
4 350 €	5 150 €	6 050 €

Average	Minimum	Maximum
5 750 €	1 200 €	10 050 €

Number of observations: 16

Additional benefits

Health Insurance	81%
Company telephone/computer	100%
Additional Trainings	81%
Sport Card	44%
Holiday Pay	13%
Company Car	81%

Sales Director

Gross monthly salary including an average bonus of 9%

1-st Quartile	Median	3-rd Quartile
2 100 €	5 950 €	7 100 €
Average	Minimum	Maximum
5 000 €	1 000 €	8 950 €

Number of observations: 16

Additional benefits

Health Insurance	76%
Company telephone/computer	100%
Additional Trainings	82%
Sport Card	47%
Holiday Pay	12%
Company Car	82%

The Sales Director is responsible for creating long-term sales policies of a company and overseeing their realization. They directly cooperate with the board on that. Their role is crucial for the company since it's the effectiveness of this department on which the viability of the company and its position on the market rely. Depending on the organizational structure and its role in the supply chain, the competences of the sales department may be equal to the ones of program management. They may also closely cooperate. Regardless of the competences of Program Managers, the Sales Director participates in creating strategies of reaching all customers.

Scope of duties

- creating and implementing sales strategies,
- evaluation and development of new business opportunities,
- creation and oversight of sales targets,
- effective management of the subordinate sales department,
- close cooperation with the technology division or PMO concerning pricings and offer preparation,
- preparing and closely controlling the realization of the budget,
- negotiating and signing trade contracts along with coordinating their realization,
- continuous monitoring and market data analysis of a given segment and competitive environment,
- reporting the results of the subordinate department.

Candidate profile

A candidate for the position of Sales Director should have an economic and managerial background in education and, considering the industry, an engineering diploma. The most important aspect however is to have at least several years of professional experience in the given industry, knowledge of negotiation and sales techniques and efficient team management. The common client exposition in the automotive area makes this position a possible promotion destination for employees from the technology, PMO, quality, logistics and of course the sales divisions.

Development opportunities

The role of Sales Director is closely related to the performance of the company and therefore it is one of the most important in the organization. Considering a wide range of competences, also technical, horizontal promotions to managerial positions are possible, while in terms of vertical promotion one might mention the Managing Director or Plant Manager positions.

Technical Director

The Technical Director oversees the operations of the departments responsible for efficient and continuous machine park and production performance. Depending on the complexity of the organization structure, the Technical Director is connected with different departments. It is most common for them to be in the production, maintenance, technological or R&D departments. The subordinate departments are responsible for the continuous operation and industrialization of the machine park, designing and optimizing production processes, developing products and operational production.

Scope of duties

- managing departments responsible for implementation and production like production, maintenance, technology and R&D,
- continuous analysis of the market and contact with academia in order to research and create new production technologies,
- responsibility for creating and overseeing budget realization,
- building and overseeing the company know-how,
- participation in industrialization processes, especially seeking and researching machine providers before entering into the market,
- building and maintaining relationships with clients.

Candidate profile

A candidate for the position of Technical Director must have experience in management, process implementation and product development. Additionally they should be proficient in the production processes and CAD tools used in the company, most often CATIA or NX. It is necessary for them to have worked closely with clients before, to have detailed knowledge and thorough understanding of the industry and supplier market. An effective Technical Director would possess developed managerial skills allowing them to manage bigger teams and conflicts of interest, e.g. production and maintenance.

Development opportunities

The Technical Director may be promoted to the Managing Director or the Plant Manager. An alternative would be to take up a similar position but with a regional scope of responsibility.

Gross monthly salary including an average bonus of 8%

1-st Quartile	Median	3-rd Quartile
3 900 €	4 550 €	5 200 €
Average	Minimum	Maximum
4 450 €	1 350 €	7 150 €

Number of observations: 20

Additional benefits

Health Insurance	80%
Company telephone/computer	100%
Additional Trainings	75%
Sport Card	50%
Company Car	85%

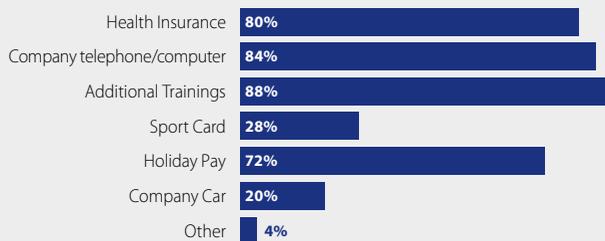
Production Manager

Gross monthly salary including an average bonus of 8%

1-st Quartile	Median	3-rd Quartile
2 500 €	2 900 €	3 300 €
Average	Minimum	Maximum
2 900 €	850 €	5 600 €

Number of observations: 25

Additional benefits



The role of the Production Manager is extremely important at any production company since they have to possess both developed soft skills to manage big production teams, and both engineering and strategic background. A Production Manager participates in all activities concerning the machine park and must be able to prepare their teams for all changes connected with new equipment and technological processes. In order to increase efficiency or cut costs they must initiate optimization processes of their production lines. In smaller organizations which do not have the Technical Manager position it is the Production Manager who manages e.g. the maintenance division.

Scope of duties

- managing and planning production processes,
- oversight, ensuring continuity and liquidity of the production process in organizational and HR terms,
- management and recruitment of production personnel,
- initiating and coordinating optimization processes,
- providing support and active participation in new launches projects,
- oversight of timely realization of production plans.

Candidate profile

A candidate for the position of Production Manager should be familiar with production processes used by the company, possess skills in managing big teams and have engineering background. Employees promoted to the Production Manager position are often Shift Managers who have become experts in technology-related issues or technicians with management talent.

Development opportunities

Development opportunities for Production Managers are vast and depend on how their role is perceived in the organization. Their level of involvement in the operations of respective departments may allow them to become Quality Managers, Project Managers, Technical Directors or Plant Managers.

Shift Manager

The Shift Manager is responsible for operational work management of dedicated production stands for one of the shifts. Except for developed planning and coordinating skills, a Shift Manager has to continuously manage teams through delegating work among subordinates, monitoring KPIs, motivating and maintaining discipline.

Scope of duties

- management of subordinate production teams,
- oversight and coordination of production plans,
- verification and managing production documentation and efficiency indicators,
- initiating and implementing optimization processes,
- reporting production results,
- oversight of efficiency and proper functioning of production stands,
- responsibility for following Health and Safety regulations,
- reacting in emergency situations.

Candidate profile

A candidate for the position of Shift Manager should have a university engineering degree and developed managerial skills. Employees who are often promoted to Shift Manager have been chargemen or production staff already familiar with the machine park and potential difficulties which may arise over the course of a shift.

Development opportunities

The career path of a Shift Manager may be vertical towards the Production Manager or horizontal towards maintenance or operational quality management. It all depends on the knowledge of specific merit based issues and employee preferences.

Gross monthly salary including an average bonus of 8%

1-st Quartile	Median	3-rd Quartile
1 300 €	1 550 €	1 800 €

Average	Minimum	Maximum
1 500 €	600 €	1 900 €

Number of observations: 22

Additional benefits



Process Engineer

Gross monthly salary including an average bonus of 9%

1-st Quartile	Median	3-rd Quartile
1 450 €	1 850 €	2 150 €
Average	Minimum	Maximum
1 750 €	600 €	2 450 €

Number of observations: 24

Additional benefits

Health Insurance	79%
Company telephone/computer	79%
Additional Trainings	83%
Sport Card	25%
Holiday Pay	79%
Other	21%

The Process Engineer, who is also often called a technologist, is responsible for preparing, improving and developing production processes of their plant. The scope of duties varies greatly depending on the company but the common factor is most often operational and formal oversight of current and new production technologies, participation in industrialization projects and new launches.

Scope of duties

- preparing the parameters of the technological process,
- preparing the instruction manuals, material norms and technological documentation,
- participation in new launches,
- supporting the QA department in production quality, materials oversight and implementing repairs,
- initiating and participating in optimization projects,
- technical support of the production and sales departments.

Candidate profile

A candidate for the position of Process Engineer should have a university diploma in production processes which they would support. Moreover, they should possess skills of analytical thinking, quick decision making and time management. Considering the frequency of project work, teamwork skills, assertiveness and English proficiency are necessary.

Development opportunities

Considering a large number of projects and responsibilities, a Process Engineer has wide promotion opportunities. Depending on the specifics of the position at a given company and soft skills of the employee they may be promoted either horizontally to the industrialization, project management, continuous improvement departments or vertically to the Technical Director position.

Product Engineer

The Product Engineer is a position which combines the competences of a technologist and a designer. They are responsible for merit-based and organizational product preparation, seeking financial and quality optimization and adjusting the product to the production capabilities of the company. The Product Engineer is to coordinate engineer work between the client and the internal R&D department, to support industrialization projects and to prepare new production technologies.

Scope of duties

- participation and work on product optimization and development,
- coordinating the cooperation between the client, R&D and suppliers,
- supporting the product, tools and production line design,
- responsibility for organizing tests and result analysis,
- preparing technical specifications of products,
- participating in setting technical requirement which would apply to all clients and internal departments,
- participating in new launches.

Candidate profile

A candidate for the position of Product Engineer must have an engineering degree, preferably from an area related to the products manufactured in the plant. Experience in product development and client contact would be invaluable. Considering the necessity of working with clients and suppliers, English proficiency and the ability to establish and maintain business relationships are required. Personality-wise, a candidate should have a developed set of coordination skills, assertiveness, creativity and the ability to work under pressure.

Development opportunities

A wide range of competences gained while working with a product, technologies and clients allow Product Engineers to hold positions of Project and Program Managers. Considering vertical promotion, it would definitely be the R&D Manager or the Technical Director positions.

Gross monthly salary including an average bonus of 9%

1-st Quartile	Median	3-rd Quartile
1 650 €	1 900 €	2 200 €

Average	Minimum	Maximum
1 900 €	900 €	3 000 €

Number of observations: 17

Additional benefits

Health Insurance	76%
Company telephone/computer	88%
Additional Trainings	88%
Sport Card	29%
Holiday Pay	76%
Other	24%

Industrialization Manager

Gross monthly salary including an average bonus of 10%

1-st Quartile	Median	3-rd Quartile
2 950 €	3 400 €	3 800 €
Average	Minimum	Maximum
3 450 €	2 650 €	4 500 €

Number of observations: 11

Additional benefits

Health Insurance	91%
Company telephone/computer	91%
Additional Trainings	82%
Sport Card	27%
Holiday Pay	82%
Company Car	9%
Other	27%

The Industrialization Manager is responsible for overseeing and coordinating the team composed of Industrialization Engineers and the design team. They realize goals through training, organization and planning the development of subordinate employees. A person holding this position plans the investment budget to equip the machine park, actively supports production line transfer design and takes responsibility for industrialization processes of new products.

Scope of duties

- managing a subordinate team of Industrialization Engineers and the design team,
- supporting projects connected with production line transfers and improving the functioning stands,
- overseeing the investment budget,
- managing engineering changes,
- participating in investment projects.

Candidate profile

A candidate for the position of Industrialization Manager should have a technical university diploma from an area connected with machine design, vast experience in managing new launches processes of a plant and team management skills. The position is often offered to Industrialization Engineers.

Development opportunities

Possible development opportunities for Industrialization Managers are either a transfer to the project management department to become Project or Program Managers or broadening their set of skills to become the Technical Director.

Industrialization Engineer

The Industrialization Engineer is responsible for the development of the machine park infrastructure, production lines or manufacturing cells. They work together with a team on new launches projects of the plant. Their role is to indicate needs regarding the machine park, the facility and additional equipment. They validate and implement the needed modifications, participate in choosing machine suppliers. Moreover, they contribute to the design of machine transfer and development of the existing lines to meet the production needs of the client.

Scope of duties

- identifying needs and facility infrastructure development,
- cooperation with the engineering and R&D departments to adjust the machines and infrastructure to new launches procedures,
- preparation and oversight of technical documentation,
- direct contact with internal and external clients,
- participation in optimization processes.

Candidate profile

A candidate for the position of Industrialization Engineer should have a technical university diploma connected with machine design and familiarity with the used production processes. The position is often offered to Technologists or Process Engineers.

Development opportunities

A natural career path of an Industrialization Engineer leads to the Industrialization Manager position. It is very often the case that a wide set of competences proves extremely valuable for positions like Project Manager, Production Manager, Supplier Quality Engineer or Continuous Improvement Manager.

Gross monthly salary including an average bonus of 8%

1-st Quartile	Median	3-rd Quartile
1 650 €	1 800 €	2 050 €

Average	Minimum	Maximum
1 850 €	1 350 €	2 150 €

Number of observations: 16

Additional benefits

Health Insurance	81%
Company telephone/computer	81%
Additional Trainings	81%
Sport Card	25%
Holiday Pay	88%
Other	25%

Tools Designer

Gross monthly salary including an average bonus of 9%

1-st Quartile	Median	3-rd Quartile
900 €	1 450 €	1 750 €
Average	Minimum	Maximum
1 350 €	650 €	2 000 €

Number of observations: 14

Additional benefits

Health Insurance	79%
Company telephone/computer	57%
Additional Trainings	93%
Sport Card	36%
Holiday Pay	86%
Other	14%

Tools Designer is a very important employee from the perspective of the majority of production organization departments. Considering their versatility and support for most processes at different stages of product implementation, their place in the structure of the company may be very different e.g. the technological department, maintenance department, industrialization department or R&D. They often support the company as early as the offer submission stage during the make-or-buy decision process, industrialization, product development or production process optimization.

Scope of duties

- preparation and 3D design of tools and machine park equipment,
- full responsibility for financial documentation,
- oversight of the production process,
- conducting precision technical trials and decisiveness in terms of freeing up production tools,
- introducing construction changes in operating machines and tools,
- participation in new product offerings,
- participation in the make-or-buy process,
- supporting the industrialization processes.

Candidate profile

A candidate for the position of Tools Designer should have experience with the production processes used at the company and with 3D design in most commonly used programs like CATIA, NX, Inventor or Solidworks. The preferred educational background should be closely connected with design and machine design or materials engineering. Considering the fact of working with different departments and an international client portfolio, the candidates should be communicative in English and/or German.

Development opportunities

Due to such a vast scope of duties and a varied characteristic of projects, the Tools Designer has plenty opportunities to be promoted both vertically or horizontally. The most obvious path is to move to the R&D department and deal directly with product development. However, it is often the case that employees tend to specialize in one of the aspects they have been supporting and move to industrialization or technology developments, or they focus on optimization projects.

Quality Manager

Quality Manager takes care of the quality department which is responsible for production process quality of the company. The size of the team depends on the size of the company and may vary from a few to tens of production employees, controllers and Quality Engineers. Quality Manager is responsible for improving productivity and lowering costs. They are the ones who design and oversee implementation of QA systems both answering to the client needs and monitoring the supply quality. They conduct trainings regarding quality norms, examine the causes of malfunctions and cooperate closely with other departments in the respect of technological and technical solutions regarding the quality system.

Scope of duties

- managing the quality department of the company,
- overseeing all quality aspects of the company in cooperation with the board, clients, suppliers and other departments,
- control over conditions which stem from client expectations, quality norms and acquiring quality certificates,
- organization of internal audits and oversight of external audits at the company,
- building and maintaining relationships with clients and customers,
- participation in optimizing projects and corrective measures.

Candidate profile

A candidate for the position of Quality Manager should have a technical university diploma in quality or production, show advanced quality tools knowledge and have experience in the automotive industry of over 5 years. They cooperate with many people from different departments, suppliers and clients on a daily basis therefore the ability to form relationships is crucial. Team management and leadership skills are a must.

Development opportunities

A natural path of a Quality Manager is the position of Quality Director. An alternative choice would be to become the Logistics Director or Program Manager.

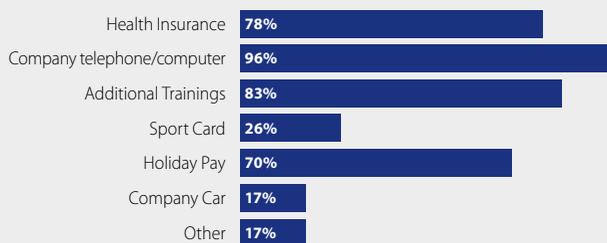
Gross monthly salary including an average bonus of 10%

1-st Quartile	Median	3-rd Quartile
2 400 €	3 550 €	4 100 €

Average	Minimum	Maximum
3 250 €	650 €	4 750 €

Number of observations: 23

Additional benefits



Quality Engineer

Gross monthly salary including an average bonus of 9%

1-st Quartile	Median	3-rd Quartile
1 500 €	1 900 €	2 050 €

Average	Minimum	Maximum
1 700 €	500 €	2 250 €

Number of observations: 24

Additional benefits

Health Insurance	75%
Company telephone/computer	88%
Additional Trainings	88%
Sport Card	21%
Holiday Pay	79%
Company Car	4%
Other	21%

The Quality Engineer is responsible for ensuring production department quality. Their everyday tasks comprise process stage control in order to manufacture products representing the company standards, monitoring quality indicators and preparing quality documentation. Additionally, the Quality Engineer prepares PPAP documentation for changes in production and initiates necessary corrective and preventive measures. Quality Engineers often work closely with the client in terms of complaint management, they prepare the company and are actively involved in internal and external audits.

Scope of duties

- responsibility for building and maintaining relationships with the clients, complaint management and initiating corrective measures,
- participation in internal and external audits,
- participation in new launches processes,
- responsibility for quality documentation,
- organizing and taking measurements, product analysis,
- developing the quality management system,
- conducting trainings and supporting other departments in terms of quality.

Candidate profile

A candidate for the position of Quality Engineer should have a technical university diploma connected with QA or production, show good knowledge of QA tools and have experience in the automotive industry of 2 to 5 years. The ability to build relationships with the client is crucial, as well as reading technical drawings.

Development opportunities

The natural path for a Quality Engineer is the position of Senior Quality Engineer or Quality Manager. On the other hand, the acquired competences often prove valuable as the Process Engineer. There is also an option to develop in the supplier quality division.

Supplier Quality Assurance Engineer

Supplier Quality Assurance Engineer is a person who is responsible for quality control and productivity projects at the supplier site. Their main task is to establish relationships with current and select potential suppliers of raw materials or components for production. This position is connected with frequent trips not only in Poland. It requires frequent visits to suppliers to performing qualitative audits, initiating corrective plans, or training employees.

Scope of duties

- building and managing relationships with suppliers,
- control over the quality of materials and products,
- support and development of suppliers in order to improve product quality and optimize costs,
- responsibility for conducting audits at supplier sites,
- participation in the process of selecting and acquiring suppliers,
- close cooperation with the departments responsible for implementing new products on the company and supplier site,
- technical support of the purchasing department.

Candidate profile

A candidate for the position of Supplier Quality Assurance Engineer should have a technical university diploma, a few years of experience in the area of QA, or in the automotive purchasing department. Considering the international nature of cooperation with suppliers, English proficiency is required. Any other language would be treated as an advantage. The job also requires availability due to frequent business trips and good knowledge of the QA tools used in the automotive industry.

Development opportunities

A development opportunity for Supplier Quality Assurance Engineer is the position of Supplier Quality Assurance Manager or a position in the global structures of the company. This person can also develop in QA areas of the company.

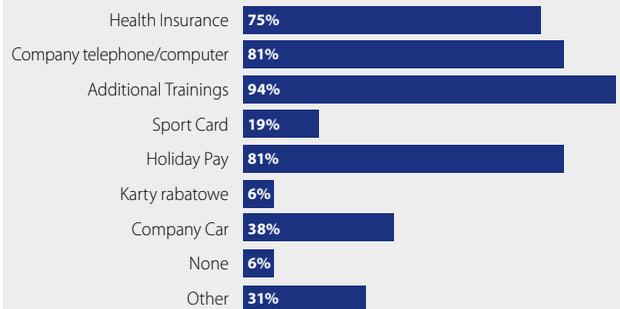
Gross monthly salary including an average bonus of 8%

1-st Quartile	Median	3-rd Quartile
1 600 €	1 900 €	2 700 €

Average	Minimum	Maximum
2 000 €	950 €	3 100 €

Number of observations: 16

Additional benefits



Quality Technician

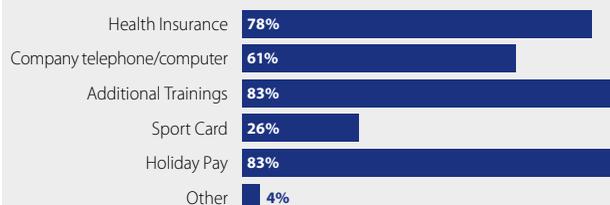
Gross monthly salary including an average bonus of 8%

1-st Quartile	Median	3-rd Quartile
950 €	1 050 €	1 100 €

Average	Minimum	Maximum
1 000 €	550 €	1 300 €

Number of observations: 23

Additional benefits



The Quality technician is responsible for quality control of the production process or the finished product. Their main purpose is to ensure the product or process to be of the highest quality. They can be responsible for the entire production process, or just for its separate stages, such as input or output control or quality of materials purchased for production. It is also within the scope of their duties to prepare documentation and to carry out tests and measurements that result in the development of control reports that affect further development and elimination of quality errors. Quality Technicians cooperate with the production staff every day.

Scope of duties

- responsibility for quality control of products and production processes,
- participation in the preparation and oversight of control indicators,
- analyzing potential errors in products and processes,
- responsibility for QA documentation,
- training production staff.

Candidate profile

A candidate for the position of Quality Technician should have a technical university diploma in QA or metrology and should also show good knowledge of QA tools used in the automotive industry. It is also necessary to read technical drawings and to use measuring instruments.

Development opportunities

The natural promotion path for a Quality Technician would be the position of a Junior Quality Specialist or Quality Specialist. They also have an opportunity to develop in the supplier quality division.

Maintenance Manager

The Maintenance manager is responsible for the continuous and uninterrupted operation of the machine park of the plant. In the automotive industry, where any downtime in production is associated with enormous financial losses, an efficient and effective Maintenance Manager is essential. The necessity to reconcile, often seemingly contradictory interests of different departments, especially in cooperation with the production department, requires a rare combination of technical, negotiating and coordinating skills.

Scope of duties

- direct maintenance department management,
- providing ongoing maintenance and machinery installation,
- management of relationships and collaboration with third-party service providers and parts providers,
- supporting industrialization projects,
- planning checkups, corrective and preventive measures,
- overseeing spare parts economy,
- responsibility for the department budget and technical documentation.

Candidate profile

A candidate for the position of Maintenance Manager is frequently promoted internally within the structure of this team. It is very important to know the machines and equipment used in production processes. For this reason, the most suitable educational background would be mechanics, machine design or automatics. The ideal personality profile is that of employees who like to stay in the machine park, deal effortlessly with stressful and conflicting situations, and effectively communicate with coworkers.

Development opportunities

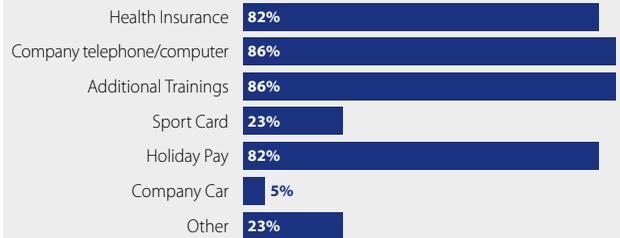
The most popular development path for a Maintenance Manager is to become managers or directors in production or technology departments. However, it also happens that, thanks to comprehensive knowledge of the functioning of the organization, they occupy positions of Plant Directors.

Gross monthly salary including an average bonus of 10%

1-st Quartile	Median	3-rd Quartile
2 450 €	3 450 €	3 900 €
Average	Minimum	Maximum
3 200 €	700 €	4 850 €

Number of observations: 22

Additional benefits



Maintenance Engineer

Gross monthly salary including an average bonus of 9%

1-st Quartile	Median	3-rd Quartile
1 450 €	1 600 €	1 800 €
Average	Minimum	Maximum
1 550 €	650 €	2 350 €

Number of observations: 24

Additional benefits

Health Insurance	75%
Company telephone/computer	88%
Additional Trainings	83%
Sport Card	21%
Holiday Pay	75%
Other	21%

The Maintenance engineer is one of the team members responsible for the efficient operation of the machine park at the factory, through personally conducted checkups and repairs, and direct cooperation with third party service companies. Due to good knowledge of machines and production processes, Maintenance Engineers are often involved in optimization and industrialization projects.

Scope of duties

- analysis of problems related to the efficient operation of production equipment and implementation of corrective measures,
- responsibility for technical documentation,
- oversight of the state of the spare parts inventory,
- participation in new launches and optimization processes,
- coordination of service, maintenance and preventive measures,
- close cooperation with the production department.

Candidate profile

A candidate for the position of Maintenance Engineer should have a technical university diploma in mechanics, electrical work, automatics, machine design or similar. A pro-active approach and experience in this scope of work would be valued.

Development opportunities

A natural path for the Maintenance Engineer is to become the Maintenance Manager, although the skills acquired for this position may be valuable to other departments. With appropriate preparation, they may be transferred to the technological, industrialization or production departments.

Robotics Engineer

Robotics Engineer in the structure of the company most often works in the maintenance department. They are specialists responsible for servicing, repairing, programming and sometimes also designing robotic workstations. Considering their expertise and experience, they are involved in optimization projects, production line transfers and new launches.

Scope of duties

- responsibility for programming and configuration of production robots,
- oversight of technical documentation,
- participation in new launches processes,
- planning, coordination and implementation of checkups and preventive maintenance of equipment,
- participation in optimization processes,
- supporting the purchasing department in new equipment purchases.

Candidate profile

A candidate for the position of a Robotics Engineer should have a technical university diploma, mainly in the field of automation and/or robotics. It is important to have experience in the programming and servicing industrial robots where knowledge of specific machines or production processes is often expected. In addition, due to frequent participation in international projects, English language proficiency and electrical qualifications would be greatly appreciated.

Development opportunities

A high level of specialization, production process and machine operation knowledge allow for a vertical promotion to Maintenance Manager and also a transfer to the technological, production or R&D departments.

Not enough observations to receive reliable results.

1-st Quartile	Median	3-rd Quartile
no data	no data	no data

Average	Minimum	Maximum
no data	no data	no data

Number of observations: 1

Automation Engineer

Gross monthly salary including an average bonus of 9%

1-st Quartile	Median	3-rd Quartile
1 900 €	2 150 €	2 300 €
Average	Minimum	Maximum
2 050 €	950 €	2 600 €

Number of observations: 16

Additional benefits

Health Insurance	94%
Company telephone/computer	81%
Additional Trainings	88%
Sport Card	31%
Holiday Pay	88%
Other	31%

Automation Engineer is a key position in any, at least partially, automated production facility. They are usually located in the maintenance or technology departments and are responsible for the correct and optimal operation of subordinate production machines. Apart from driver programming, they often support other key projects within their own plant or company. These are, among others: optimization projects, industrialization, supplier selection or new plant equipment design.

Scope of duties

- responsibility for programming machine drivers,
- support for corrective and preventive measures,
- support in the production line concept creation and production stands,
- participation in processes that optimize and modernize the production and the machine park,
- responsibility for technical documentation,
- staff training,
- cooperating closely with other departments.

Candidate profile

A candidate for the position of Automation Engineer should have a technical university diploma in the field of automation. It would be valuable to have direct experience on a similar position, particularly with similar machines or production processes. Due to frequent international projects, English proficiency would be useful.

Development opportunities

Due to high level of knowledge of the used machine park and participation in various design teams, Automation Engineers can advance vertically in technological or maintenance departments or, depending on their personality and soft skills development, move to other departments such as quality, new launches or production.

Automation Technician

The Automation Technician is a position that is often identified as Maintenance Technician. They operate in maintenance, service and repair the machine park and plant infrastructure. Their workplace is the production hall, where they are responsible for the liquidity of production and the support of other departments such as production or quality.

Scope of duties

- responsibility for machine checkups,
- ongoing repairs and malfunction removal,
- participation in new launches of new production stands,
- preparation of technical documentation,
- verification of technical data and reporting spare parts demand,
- participation in machine modernization processes.

Candidate profile

A candidate for the position of Automation Technician should have a degree in automation, electrical works or similar. It would also be valuable to have experience with direct work on production machines and high technical skills, which would allow them to quickly learn about the functioning of subordinate devices.

Development opportunities

Automation Technicians have plenty potential for development. Having a good knowledge of the machine park and production processes, graduating a chosen field of study can be a great addition to maintenance, quality or production departments.

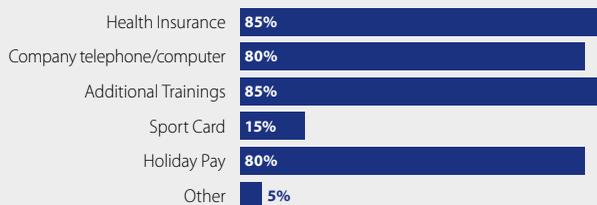
Gross monthly salary including an average bonus of 9%

1-st Quartile	Median	3-rd Quartile
1 000 €	1 300 €	1 500 €

Average	Minimum	Maximum
1 250 €	900 €	1 600 €

Number of observations: 20

Additional benefits



Mechanic

Gross monthly salary including an average bonus of 8%

1-st Quartile	Median	3-rd Quartile
1 050 €	1 350 €	1 450 €
Average	Minimum	Maximum
1 250 €	550 €	1 600 €

Number of observations: 25

Additional benefits

Health Insurance	80%
Company telephone/computer	68%
Additional Trainings	88%
Sport Card	24%
Holiday Pay	76%
Other	20%

The profession of Mechanic is understood in a very different ways. Even in a single industry, their tasks can be very different from each other. The same situation occurs in manufacturing companies of the automotive industry. Employees are most often found in the structures of maintenance or technology departments. Due to the wide knowledge of machine construction and operation, and often production processes, they provide invaluable support for any project on the production site. In addition they deal with preventive and reactive maintenance or implementation of new machinery in the area of the production hall.

Scope of duties

- responsibility for machine checkups,
- ongoing repairs and malfunction removal,
- supervision of the technical infrastructure of the plant,
- responsibility for retooling,
- participation in new launches of new production lines,
- preparing technical documentation,
- verification of technical data and reporting spare parts demand,
- participation in machine modernization processes.

Candidate profile

A candidate for the position of Mechanic should have an engineering degree in mechanics and machine design or related and experience in working a similar position. It is often a valued to be familiar with different types of machinery and production processes, so that candidates can quickly adapt to new conditions and implement solutions from other organizations. Undoubtedly, the ability to think analytically and act quickly and effectively in crisis situations would also be important. In times of increasing international cooperation, communicative English would be very valuable.

Development opportunities

Considering the vast knowledge of the machine park and participation in various design teams, Mechanics can move vertically within the technology or maintenance departments or, depending on their personality and soft skills, move to other departments such as quality department, new launches or production.

Electrical Engineer

The Electrical Engineer is the person responsible for the power grid, power systems and electrical equipment in the machine park of the plant. They are most often found in the structures of maintenance or technology departments. Due to the wide knowledge of machine construction and operation, and often production processes, they comprise invaluable support for any project on the production site. In addition they deal with preventive and reactive maintenance or implementation of new machinery in the area of the production hall.

Scope of duties

- responsibility for machine checkups,
- performance of all emerging electrical repairs and malfunction removal,
- participation in new launches of new production sites,
- preparation of technical documentation,
- participation in machine modernization processes, especially regarding energy saving.

Candidate profile

A candidate for the position of Electrical Engineer should have an engineering degree in electrical works and experience in working similar positions. Undoubtedly, the ability to think analytically and act quickly and effectively in crisis situations would also be important. In times of increasing international cooperation, communicative English would be very valuable.

Development opportunities

Considering vast knowledge of the machine park and participation in various design teams, Electrical Engineers can be promoted vertically in technology or maintenance departments or, depending on their personality and soft skills, move to other departments such as quality, new launches or production.

Gross monthly salary including an average bonus of 8%

1-st Quartile	Median	3-rd Quartile
1 250 €	1 300 €	1 500 €
Average	Minimum	Maximum
1 250 €	500 €	1 700 €

Number of observations: 23

Additional benefits

Health Insurance	83%
Company telephone/computer	65%
Additional Trainings	87%
Sport Card	26%
Holiday Pay	70%
Other	22%

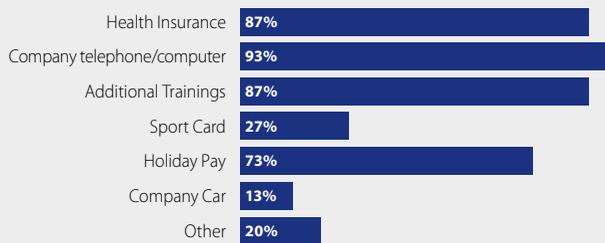
R&D Manager

Gross monthly salary including an average bonus of 7%

1-st Quartile	Median	3-rd Quartile
2 150 €	4 050 €	4 550 €
Average	Minimum	Maximum
3 500 €	1 500 €	5 000 €

Number of observations: 15

Additional benefits



The R&D Manager is responsible for proper functioning of one of the most important departments in every departmental organization, the R&D. It is their job to maintain competitiveness on the world market by improving the existing and developing new products. Faced with the increasing number of engineering centers in Poland, this position will appear on the labor market more and more frequently. Managers are usually responsible for constructor, prototype, laboratory teams, and often for those responsible for industrialization of new solutions.

Scope of duties

- management of the R&D department,
- supervision and coordination of prototype creation and product development, in collaboration with other departments, customers or suppliers, and their implementation in serial production,
- responsibility for the development of new technological solutions and supervision of documentation,
- building and maintaining relationships with customers and suppliers,
- participation in the development of the company technological and product development strategies,
- monitoring trends of scientific and technological development in the company business segments,
- maintaining contact and cooperating with the scientists and patent institutions.

Candidate profile

A candidate for the position of R&D Manager positions should have relevant experience and knowledge of the industry and environment in which the new employer operates. A university diploma, often an Sc.D degree, and the ability to effectively manage a large team would be essential. Due to the level of advancement of the projects, cooperation in developing new solutions takes place internationally and therefore English proficiency is essential. Each additional language would be advantage. Due to the nature of subordinate work, it is also important to know specialized design software such as CATIA or NX.

Development opportunities

There are several possible development paths for R&D managers. They can be promoted in the engineering center or in the production plant as a Technical Director or Plant Manager. The third, relatively common opportunity, is the promotion within the organization to regional positions and international R&D team management.

CAD Designer

The CAD Designer is responsible for new products and streamlining the existing ones. Using specialized software, they prepare drawings, cost estimates and instructions for the designed products and supervise the production by the prototype centers or participate in new launches. It often happens that they work directly with clients so they can directly implement their suggestions and vision into their projects and instruct the suppliers about the exact specifications and shapes of the components needed for their products. Designers are most often located in R&D or design and construction offices.

Scope of duties

- comprehensive design of products or their modifications in line with the expectations of the company or clients,
- looking for solutions to minimize costs and production time,
- creation and oversight of design documentation,
- participation in technical arrangements with the clients and/or suppliers,
- participation in product testing,
- support in industrialization processes and participation in new launches projects,
- substantive support for other departments of the company.

Candidate profile

A candidate for the position of CAD Designer should have a technical university diploma in mechanics, materials science, electro-mechanics or similar, highly developed creativity and at the same time an analytical approach. Due to the tools used, knowledge of design software such as CATIA, NX, especially in the automotive industry, and also INVENTOR and SolidWorks is essential.

Development opportunities

CAD Designers may be promoted vertically to R&D Managers, but considering more complex structures there are other possibilities. Due to the oversight of the technicians of the prototype plant and direct contact with customers and suppliers, they can also take the position of Workshop Manager or Project Manager.

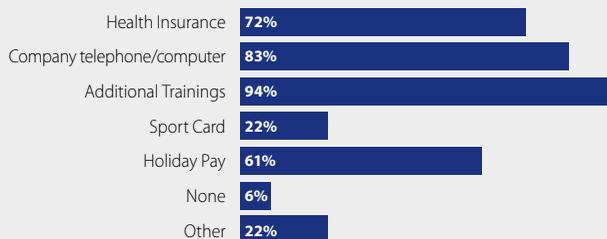
Gross monthly salary including an average bonus of 7%

1-st Quartile	Median	3-rd Quartile
1 400 €	1 850 €	2 150 €

Average	Minimum	Maximum
1 750 €	650 €	2 750 €

Number of observations: 18

Additional benefits



Logistics Director

Gross monthly salary including an average bonus of 9%

1-st Quartile	Median	3-rd Quartile
3 850 €	4 600 €	5 000 €
Average	Minimum	Maximum
4 400 €	2 200 €	7 100 €

Number of observations: 20

Additional benefits

Health Insurance	80%
Company telephone/computer	95%
Additional Trainings	75%
Sport Card	50%
Holiday Pay	5%
Company Car	90%

The Logistics Director is responsible for all logistics related activities at the plant or facility. They oversee building and implementing strategies for the development and optimization of all logistical processes. Logistics department structures are usually tailored to the organization and characteristics of the clients and their suppliers, but most often they include transportation, customer service, production planning, purchasing departments, and storage.

Scope of duties

- logistics department management,
- creating and managing budgets of subordinate departments,
- building and implementing development and logistics optimization process strategies,
- supervision of customer service processes, transport, production planning, purchasing and stock management,
- building and maintaining long-term relationships with customers and suppliers, including negotiating and managing contracts,
- continuous cooperation with all departments of the company.

Candidate profile

A candidate for the position of Logistics Director should have the experience and knowledge of functioning of the various components of logistics in the plant. It is often the case that people from one of the subordinate departments like transport, customer service, purchasing, warehouse management are promoted. It is very important for them to be able to manage large teams, budgets and financial analysis, also to build and maintain relationships and negotiate. Due to the international nature of cooperation, English proficiency and knowledge of logistics services in Poland and Europe would be crucial.

Development opportunities

Considering the scope of duties, continuous contact with all departments of the organization and knowledge of the market and the environment of the company, the positions of the Chief Operating Officer or Plant Manager are very common promotion paths. Of course, it is also possible to take up a regional position and manage logistics processes for many plants in subordinate countries.

Customer Service Logistics Manager

The Customer Service Logistics Manager is the person in charge of the department that informs and coordinates the work of any other department which is responsible for the timely delivery of goods to the customer. This person is responsible for the correct functioning and improvement of the processes of export orders and maintaining good relations with customers. This is a key role because of the need to reconcile and enforce the performance of individual departments and suppliers to meet customer expectations. In addition, the person is directly involved in the search and management of third party transport and forwarding companies.

Scope of duties

- management and oversight of customer orders completion,
- building and maintaining relationships with customers,
- close cooperation with all departments of the company, allowing for efficient availability anticipation of goods for shipment,
- responsibility for correct and timely shipments to customers,
- oversight of customer packaging,
- responsibility for intervening in the activities of other departments to meet the customer transport needs,
- creating reports and analyses related to the functioning of the department.

Candidate profile

A candidate for the position Customer Service Logistics Manager should have a university diploma in logistics, forwarding, management or transport and have at least several years of experience in logistics services with direct cooperation with the client. Due to the characteristics of the industry, it will also be necessary to have proficiency of English and/or other foreign languages and the ability to effectively manage a team. Close cooperation with other organizations and the need to enforce timely actions requires the candidate to be assertive and composed in crisis situations.

Development opportunities

Customer Service Logistics Managers can be promoted horizontally across other departments of the logistics division like purchasing, production planning, stock management to be later promoted to the position of Logistics Manager.

Gross monthly salary including an average bonus of 10%

1-st Quartile	Median	3-rd Quartile
1 850 €	2 350 €	2 550 €
Average	Minimum	Maximum
2 200 €	850 €	3 350 €

Number of observations: 18

Additional benefits

Health Insurance	83%
Company telephone/computer	94%
Additional Trainings	78%
Sport Card	28%
Holiday Pay	78%
Other	22%

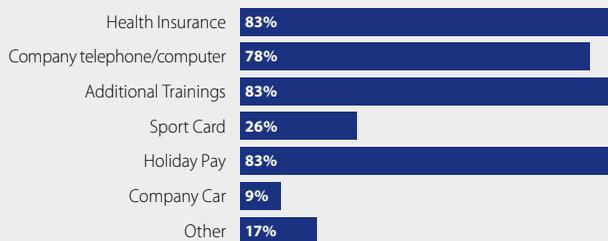
Customer Service Logistics Specialist

Gross monthly salary including an average bonus of 12%

1-st Quartile	Median	3-rd Quartile
1 050 €	1 550 €	1 700 €
Average	Minimum	Maximum
1 500 €	850 €	3 000 €

Number of observations: 23

Additional benefits



The Customer Service Logistics Specialist is a person who cares about the timely realization of customer orders and the delivery of goods. Considering personal contact with the customer and direct responsibility, they are often treated as caring for the interest of the customer in the production facility. In order to timely and qualitatively dispatch the goods, they are in constant contact with other departments of the company where their task is to coordinate activities, often also meaning changing the assumptions made. Due to the characteristics of the industry and production, all delays and downtimes in delivery of products are subject to high contractual penalties, therefore the work of a Customer Service Logistics Specialist is associated with high pressure and the need to deal with crisis situations.

Scope of duties

- maintaining regular contact with customers,
- responsibility for maintaining continuous and fluid communication and informing the customer of order realization progress,
- cooperating with other departments of the company in order to complete the order as soon as possible e.g. setting production priorities in according to the delivery status,
- responsibility for delivery of goods to customers,
- participation in handling of customer complaints,
- customer packaging management.

Candidate profile

A candidate for the position of Customer Service Logistics Specialist should have a university degree in logistics, forwarding, management or transport and possess a highly developed ability to build and maintain deep relationships and an organizational sense. They are forced to reconcile the interests of the customer and their own business, which requires assertiveness, the ability to deal with crisis situations and make quick decisions. Due to the direct cooperation with customers, foreign language proficiency is required depending on the clients they serve e.g. English, German, French, Italian, Spanish.

Development opportunities

In the case of efficient operation and developed soft skills, the natural way of development is to take the position of Customer Service Logistics Manager. However, it is also possible to move to other departments in the logistic division like purchasing, production planning or stock management.

Production Planning Manager

The Production Planning Manager is responsible for proper functioning of the production planning department. This key position of the production facility is connected with participation and supervision of short and long-term production plans in close cooperation with the maintenance, manufacturing, customer service logistics, and sales departments. Due to the large number of variables affecting liquidity and productivity, the production planning department must monitor and oversee the state of raw materials/parts/intermediate products, staffing, or machinery availability. Additionally, this position is involved in the optimization projects of both logistics and production processes.

Scope of duties

- management of the production planning team,
- cooperating closely with the rest of the departments regarding the most efficient resource allocation and product planning of product categories,
- monitoring the availability of resources for production, staffing or availability of machinery,
- coordination of production plan preparation,
- management and preparation of documents,
- participation in commissioning projects,
- responsibility for the optimal use of the machine park.

Candidate profile

A candidate for the position of Production Planning Manager should have several years of experience as a Production Planner and have extensive knowledge of plant production processes, often acquired as a production worker or an operator. Analytical skills and the ability to build relationships with all parties involved in the production process are essential. It would also be valuable to have a university diploma in logistics or production engineering, and proficiency of English.

Development opportunities

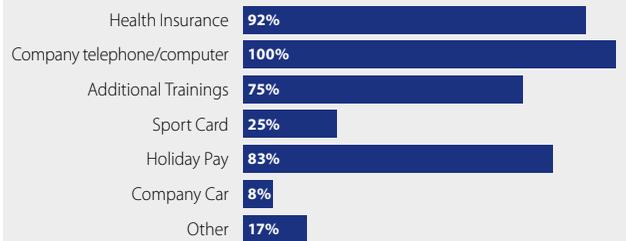
Production Planning Managers can be promoted horizontally within other departments in the logistics division like purchasing, customer service logistics, warehouse management to later become Logistics Manager.

Gross monthly salary including an average bonus of 11%

1-st Quartile	Median	3-rd Quartile
2 400 €	2 900 €	3 250 €
Average	Minimum	Maximum
2 850 €	2 250 €	3 700 €

Number of observations: 12

Additional benefits



Production Planner

Gross monthly salary including an average bonus of 8%

1-st Quartile	Median	3-rd Quartile
1 100 €	1 450 €	1 850 €
Average	Minimum	Maximum
1 500 €	650 €	2 200 €

Number of observations: 24

Additional benefits

Health Insurance	79%
Company telephone/computer	79%
Additional Trainings	88%
Sport Card	25%
Holiday Pay	79%
Other	21%

The Production Planner is a key person of any production facility. They are responsible for the continuity and timeliness of production, by monitoring and analyzing the levels of essential raw materials or intermediate products, availability and efficiency of the machine park, staffing and pending customer orders. In order to carry out their duties correctly, the production planner must work closely with all parties involved in the production process within the organization and with the suppliers.

Scope of duties

- preparation of production plans for selected products,
- analysis of production capacity regarding the implementation of the plan,
- checking availability of components, raw materials and materials,
- analysis of the production plan realization and its possible corrections in case of any deviations,
- participation in optimization projects,
- close cooperation with other company departments and suppliers.

Candidate profile

A candidate for the position of Production Planner should have extensive analytical skills and good knowledge of the production processes used in the organization, acquired often in the position of a production worker or an operator. Due to the need to reconcile the interests of the various departments of the factory and suppliers, the preferred candidates have developed soft skills to build relationships and deal with crisis situations that require rapid response and decision making. English language proficiency and a university diploma related to logistics or production engineering would also be useful.

Development opportunities

In the case of high effectiveness and developed soft skills, the natural path of development is to become the Production Planning Manager. However, it is also possible to move to other departments in the logistic division like purchasing, logistics or warehouse management.

Purchasing Manager

The Purchasing Manager is responsible for providing the subordinate plant with all the necessary resources to operate efficiently. Their role is to create and implement purchasing strategies by searching and creating lists of preferred suppliers, negotiating contracts and searching for cost optimization. The Purchasing Manager participates in the creation and oversees the use of the budget of the purchasing department. Depending on the structure of the organization, they can handle single plants or be responsible for entire regions. Because of the specifics of the products purchased, purchasing departments are often supported by quality, technology or industrialization departments.

Scope of duties

- participation in the creation and implementation of purchasing strategies such as direct & indirect procurement,
- creating standards and processes, and supervising purchasing processes,
- market analysis, building and maintaining relationships with suppliers and service providers,
- managing the budget of the purchasing department,
- close cooperation with technical departments and project leaders when purchasing specialized equipment,
- oversight of commercial contracts, tenders, bids,
- participating in or conducting negotiations,
- management of the purchasing team.

Candidate profile

A candidate for the position of Purchasing Manager should have a technical or financial university diploma. Because of the specific type of resources, they need at least a few years of experience in the purchasing department of a production company. In addition, the necessary skills are the ability to manage a team and a budget effectively, negotiate efficiently, build and maintain relationships with suppliers. Considering the optimization cost, the desired supplier can be deployed around the world, which would also makes English proficiency a must.

Development opportunities

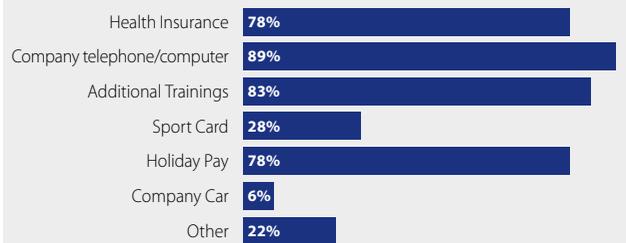
Purchasing Managers can be promoted horizontally within other departments of the logistics division like customer service logistics, warehouse management or become Logistics Manager.

Gross monthly salary including an average bonus of 11%

1-st Quartile	Median	3-rd Quartile
1 900 €	2 500 €	2 850 €
Average	Minimum	Maximum
2 350 €	950 €	3 700 €

Number of observations: 18

Additional benefits



Direct Buyer

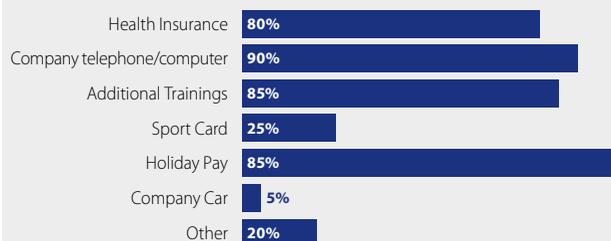
Gross monthly salary including an average bonus of 9%

1-st Quartile	Median	3-rd Quartile
1 550 €	1 900 €	2 350 €

Average	Minimum	Maximum
1 950 €	950 €	3 150 €

Number of observations: 20

Additional benefits



The Direct Buyer is responsible for purchasing resources directly needed for production. Considering the specialized and complicated nature of their purchases, they often specialize in certain types of goods and raw materials, making them very efficient in the supplier market. They also comprise indispensable support for all types of valuations of planned projects and production endeavors. They participate in the RFQ phase and in the make or buy decision process.

Scope of duties

- seeking, building and maintaining relationships with suppliers,
- oversight of the process of purchasing raw materials, materials, specialized equipment,
- negotiating terms of contracts, prices of goods and services, and delivery terms,
- analyzing the supplier market for their availability and production capacity,
- supporting other departments and project teams including participating in commissioning, RFQ support, and optimization projects.

Candidate profile

A candidate for the position of Direct Buyer should have a diploma from a technical or a financial university. Regardless of the department, they would need technical purchasing experience and extensive analytical and negotiating skills. Considering international cooperation, it is necessary to have proficiency of English and the ability to build and maintain relationships.

Development opportunities

In the case of effective performance and developed soft skills, the natural development path is to take the position of Purchasing Manager. However, it is also possible to move to other departments in the logistics division like logistics, customer management or warehouse management, and due to extensive knowledge of purchased resources, taking a position in the quality department e.g. the Supplier Quality Engineer.

Indirect Buyer

The Indirect Buyer is responsible for purchasing the resources needed to operate the plant, excluding resources directly used for production. The task of Indirect Buyers is to monitor the supplier market for collaboration on the most advantageous terms for the company, build and maintain relationships with suppliers, negotiate and manage contracts, and collaborate directly with all departments. These actions should be aimed at the highest quality of resources and services while minimizing expenditures.

Scope of duties

- seeking, building and maintaining relationships with suppliers,
- oversight of the process of purchasing indirect products,
- negotiating terms of contracts, prices of goods and services, and delivery terms,
- supplier market analysis regarding price and quality conditions,
- close cooperation and collection of purchase requirements from other departments.

Candidate profile

A candidate for the position of Indirect Buyer should have a university diploma in logistics or finances. It is also important to have experience in conducting shopping processes for the organization. Due to international cooperation, it is necessary to have proficiency of English and the ability to build and maintain relationships.

Development opportunities

In the case of efficient operation and developed soft skills and technical competences, the natural path of development is to take the position of the Direct Buyer and then the Purchasing Manager. However, it is also possible to move to other departments in the logistic division like logistics or warehouse management.

Gross monthly salary including an average bonus of 8%

1-st Quartile	Median	3-rd Quartile
950 €	1 450 €	1 600 €
Average	Minimum	Maximum
1 350 €	650 €	1 950 €

Number of observations: 18

Additional benefits

Health Insurance	78%
Company telephone/computer	83%
Additional Trainings	83%
Sport Card	22%
Holiday Pay	83%
Other	22%

Head of PMO

Gross monthly salary including an average bonus of 9%

1-st Quartile	Median	3-rd Quartile
4 600 €	5 000 €	5 500 €
Average	Minimum	Maximum
5 050 €	4 050 €	6 450 €

Number of observations: 9

Additional benefits

Health Insurance	100%
Company telephone/computer	100%
Additional Trainings	78%
Sport Card	44%
Company Car	89%

The Head of PMO is a position usually found in major international organizations at a central or regional level. Considering a smaller number of Polish companies with such coverage and a small number of foreign companies operating in Poland, this function is relatively rare in our country. They are at the head of the project realization department, most often in the area of implementing new products to production, by developing strategies and coordinating the work of the Program or Project Managers.

Scope of duties

- cooperation with the management regarding PMO strategy building in a subordinate region or globally,
- defining and implementing PMO methodology,
- supervision and coordination of the implemented programs or projects,
- managing a subordinate team of Project or Program Managers,
- building and maintaining long-term relationships with customers.

Candidate profile

A candidate for the position of Head of PMO should have a technical university diploma, commonly accompanied by a postgraduate program in project management or MBA. It is necessary to have many years of program management experience as well as in-depth knowledge of the specificity of the industry and clients. All project management certifications such as PRINCE2 or IPMA further enhance the competitiveness of candidates.

Development opportunities

Considering a very wide range of competences and operations in global or regional structures, Head of PMO has broad promotion opportunities. These are, among others, the Managing Director or the Sales Manager in global or regional structures.

Program Manager

Program manager is a key position for any production plant and organization. In some companies they are referred to as Project Managers. They are responsible for maintaining close, multi-level relationships with customers by supporting purchasing departments in acquiring new production programs. After being nominated, the Program Manager is responsible for coordinating the implementation of new products in a subordinate plant or plants and managing project teams of local workers.

Scope of duties

- coordination of the implementation of production programs and projects in a subordinate plant or region,
- direct contact and coordination of price, technical and organizational negotiations,
- project risk management,
- building and managing project teams and coordinating the activities of other involved departments,
- ensuring effective communication with the client during the whole duration of programs and projects,
- planning and managing the budget,
- substantive and organizational support throughout the duration of programs or projects.

Candidate profile

A candidate for the position of Program Manager should have a technical university diploma, often accompanied by a post-graduate program in project management or MBA, work experience in supervision of new launches processes and internal project management, such as production line transfers. It is also important to have a set of soft skills, such as the ability to build relationships, negotiate or manage a team effectively. All project management certifications, such as PRINCE2 or IPMA, further enhance the competitiveness of candidates.

Development opportunities

Program Managers can be promoted vertically by extending responsibility to other production sites in the region or taking up the position of Head of PMO. Due to good knowledge of the functioning of the organization, product and production processes, they can also move to positions such as Production Manager, Sales Manager or R&D Manager.

Gross monthly salary including an average bonus of 8%

1-st Quartile	Median	3-rd Quartile
3 350 €	3 650 €	4 000 €

Average	Minimum	Maximum
3 600 €	2 100 €	5 250 €

Number of observations: 13

Additional benefits

Health Insurance	92%
Company telephone/computer	92%
Additional Trainings	85%
Sport Card	31%
Holiday Pay	92%
Company Car	8%
Other	31%

Project manager

Gross monthly salary including an average bonus of 7%

1-st Quartile	Median	3-rd Quartile
2 200 €	2 650 €	3 100 €
Average	Minimum	Maximum
2 600 €	1 200 €	3 350 €

Number of observations: 17

Additional benefits

Health Insurance	88%
Company telephone/computer	94%
Additional Trainings	88%
Sport Card	29%
Holiday Pay	76%
Company Car	6%
Other	18%

The Project Manager is responsible for implementing internal projects such as production line transfers, acquisition of new ones for machine organization, development and implementation of IT systems, or regional and global optimization projects. The Project Manager is involved in every stage of project implementation while performing a control function over correctness, timeliness or verification of goals. Additionally, knowledge of project management and interpersonal skills are extremely important.

Scope of duties

- collection and analysis of internal customer needs,
- coordination and management of internal projects, e.g. implementation of IT systems, optimization projects, machine transfers,
- planning and defining a strategy of operation,
- building and managing a project team,
- assessment of potential risks for the project,
- oversight of the project budget,
- cooperating closely with other departments,
- contact with external partners and suppliers.

Candidate profile

A candidate for the position of Project Manager should have a university diploma connected with project realization, most often technical. Certificates related to project management and engineering experience of the production company would comprise added value. Personality predispositions towards communication, leadership, analytical thinking, negotiating or management are also important for this position.

Development possibilities

Development opportunities for the Project Manager involve extending the scope of duties with increasingly complex projects or promotions within the project management department e.g. to the position of Program Manager or Head of PMO.

Project Engineer

The Project Engineer is responsible for coordinating projects within one production facility. Most often, they are commissioning projects, where, like project managers, they form design teams and coordinate the setup of milestones. In organizations, they are often substitutes for the Project Manager.

Scope of duties

- responsibility for implementation of production projects at the plant,
- coordination of the project team,
- participation in building a strategy of operation,
- production support to address quality and performance issues,
- cooperating closely with other company departments.

Candidate profile

A candidate for the position of Project Engineer should have a university diploma related to the project management, most often technical. Knowledge the technology used in the plant and machine construction would be an advantage. Personality predispositions towards communication, leadership, analytical thinking , negotiating or management skills are also important in this position.

Development possibilities

Further development may be connected with a promotion to the Project Manager position or transferring to other departments like industrialization, technology or R&D.

Gross monthly salary including an average bonus of 9%

1-st Quartile	Median	3-rd Quartile
1 650 €	1 950 €	2 250 €
Average	Minimum	Maximum
2 000 €	1 450 €	3 050 €

Number of observations: 10

Additional benefits

Health Insurance	80%
Company telephone/computer	80%
Additional Trainings	90%
Sport Card	30%
Holiday Pay	90%
Other	20%

Continuous Improvement Manager

Gross monthly salary including an average bonus of 13%

1-st Quartile	Median	3-rd Quartile
2 250 €	2 600 €	3 050 €
Average	Minimum	Maximum
2 550 €	1 350 €	3 600 €

Number of observations: 13

Additional benefits

Health Insurance	85%
Company telephone/computer	92%
Additional Trainings	92%
Sport Card	15%
Holiday Pay	77%
Other	23%

The Continuous Improvement Manager is responsible for coordinating all process optimization activity at the plant site. Besides initiating and managing improvement projects, they also often manage a team of at least several continuous improvement professionals. In addition to the developed planning and forecasting skills, they must also continuously monitor global performance management trends.

Scope of duties

- managing a continuous improvement team,
- creating a map of the company processes and standards and identifying the opportunities for their optimization based on different methodologies e.g. Lean Manufacturing or Six Sigma,
- initiating and coordinating optimization projects in close collaboration with all departments,
- substantive support for other departments of the company,
- training staff and building a culture of continuous improvement.

Candidate profile

A candidate for the position of Continuous Improvement Manager should be stress-resistant and cope easily with crisis situations. They should be familiar with popular methodologies such as Lean Manufacturing and Six Sigma with all certifications and trainings appreciated. An engineering education would also be required. The person holding the position must be highly observant, analytical, willing to continuously improve their own knowledge and skills, manage a team effectively, be willing to deepen their knowledge and have interest in new technologies and production methods. Very often, those previously working as Continuous Improvement Specialists are promoted.

Development opportunities

Commonly, in the case of effective fulfilment of responsibilities, the scope of duties and implemented improvements are also transferred to other plants within the organization - so that they occupy regional positions, train and implement solutions in other locations. Considering the acquired skills, Continuous Improvement Managers can also be promoted to Project Management positions.

Continuous Improvement Specialist

The Continuous Improvement Specialist is increasingly sought after in developing organizations. Their purpose is to optimize costs and improve the efficiency of the processes being handled. Their mission is to continually search areas for improvement, initiate and coordinate optimization projects with the support of project teams.

Scope of duties

- initiating and managing projects to streamline production techniques, reduce costs, and increase process efficiency,
- conducting trainings on proposed changes,
- identifying and eliminating the risks, hazards and difficulties that individual departments may encounter while implementing improvements,
- proposing cost reduction proposals and analyzing any alternative problem solving methods,
- responsibility for keeping a register of all projects aimed at improving the functioning of the factory and reporting on their progress to employees.

Candidate profile

A candidate for the position of Continuous Improvement Specialist should have experience in production process optimization, not necessarily acquired in a similar line of work. Additionally, they should be familiar with popular methodologies such as Lean Manufacturing and Six Sigma with all certifications and training appreciated. An engineering diploma would also be an advantage. They must be highly observant, analytical, willing to continuously improve their own knowledge, abilities and managerial skills.

Development opportunities

Continuous Improvement Specialists are often promoted within the department to managerial positions. Depending on their technical competence, they may also be offered a transfer to project management or the production department.

Gross monthly salary including an average bonus of 9%

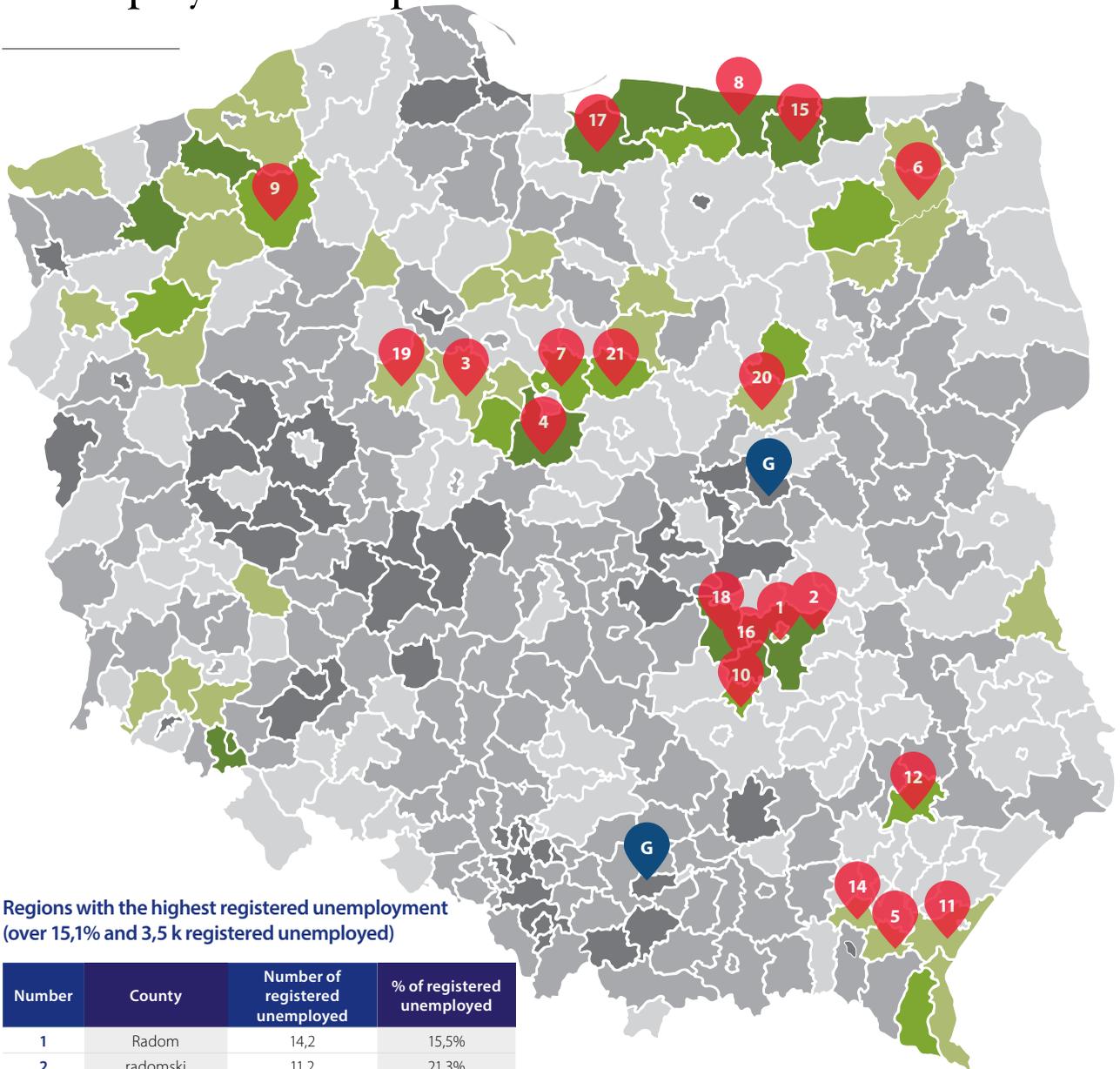
1-st Quartile	Median	3-rd Quartile
1 100 €	1 500 €	1 900 €
Average	Minimum	Maximum
1 500 €	800 €	2 150 €

Number of observations: 16

Additional benefits

Health Insurance	94%
Company telephone/computer	69%
Additional Trainings	88%
Sport Card	25%
Holiday Pay	81%
Other	25%

Unemployment Map



Regions with the highest registered unemployment (over 15,1% and 3,5 k registered unemployed)

Number	County	Number of registered unemployed	% of registered unemployed
1	Radom	14,2	15,5%
2	radomski	11,2	21,3%
3	inowrocławski	10,4	16,9%
4	włocławski	6,6	20,3%
5	brzozowski	5,0	17,5%
6	ełcki	4,9	16,1%
7	lipnowski	4,8	18,7%
8	bartoszycki	4,7	22,3%
9	szczecinecki	4,7	18,5%
10	skarżyski	4,6	18,3%
11	przemyski	4,4	15,8%
12	nizański	4,3	18,4%
13	działdowski	4,3	18,0%
14	strzyżowski	4,2	16,1%
15	kętrzyński	4,1	21,6%
16	szymborski	4,0	27,1%
17	elbląski	4,0	20,1%
18	przysuski	3,9	20,3%
19	żniński	3,8	15,2%
20	pułtowski	3,6	17,8%
21	sierpecki	3,6	19,2%



- 0 – 5%
- 5,1 – 10%
- 10,1 – 15%
- 15,1 – 18%
- 18,1-20%
- 20% +

Registered unemployed persons and unemployment rate by voivodships, subregions and powiats. April 2017 According to CSO.

Salary tables

Position	Average gross	Average SC	1-st Quartile gross	1-st Quartile SC	Median gross	Median SC	3-rd Quartile gross	3-rd Quartile SC	Including an average bonus of
Plant Manager	6 600 €	7 300 €	4 800 €	5 400 €	6 050 €	6 700 €	9 600 €	10 400 €	11%
HR Director	4 550 €	5 150 €	4 050 €	4 650 €	4 800 €	5 400 €	4 950 €	5 600 €	7%
HR Business Partner	2 300 €	2 800 €	1 850 €	2 200 €	2 000 €	2 400 €	2 850 €	3 400 €	6%
Recruitment Specialist	1 600 €	1 950 €	1 300 €	1 600 €	1 800 €	2 150 €	1 850 €	2 250 €	6%
CFO	5 750 €	6 400 €	4 350 €	4 950 €	5 150 €	5 800 €	6 050 €	6 700 €	18%
Sales Director	5 000 €	5 650 €	2 100 €	2 500 €	5 950 €	6 600 €	7 100 €	7 850 €	9%
Technical Director	4 450 €	5 050 €	3 900 €	4 450 €	4 550 €	5 150 €	5 200 €	5 850 €	8%
Production Manager	2 900 €	3 450 €	2 500 €	3 000 €	2 900 €	3 450 €	3 300 €	3 900 €	8%
Shift Manager	1 500 €	1 800 €	1 300 €	1 600 €	1 550 €	1 850 €	1 800 €	2 150 €	8%
Process Engineer	1 750 €	2 150 €	1 450 €	1 700 €	1 850 €	2 200 €	2 150 €	2 550 €	9%
Product Engineer	1 900 €	2 250 €	1 650 €	1 950 €	1 900 €	2 250 €	2 200 €	2 700 €	9%
Industrialization Manager	3 450 €	4 000 €	2 950 €	3 500 €	3 400 €	4 000 €	3 800 €	4 400 €	10%
Industrialization Engineer	1 850 €	2 200 €	1 650 €	1 950 €	1 800 €	2 150 €	2 050 €	2 500 €	8%
Tools Designer	1 350 €	1 650 €	900 €	1 100 €	1 450 €	1 750 €	1 750 €	2 150 €	9%
Quality Manager	3 250 €	3 800 €	2 400 €	2 900 €	3 550 €	4 100 €	4 100 €	4 700 €	10%
Quality Engineer	1 700 €	2 100 €	1 500 €	1 800 €	1 900 €	2 250 €	2 050 €	2 500 €	9%
Supplier Quality Assurance Engineer	2 000 €	2 400 €	1 600 €	1 900 €	1 900 €	2 300 €	2 700 €	3 250 €	8%
Quality Technician	1 000 €	1 200 €	950 €	1 100 €	1 050 €	1 250 €	1 100 €	1 300 €	8%
Maintenance Manager	3 200 €	3 750 €	2 450 €	2 950 €	3 450 €	4 050 €	3 900 €	4 500 €	10%
Maintenance Engineer	1 550 €	1 850 €	1 450 €	1 700 €	1 600 €	1 900 €	1 800 €	2 200 €	9%
Robotics Engineer	-	-	-	-	-	-	-	-	-
Automation Engineer	2 050 €	2 450 €	1 900 €	2 250 €	2 150 €	2 600 €	2 300 €	2 800 €	9%
Automation Technician	1 250 €	1 550 €	1 000 €	1 200 €	1 300 €	1 550 €	1 500 €	1 800 €	9%
Mechanic	1 250 €	1 500 €	1 050 €	1 250 €	1 350 €	1 650 €	1 450 €	1 750 €	8%
Electrician	1 250 €	1 550 €	1 250 €	1 500 €	1 300 €	1 600 €	1 500 €	1 800 €	8%
R&D Manager	3 500 €	4 100 €	2 150 €	2 550 €	4 050 €	4 650 €	4 550 €	5 150 €	7%
CAD Designer	1 750 €	2 100 €	1 400 €	1 650 €	1 850 €	2 200 €	2 150 €	2 600 €	7%
Logistics Manager	4 400 €	5 000 €	3 850 €	4 400 €	4 600 €	5 250 €	5 000 €	5 650 €	9%
Customer Service Logistics Manager	2 200 €	2 700 €	1 850 €	2 200 €	2 350 €	2 800 €	2 550 €	3 100 €	10%
Customer Service Logistics Specialist	1 500 €	1 800 €	1 050 €	1 250 €	1 550 €	1 850 €	1 700 €	2 100 €	12%
Production Planning Manager	2 850 €	3 400 €	2 400 €	2 900 €	2 900 €	3 450 €	3 250 €	3 800 €	11%
Production Planner	1 500 €	1 800 €	1 100 €	1 350 €	1 450 €	1 700 €	1 850 €	2 250 €	8%
Purchasing Manager	2 350 €	2 800 €	1 900 €	2 250 €	2 500 €	3 000 €	2 850 €	3 400 €	11%
Direct Buyer	1 950 €	2 350 €	1 550 €	1 850 €	1 900 €	2 300 €	2 350 €	2 800 €	9%
Indirect Buyer	1 350 €	1 650 €	950 €	1 150 €	1 450 €	1 700 €	1 600 €	1 900 €	8%
Head of PMO	5 050 €	5 700 €	4 600 €	5 200 €	5 000 €	5 650 €	5 500 €	6 150 €	9%
Program Manager	3 600 €	4 200 €	3 350 €	3 900 €	3 650 €	4 250 €	4 000 €	4 600 €	8%
Project Manager	2 600 €	3 150 €	2 200 €	2 650 €	2 650 €	3 150 €	3 100 €	3 650 €	7%
Project Engineer	2 000 €	2 400 €	1 650 €	2 000 €	1 950 €	2 350 €	2 250 €	2 750 €	9%
Continuous Improvement Manager	2 550 €	3 100 €	2 250 €	2 700 €	2 600 €	3 100 €	3 050 €	3 600 €	13%
Continuous Improvement Specialist	1 500 €	1 800 €	1 100 €	1 300 €	1 500 €	1 800 €	1 900 €	2 250 €	9%
Production Worker / Operator	850 €	1 050 €	750 €	950 €	900 €	1 100 €	950 €	1 150 €	8%
Setter	950 €	1 150 €	900 €	1 100 €	950 €	1 150 €	1 100 €	1 300 €	8%
Foreman	1 050 €	1 250 €	900 €	1 100 €	1 000 €	1 200 €	1 200 €	1 500 €	9%

Salary tables

Position	Average gross	Average SC	1-st Quartile gross	1-st Quartile SC	Median gross	Median SC	3-rd Quartile gross	3-rd Quartile SC	Including an average bonus of
Plant Manager	27 700 zł	30 600 zł	20 000 zł	22 600 zł	25 300 zł	28 100 zł	40 100 zł	43 600 zł	11%
HR Director	19 000 zł	21 600 zł	17 000 zł	19 500 zł	20 000 zł	22 600 zł	20 800 zł	23 400 zł	7%
HR Business Partner	9 700 zł	11 700 zł	7 700 zł	9 300 zł	8 400 zł	10 100 zł	12 000 zł	14 300 zł	6%
Recruitment Specialist	6 700 zł	8 100 zł	5 500 zł	6 600 zł	7 500 zł	9 000 zł	7 800 zł	9 400 zł	6%
CFO	24 000 zł	26 800 zł	18 200 zł	20 700 zł	21 500 zł	24 200 zł	25 300 zł	28 100 zł	18%
Sales Director	21 000 zł	23 600 zł	8 700 zł	10 500 zł	24 800 zł	27 600 zł	29 800 zł	32 800 zł	9%
Technical Director	18 700 zł	21 200 zł	16 300 zł	18 700 zł	19 000 zł	21 600 zł	21 800 zł	24 500 zł	8%
Production Manager	12 200 zł	14 500 zł	10 400 zł	12 500 zł	12 100 zł	14 400 zł	13 900 zł	16 200 zł	8%
Shift Manager	6 300 zł	7 600 zł	5 500 zł	6 600 zł	6 500 zł	7 800 zł	7 500 zł	9 000 zł	8%
Process Engineer	7 400 zł	8 900 zł	6 000 zł	7 200 zł	7 700 zł	9 300 zł	8 900 zł	10 700 zł	9%
Product Engineer	7 900 zł	9 500 zł	6 800 zł	8 200 zł	7 900 zł	9 500 zł	9 300 zł	11 200 zł	9%
Industrialization Manager	14 400 zł	16 800 zł	12 300 zł	14 600 zł	14 300 zł	16 700 zł	16 000 zł	18 400 zł	10%
Industrialization Engineer	7 700 zł	9 300 zł	6 800 zł	8 200 zł	7 500 zł	9 000 zł	8 600 zł	10 400 zł	8%
Tools Designer	5 700 zł	6 900 zł	3 800 zł	4 600 zł	6 100 zł	7 400 zł	7 400 zł	8 900 zł	9%
Quality Manager	13 700 zł	16 000 zł	10 000 zł	12 100 zł	14 800 zł	17 200 zł	17 200 zł	19 700 zł	10%
Quality Engineer	7 200 zł	8 700 zł	6 200 zł	7 500 zł	7 900 zł	9 500 zł	8 600 zł	10 400 zł	9%
Supplier Quality Assurance Engineer	8 400 zł	10 100 zł	6 600 zł	8 000 zł	7 900 zł	9 500 zł	11 300 zł	13 500 zł	8%
Quality Technician	4 200 zł	5 100 zł	3 900 zł	4 700 zł	4 300 zł	5 200 zł	4 600 zł	5 500 zł	8%
Maintenance Manager	13 300 zł	15 600 zł	10 300 zł	12 400 zł	14 500 zł	16 900 zł	16 400 zł	18 800 zł	10%
Maintenance Engineer	6 500 zł	7 800 zł	6 000 zł	7 200 zł	6 600 zł	8 000 zł	7 600 zł	9 200 zł	9%
Robotics Engineer	-	-	-	-	-	-	-	-	-
Automation Engineer	8 500 zł	10 300 zł	7 900 zł	9 500 zł	9 000 zł	10 900 zł	9 700 zł	11 700 zł	9%
Automation Technician	5 300 zł	6 400 zł	4 200 zł	5 100 zł	5 400 zł	6 500 zł	6 300 zł	7 600 zł	9%
Mechanic	5 200 zł	6 300 zł	4 300 zł	5 200 zł	5 600 zł	6 800 zł	6 100 zł	7 400 zł	8%
Electrician	5 300 zł	6 400 zł	5 200 zł	6 300 zł	5 500 zł	6 600 zł	6 200 zł	7 500 zł	8%
R&D Manager	14 700 zł	17 100 zł	8 900 zł	10 700 zł	17 000 zł	19 500 zł	19 000 zł	21 600 zł	7%
CAD Designer	7 300 zł	8 800 zł	5 800 zł	7 000 zł	7 700 zł	9 300 zł	9 000 zł	10 900 zł	7%
Logistics Manager	18 400 zł	20 900 zł	16 100 zł	18 500 zł	19 300 zł	21 900 zł	21 000 zł	23 600 zł	9%
Customer Service Logistics Manager	9 300 zł	11 200 zł	7 700 zł	9 300 zł	9 800 zł	11 800 zł	10 700 zł	12 900 zł	10%
Customer Service Logistics Specialist	6 300 zł	7 600 zł	4 400 zł	5 300 zł	6 500 zł	7 800 zł	7 200 zł	8 700 zł	12%
Production Planning Manager	12 000 zł	14 300 zł	10 000 zł	12 100 zł	12 100 zł	14 400 zł	13 600 zł	15 900 zł	11%
Production Planner	6 200 zł	7 500 zł	4 700 zł	5 700 zł	6 000 zł	7 200 zł	7 800 zł	9 400 zł	8%
Purchasing Manager	9 800 zł	11 800 zł	7 900 zł	9 500 zł	10 400 zł	12 500 zł	11 900 zł	14 200 zł	11%
Direct Buyer	8 200 zł	9 900 zł	6 400 zł	7 700 zł	8 000 zł	9 600 zł	9 800 zł	11 800 zł	9%
Indirect Buyer	5 600 zł	6 800 zł	4 000 zł	4 800 zł	6 000 zł	7 200 zł	6 600 zł	8 000 zł	8%
Head of PMO	21 200 zł	23 900 zł	19 200 zł	21 800 zł	21 000 zł	23 600 zł	23 000 zł	25 700 zł	9%
Program Manager	15 100 zł	17 500 zł	14 000 zł	16 300 zł	15 300 zł	17 700 zł	16 700 zł	19 200 zł	8%
Project Manager	10 900 zł	13 100 zł	9 200 zł	11 100 zł	11 000 zł	13 200 zł	13 000 zł	15 300 zł	7%
Project Engineer	8 400 zł	10 100 zł	6 900 zł	8 300 zł	8 100 zł	9 800 zł	9 500 zł	11 500 zł	9%
Continuous Improvement Manager	10 700 zł	12 900 zł	9 400 zł	11 300 zł	10 800 zł	13 000 zł	12 800 zł	15 100 zł	13%
Continuous Improvement Specialist	6 200 zł	7 500 zł	4 600 zł	5 500 zł	6 300 zł	7 600 zł	7 900 zł	9 500 zł	9%
Production Worker / Operator	3 600 zł	4 300 zł	3 200 zł	3 900 zł	3 700 zł	4 500 zł	4 000 zł	4 800 zł	8%
Setter	4 000 zł	4 800 zł	3 700 zł	4 500 zł	4 000 zł	4 800 zł	4 600 zł	5 500 zł	8%
Foreman	4 400 zł	5 300	3 800 zł	4 600 zł	4 200 zł	5 100 zł	5 100 zł	6 200 zł	9%

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