

Polish Gamedev Workload Report

community survey results, January 2024

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Methodology

The survey was based on an Internet form gathering data about work time, workload, overtime and crunch in 2023, as well as their context: company's area of expertise, and the employee's experience, specialization, gender and type of contract.

The questionnaire was available from Jan 1st to Jan 31st 2024 on LinkedIn, Facebook groups and Internet forums for gamedev workers, distributed among members of Polish Gamedev Workers Union, as well as through private channels of authors and surveyed people.

Throughout the survey, 671 completed forms were gathered, after subtracting incorrectly filled, 661 forms were used in further analysis. According to the report created by Games Industry Conference regarding the state of the industry for 2021, 12-15 thousands people work in Polish gamedev, therefore the study included 4-5% of the examined population.

Examined Period

All questions about working time referred to the period between Jan 1st and Dec 31th 2023.

Crunch

One of the issues mentioned in the majority of workload interviews in the gamedev industry is crunch. According to Wikipedia: "In the video game industry, **crunch** (or **crunch culture**) is compulsory overtime during the development of a game." Inside of the gamedev industry, definitions of crunch and opinions seem to differ greatly.

This report uses the gathered quantitative data about workload and compares it to norms derived from the Polish Labor Law, as well as private opinions of the persons surveyed.

Additionally to hard data, respondents answered open-ended questions about their opinions on crunch. Based on qualitative data gathered, propose a crunch definition, as seen by industry workers.

Disclaimer

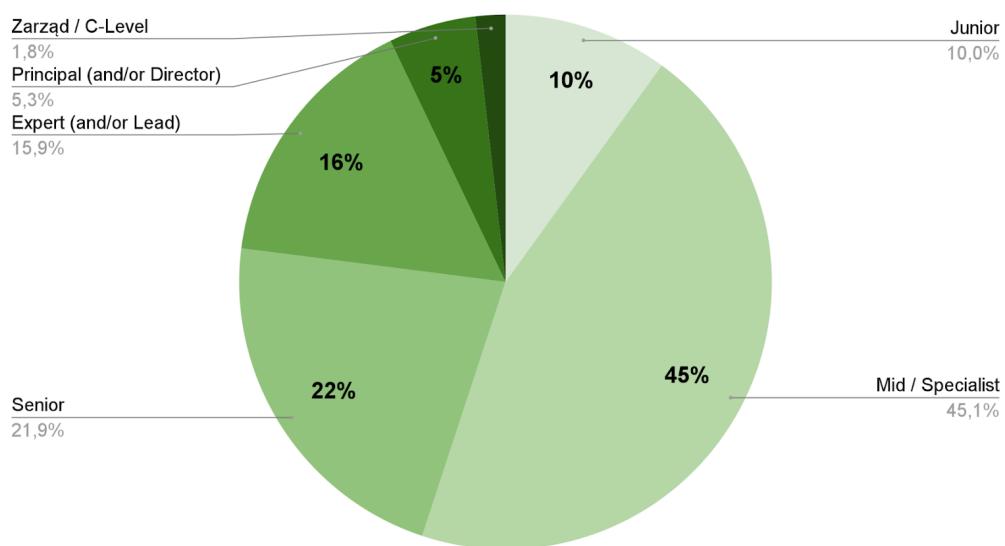
It should be noted that the sample is not entirely random—we cannot be sure that the results are representative for the whole examined population. And, as the submitted answers are impossible to verify, it should be assumed that the survey examines declarative workload rather than the real one.

Context: Employee

In this section we present cross-sectional data about the study participants.

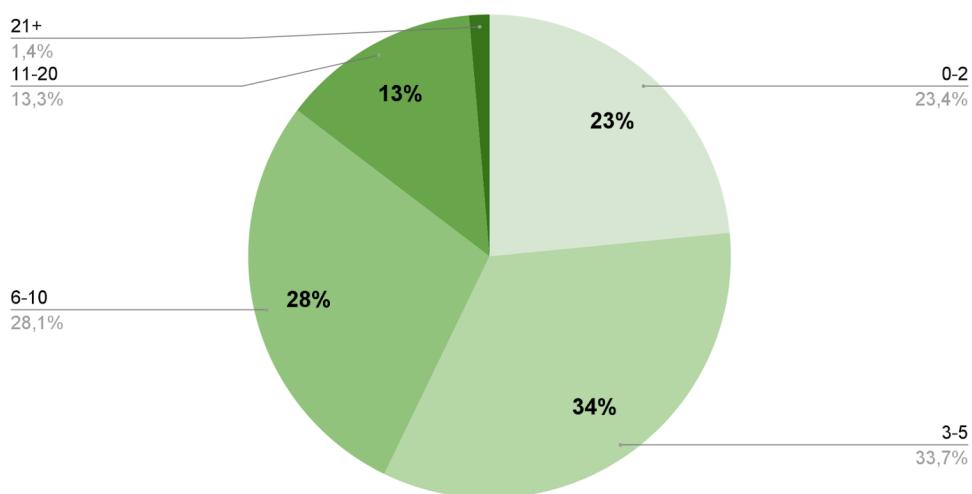
Experience

Jakie masz doświadczenie? / What is your seniority level?



The most of the completed forms are from Specialists (45%), Seniors (22%) and Experts (16%). Juniors constituted 10% answers—similarly to the salary survey conducted by the same authors.

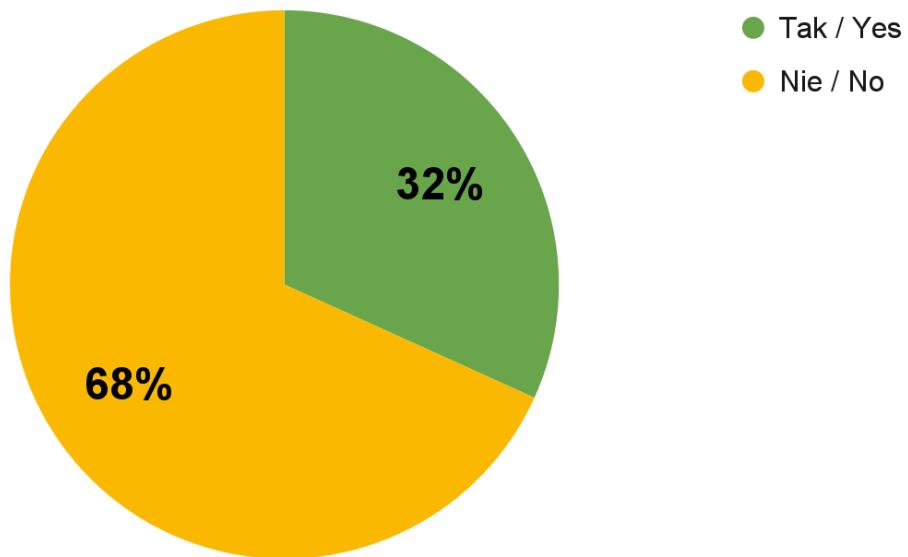
Od ilu lat pracujesz w branży? /
How many years do you work in the industry?



More than a half (57%) respondents work in the game dev industry for less than 5 years, and only one percent works in the industry for more than 20 years.

Team Management

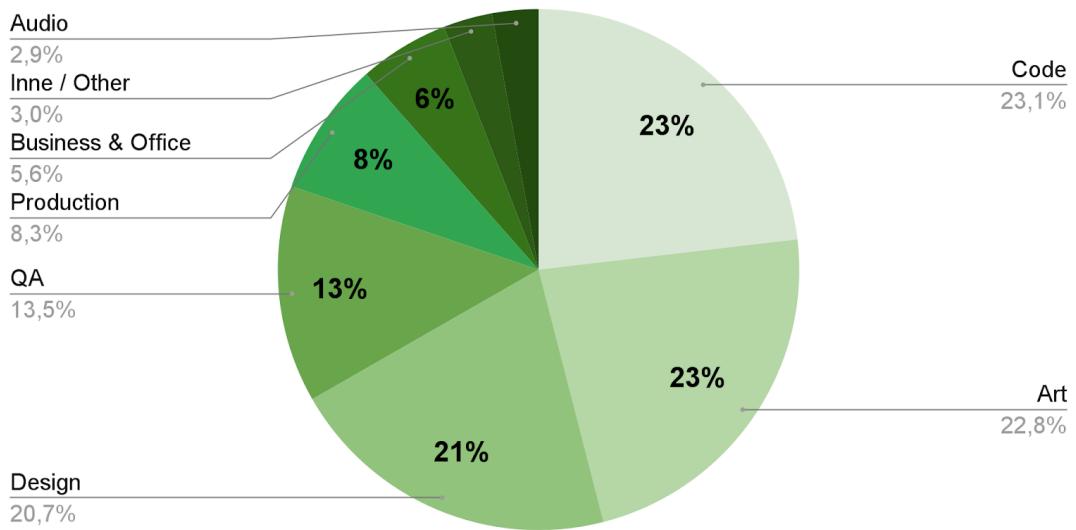
Czy zarządzasz zespołem? / Do you manage a team?



One third of the respondents (32%) declares that they manage a team as part of their duties; regardless of their formal title or team's size.

Specialization

Jaką dziedziną się zajmujesz? /
What is the area you are working in?

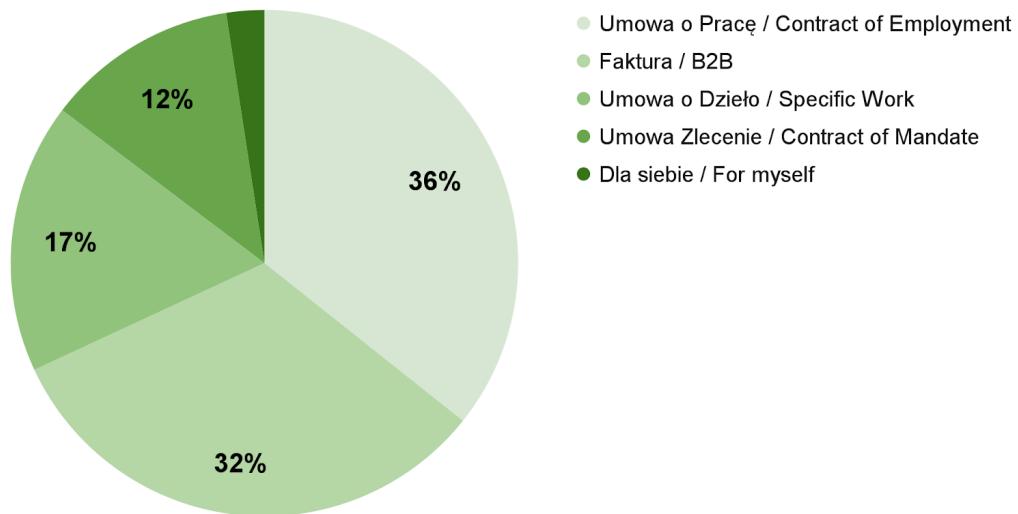


The most of the completed forms are from Programmers (23%), Artists (23%) and Designers (21%).
The least forms are from Audio specialists and others (3% each).

More information about how the broad disciplines are divided into specializations can be found in
Annex B.

Type of Contract

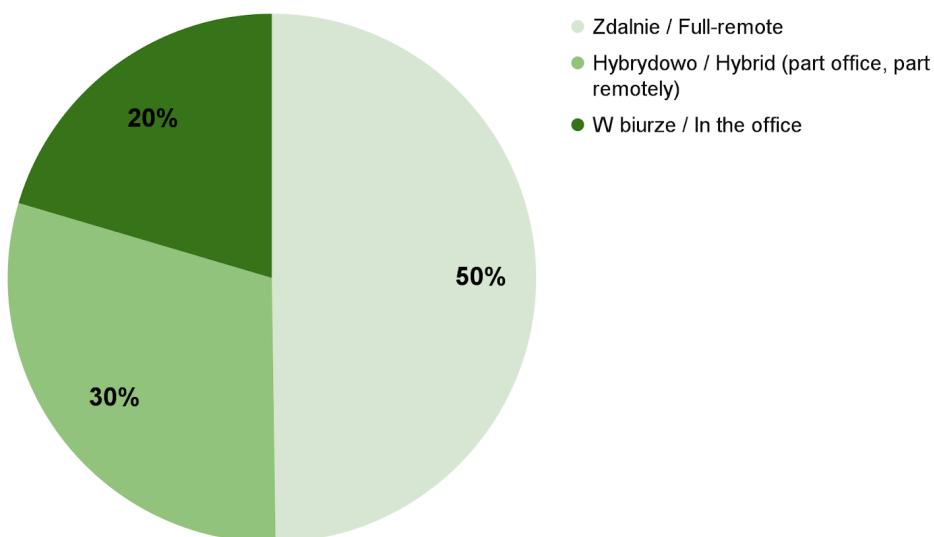
Na jakiej umowie pracujesz? /
Based on what type of contract do you work?



Most of the respondents (36%) declared being employed on the basis of Contract of Employment, 32% uses the invoice to settle compensation (B2B), 17% has Specific Work contract, and 12% uses Contract of Mandate. Remaining 2% include self-employment, executive board and royalties.

Mode of Cooperation

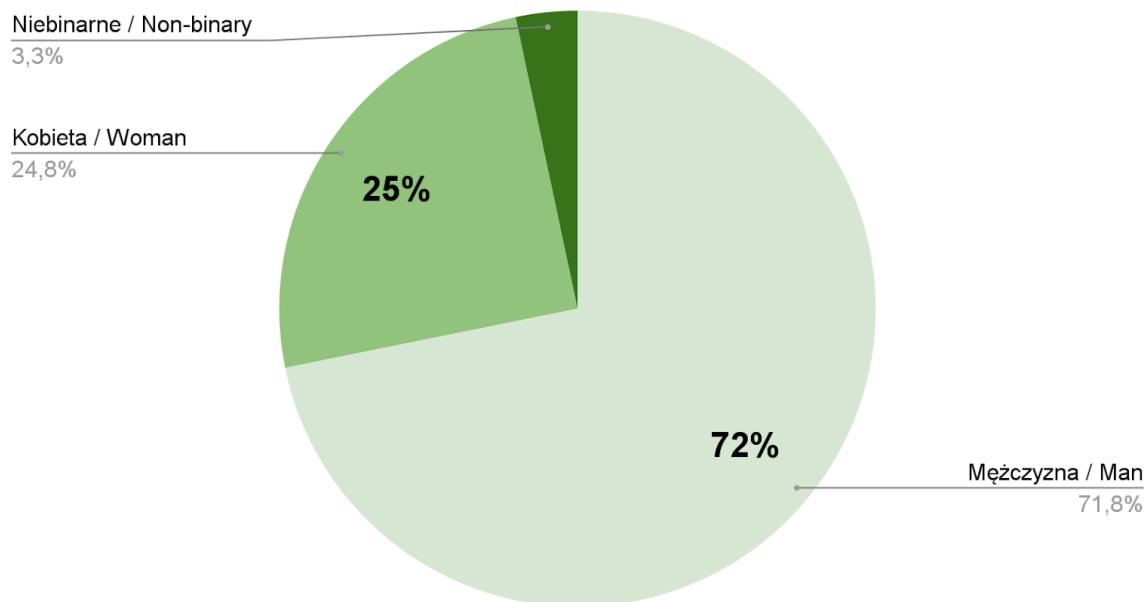
W jakim trybie pracujesz? / From where do you work?



Half of the respondents work remotely, 30% hybrid and 20% from the office.

Gender

Jakiej jesteś płci? / What is your gender?

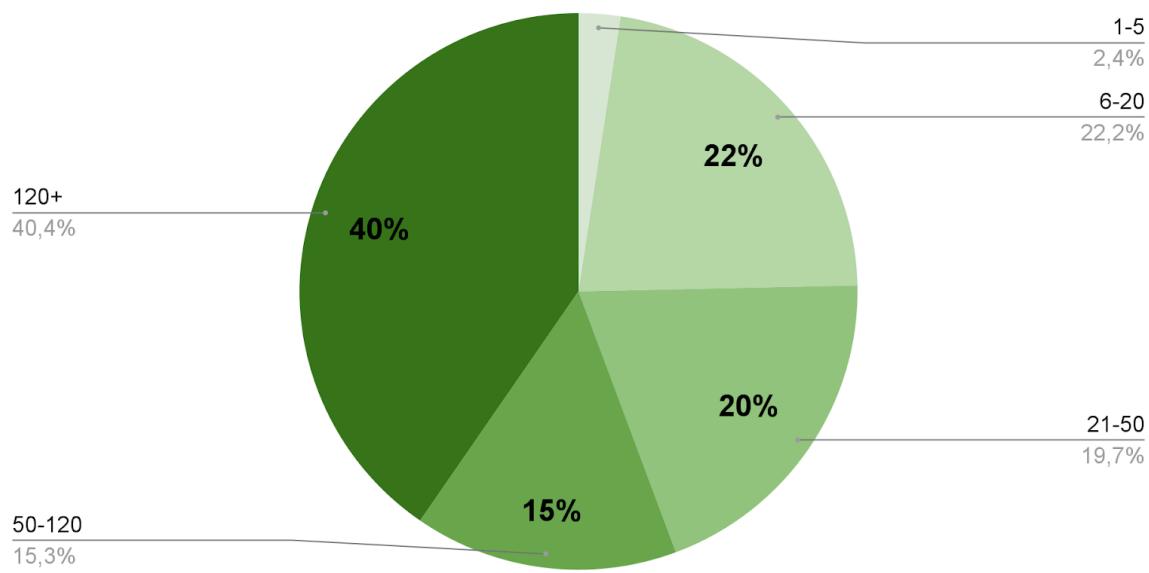


Quarter (25%) of respondents are women and 72% are men.

Context: Employer

Company Size

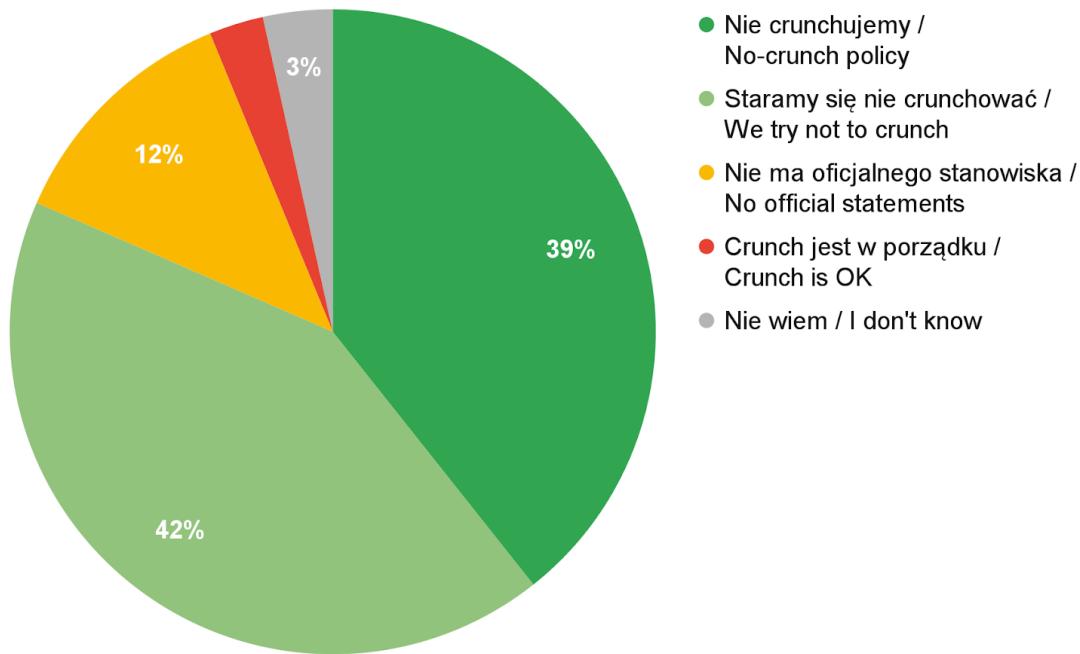
Ille osób pracuje w twojej firmie? /
How many people work in your company?



Most responses (40%) came from people working in the biggest companies, and the next 42% from people working in small (22%) and medium-sized companies (20%). From micro-companies, employing 1-5 people, came 2% responses.

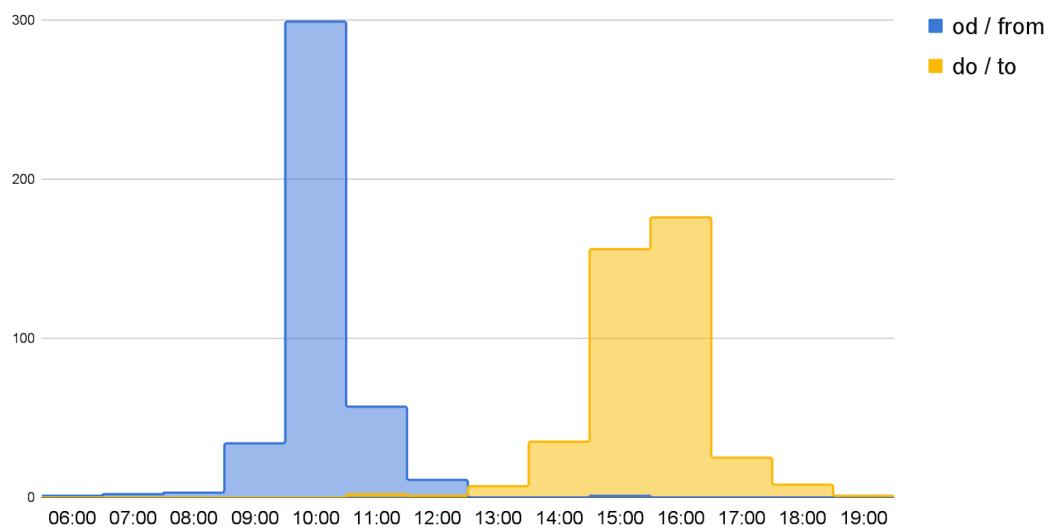
Official Crunch Policy

Jaki jest oficjalnie komunikowany stosunek twojej firmy do crunchu? /
What is the official policy on crunching in your company?



An overwhelming majority (81%) of the responders report that their company declares a no-crunch policy or at least officially tries not to crunch. Only 3% of the respondents work in companies that normalize crunch.

Core Hours



The data suggest that most companies offer flexible work hours, with the *core hours* from 10 A.M to 3-4 P.M.

Overtime

In this section of the survey we asked for the factual situation when it comes to overtime.

According to the Polish Labor Code, overtime is permitted in case of:

- A rescue operation in order to protect human life or health, protect property or environment, or to remove a failure.
- The employer's special needs.

The law states that overtime work cannot be pre-scheduled. That means that the employer is allowed to call for overtime only in special cases, and is not allowed to use them as just another tool used when running the company.

In other words, overtime can be used as a reaction to unusual needs and situations that could not be predicted at the moment when the work schedule was created.

According to the Labor Code, employees must be additionally compensated for overtime:

- 100% bonus in pay for overtime at night and during weekends and holidays;
- 50% bonus in pay for any other overtime.

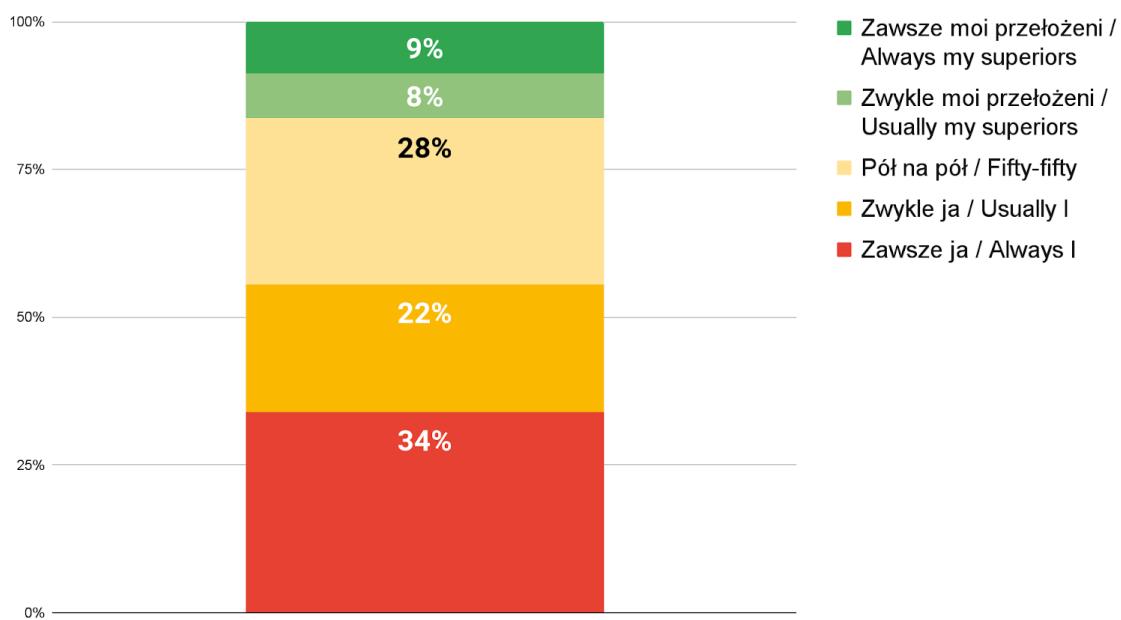
Some employees are exempt from the overtime compensation and/or bonus:

- employees who manage the company is the name of the employer
- managers of separate organizational units (they are still compensated for overtime during weekends and holidays).

Instead of the bonus in play, the employer may decide to compensate overtime in extra free time—1.5h free time for every 1 hour of overtime.

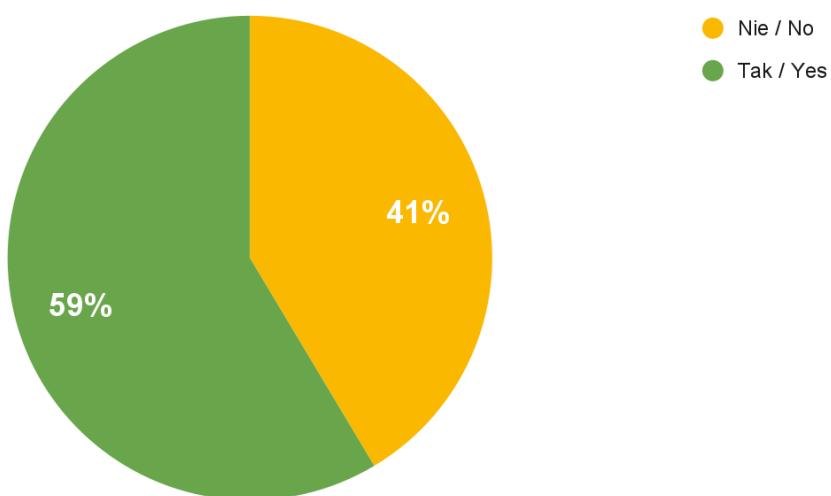
Overtime Organizational Context

Kto inicjuje pracę w nadgodzinach? / Who Initiates Overtime?



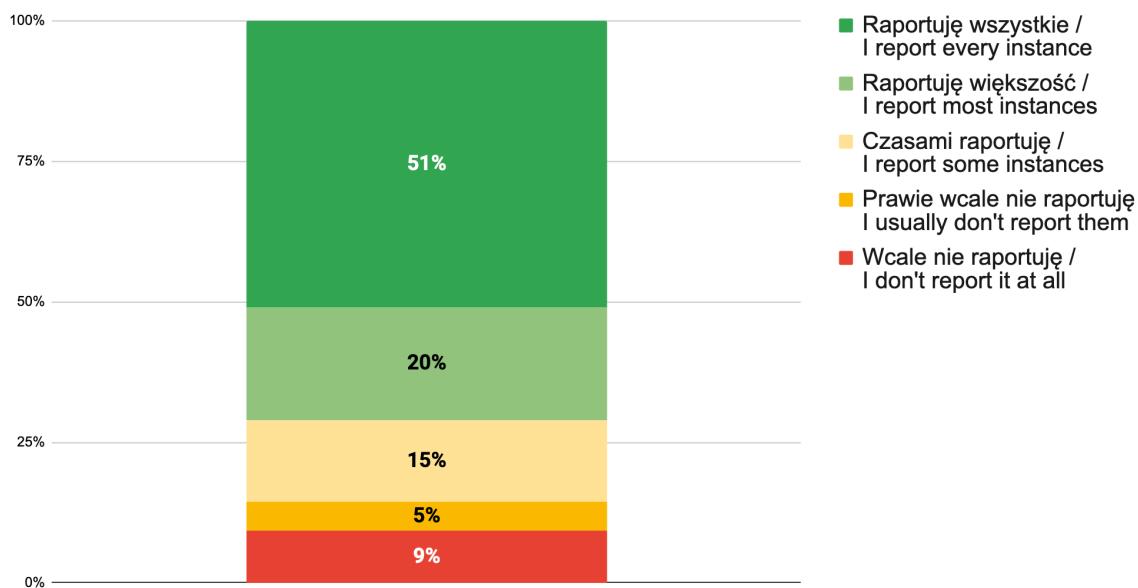
The law states that overtime must be initiated by the employer. In reality 34% respondents declare that they are the one initiating overtime—the qualitative questions suggest that they do that to be able to finish their planned tasks in time.

Czy masz przykazane raportować nadgodziny? / Are you obliged to report overtime?



41% respondent declare that they are not obliged to report their overtime.

Czy raportujesz przepracowane nadgodziny? / Do you report your overtime?



Among respondents who are obligated to report overtime 14% declare that they do that rarely or not at all.

Overtime Compensation

In this section we analyze how companies approach the question of paying for overtime.

Overtime vs. Type of Contract

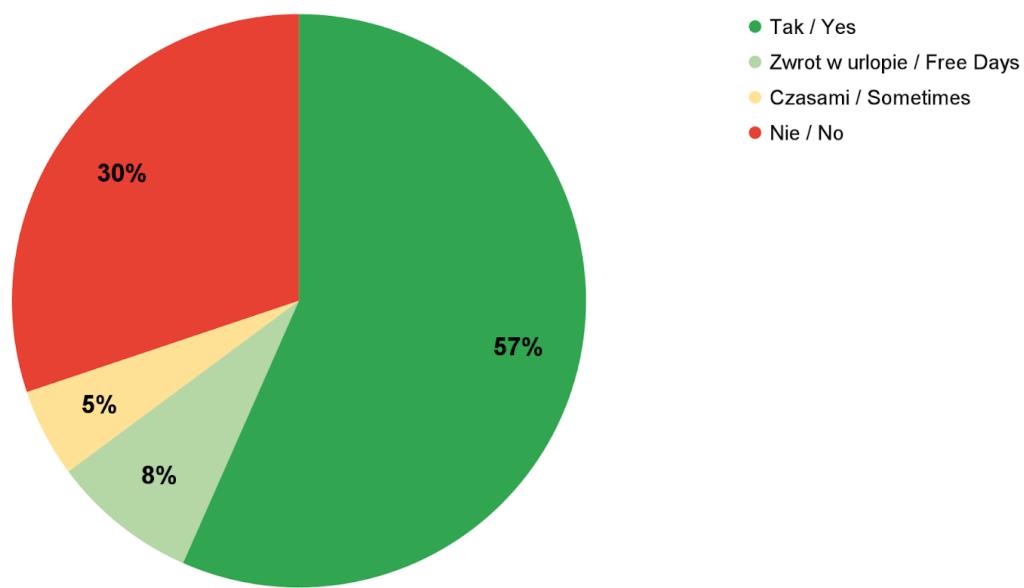
Polish Labor Code formally regulates only situations where people are employed under the Contract of Employment.

This survey, as well as previous ones, suggest that in the Polish gamedev only about 40% of the workforce is employed under Contract of Employment, and the rest 60% works under B2B contract, Contract of Mandate, or Contract for Specific Work.

In many cases the use of civil contracts does not correspond with the reality of the employment status, and are used as cost-optimization measures. That is why in this report we analyze workload for all types of contracts. Where possible, we split the data into different contract types.

(Un)Paid Overtime

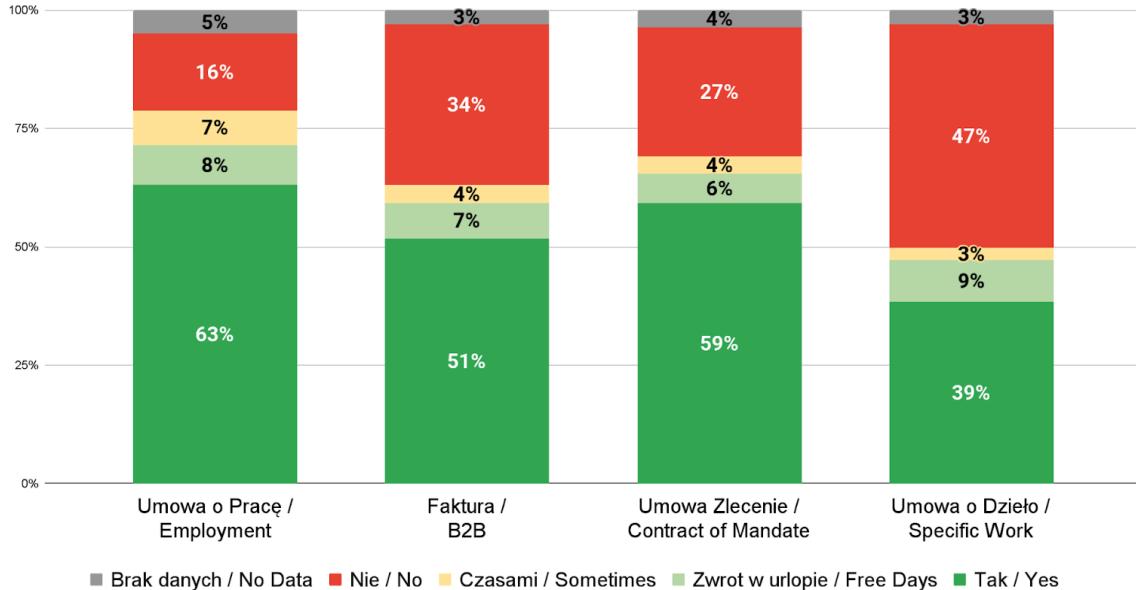
Czy twój pracodawca płaci za nadgodziny?
Does your employer pay for overtime?



Almost a third of respondents (30%) declare that their employer does not pay for overtime at all, 5% that the overtime is compensated “sometimes”, and 8% that they receive “extra free time” in exchange for overtime.

Only 57% of respondents declare that they are properly compensated for working overtime.

Płatne nadgodziny w zależności od typu umowy
Paid Overtime by Contract Type



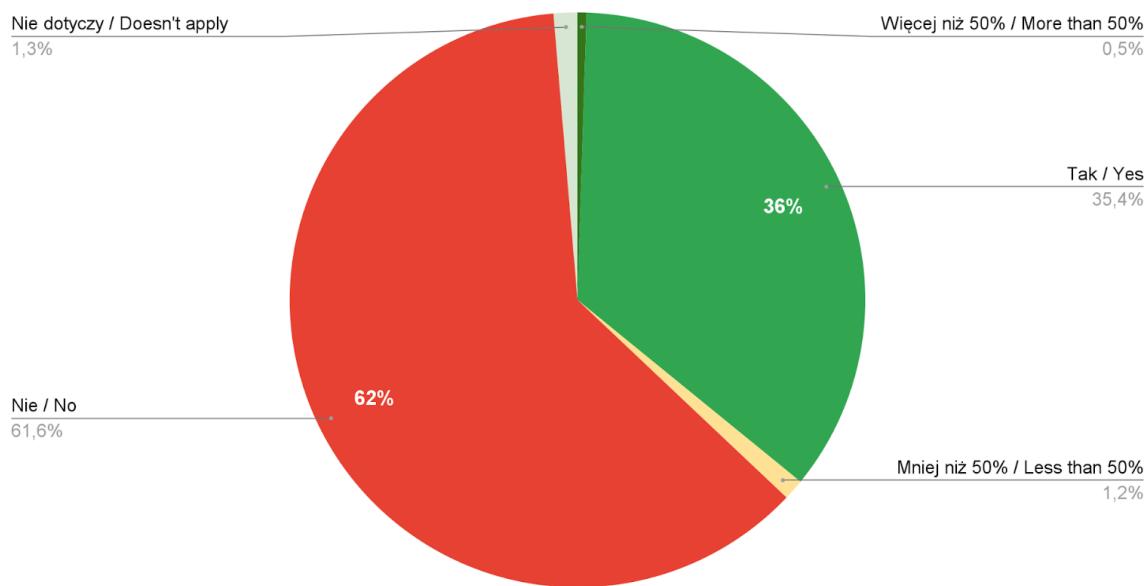
About a half of respondents working under Contract of Employment, B2B and Contract of Mandate are paid for overtime. In the case of Specific Work contracts, 39% of respondents are paid for “overtime.”

The fact that so much overtime is compensated monetarily or in extra free time suggests that many gamedev workers are in fact under employment relationship, regardless of their formal contract type.

It should be noted that even under the Contract of Employment, 16% employees declare that they receive no compensation for working overtime.

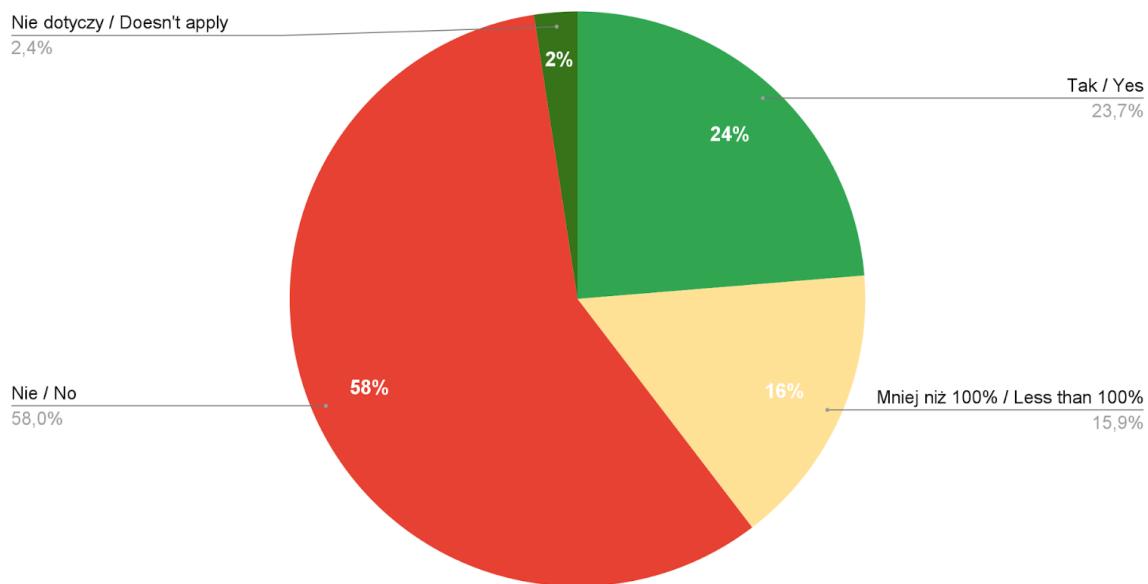
Overtime Bonus

Czy twój pracodawca płaci 50% więcej za zwykłe nadgodziny?
Does your employer pay 50% more for regular overtime?



Almost two thirds of the respondents (62%) declare that they receive no 50% bonus for “normal” overtime, while over one third (35%) receive such a bonus.

Czy twój pracodawca płaci 100% więcej za nadgodziny nocą i w weekendy?
Does your employer pay 100% more for overtime at night and on weekends?



Only 23% of the respondents declare that they receive 100% bonus for overtime at night and during weekends, while 58% declare receiving no bonus for such overtime.

Excessive Overtime

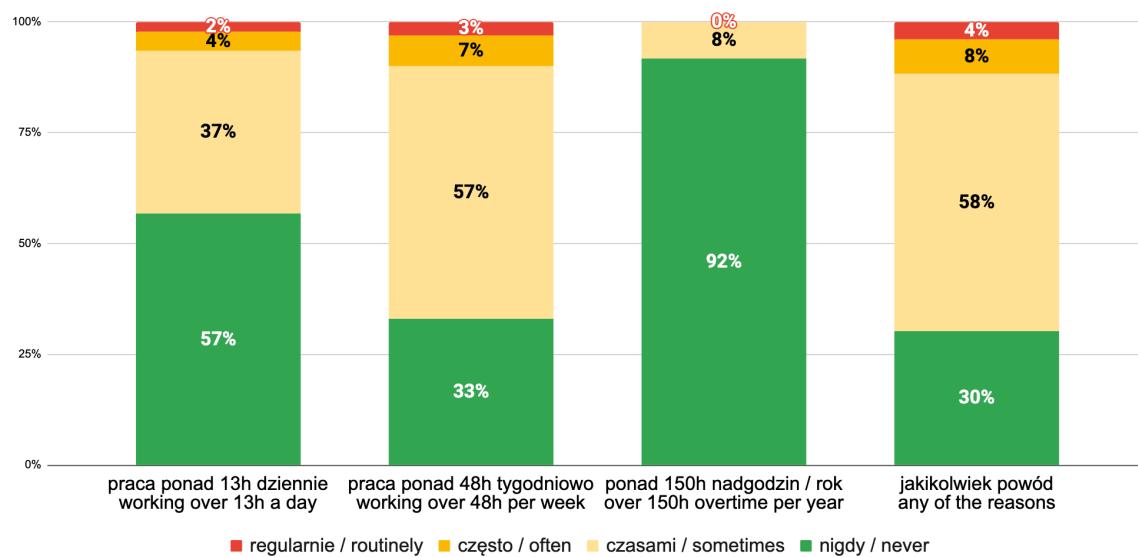
To define excessive overtime we use the values stated in the Labor Code. An employee's workload cannot exceed:

- **13 hours** per day and **48 hours** in an average 5-days work week.
- In the case of extended daily working time, up to 12 hours in an equivalent system.
- Yearly overtime limit is stated at **150 hours**. The employer may set a different overtime limit—in a collective labor agreement, work regulations or in an employment contract if the company does not have a collective agreement and regulations. Interpretations favorable to employers suggest that the maximum annual limit may be as much as 416, 384 or 376 hours. However, as according to the law, overtime applies to emergency situations, it cannot constitute a routine way of conducting business.
- Every employee is entitled to **11 hours** of uninterrupted rest per day (24 hours) and **35 hours** of uninterrupted rest per week.

To the authors' best knowledge there are no collective labor agreements in the Polish gamedev, and work regulations or employment contracts rarely touch upon yearly overtime limits. Based on that we use in the analysis the 150 hours yearly overtime limit.

Nadmiarowe nadgodziny w 2023 / Excessive Overtime in 2023

W porównaniu do wartości wynikających z kodeksu pracy / Compared to numbers defined in the Labour Code



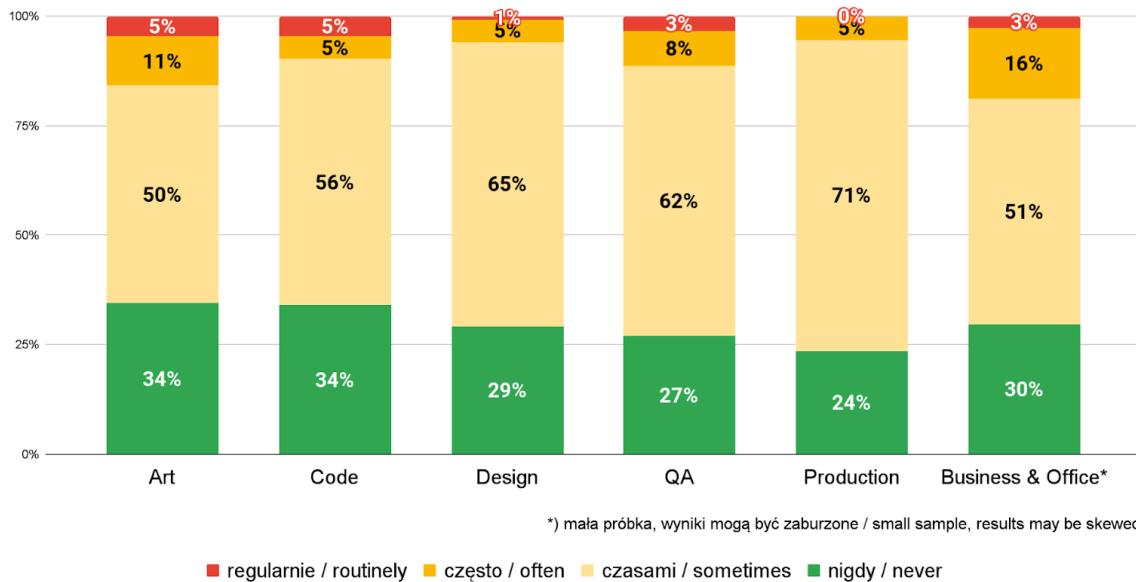
Data suggest that 70% of respondents worked more than allowed by the Labor Code at least once in the year 2023:

- 46% more than 13 hours per day (6% often or routinely);
- 67% more than 48 hours per week (10% often or routinely);
- 8% clocked in 2023 over 150 hours overtime.

Excessive Overtime: Context

In this section we analyze the context of excessive overtime in 2023.

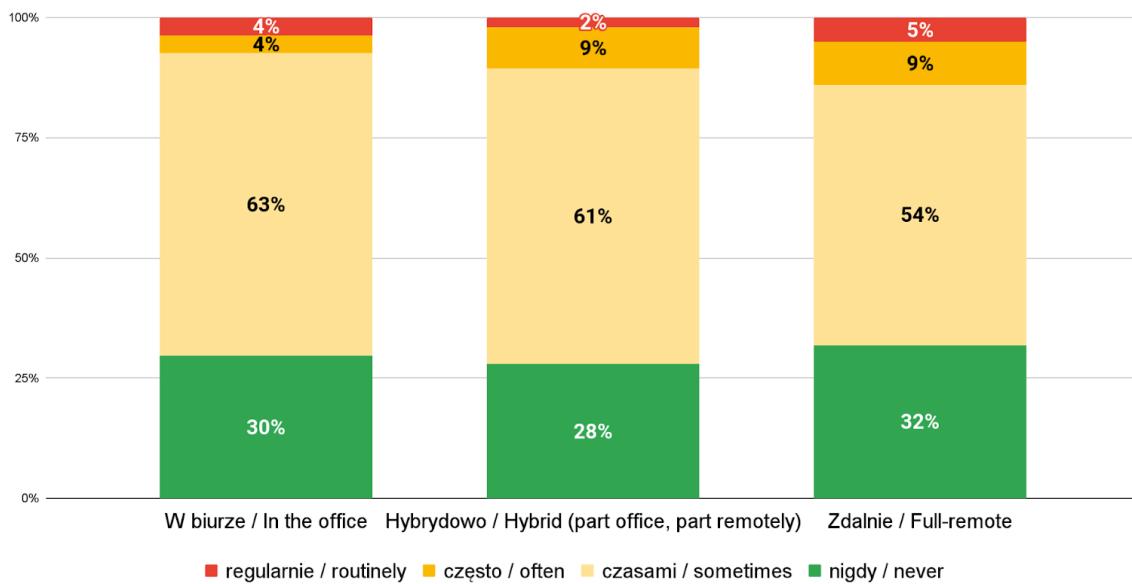
Nadmiarowe nadgodziny a specjalizacja
Excessive Overtime vs Discipline



The data suggest that artists, programmers and QA professionals are the ones who work over the Labour Code limits the most often—respectively 16%, 10% and 11% responses “very often” and “regularly.”

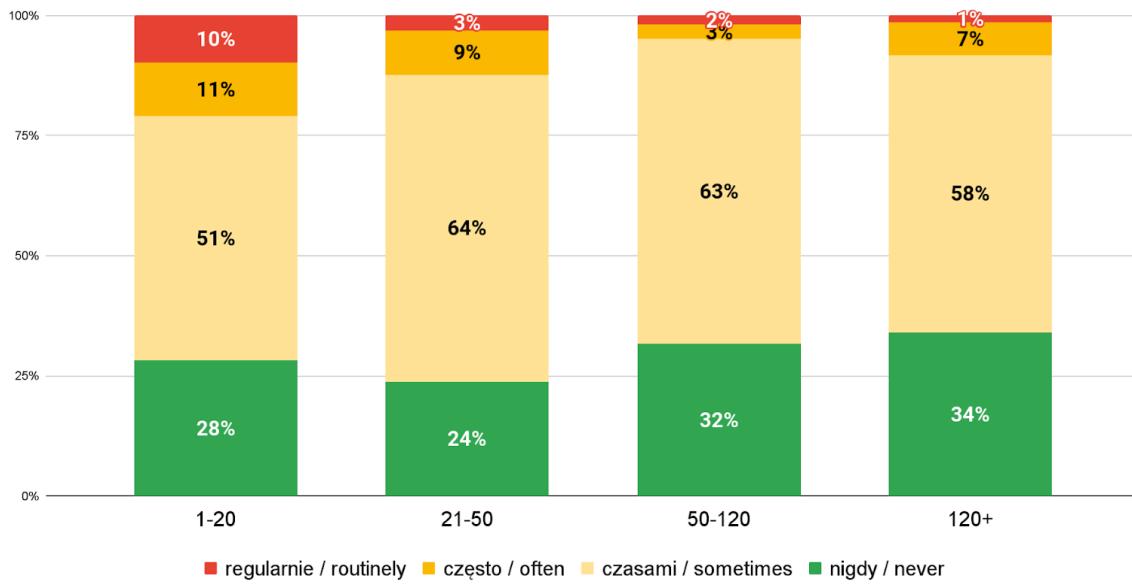
One can notice that 19% of Business & Office respondents also answered this way. Unfortunately the sample is too small to decide if this percentage is statistically significant.

Nadmiarowe nadgodziny a tryb pracy Excessive Overtime vs. Type of Cooperation



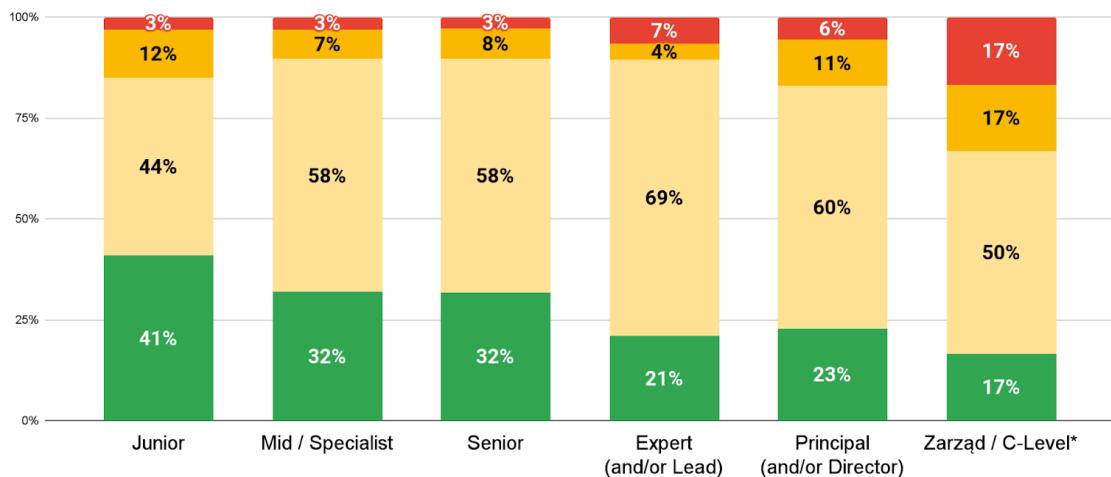
The data show that respondents working fully remotely declare excessive overtime more often than respondents working in-office only or in a mixed model (14% often and routinely vs. 8% and 11%).

Nadmiarowe nadgodziny a rozmiar firmy Excessive Overtime vs Company Size



Respondents from small companies report more excessive overtime (21% often and routinely) than respondents from the biggest companies (8%).

Nadmiarowe nadgodziny a doświadczenie Excessive Overtime vs Seniority

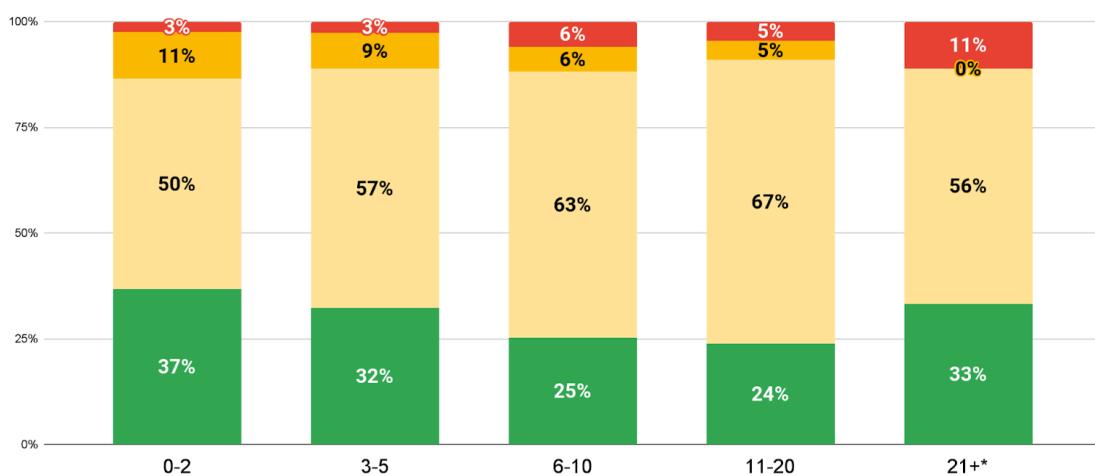


*) bardzo mała próbka, wyniki mogą być zaburzone / very small sample, results may be skewed

■ regularnie / routinely ■ często / often ■ czasami / sometimes ■ nigdy / never

Juniors report the most cases of a labor-code compliant work time (41%) and the percentage drops with employee's experience, down to 21% and 23% among leads and directors. At the same time juniors and directors reported the most cases of oft or routine excessive overtime (15% and 17%). The data about time in industry show a similar dynamic.

Nadmiarowe nadgodziny a staż pracy Excessive Overtime vs Time in Industry

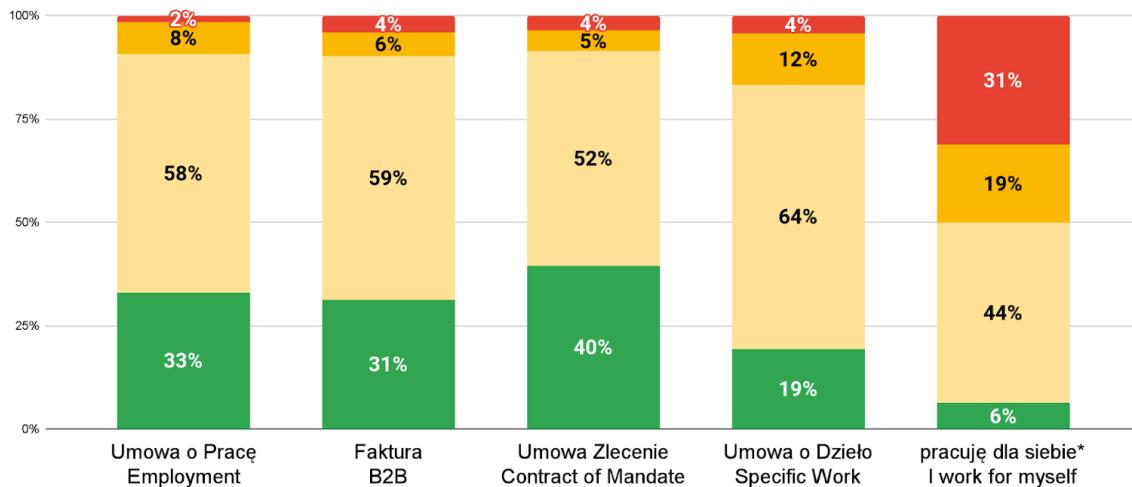


*) bardzo mała próbka, wyniki mogą być zaburzone / very small sample, results may be skewed

■ regularnie / routinely ■ często / often ■ czasami / sometimes ■ nigdy / never

There are too few responses from the C-level and workers with over 20 years of experience in the industry, to draw statistically significant conclusions.

Nadmiarowe nadgodziny a forma zatrudnienia Excessive Overtime vs Contract Type



*) bardzo mała próbka, wyniki mogą być zaburzone / very small sample, results may be skewed

■ regularnie / routinely ■ często / often ■ czasami / sometimes ■ nigdy / never

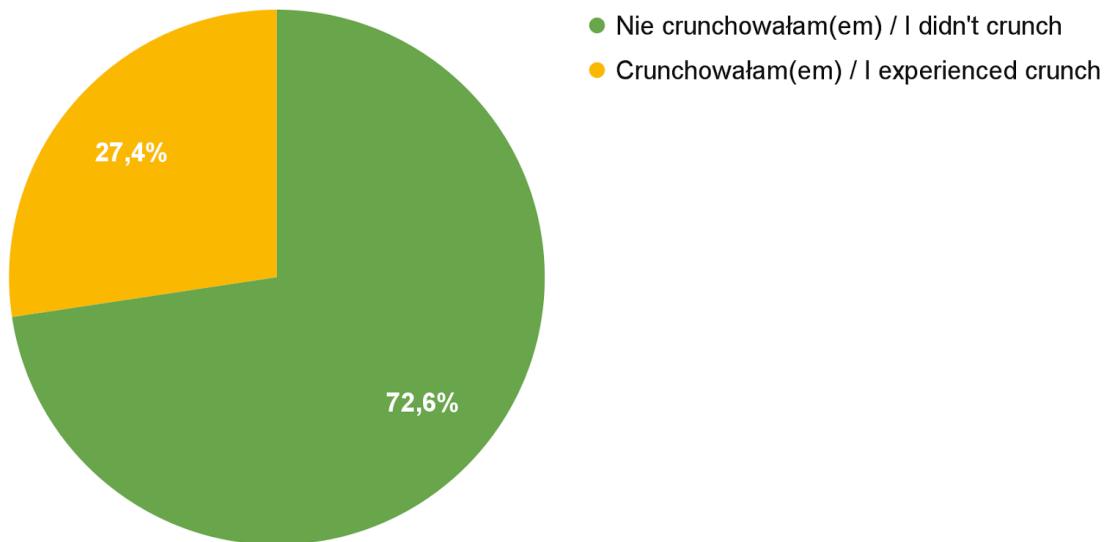
Most types of contract report similar responses, with the exception of respondents working under the Specific Work contracts, who report oft and routine excessive overtime in 16% of answers, and the lack of excessive overtime only in 19% of answers.

Respondents working on their own account (solo-entrepreneurs and company owners) report very intense excessive overtime. This seems to be understandable, yet the sample is too small, to be sure if the data are significant.

Crunch

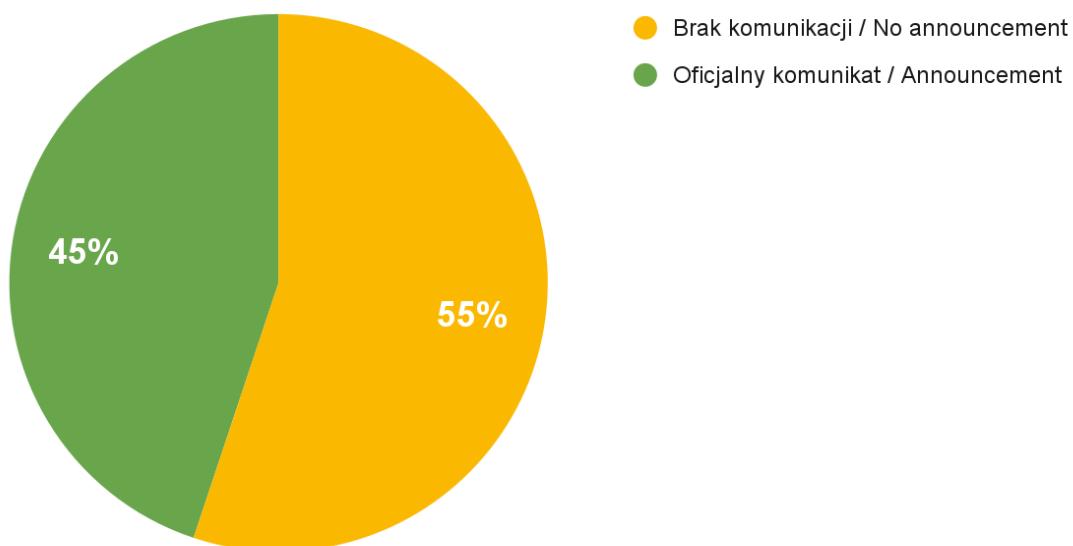
In this section we analyze the answers to the questions about subjective opinions on crunch.

Twoim zdaniem, czy w 2023 crunchow(e/a)łeś? /
Did you experience crunch in 2023?



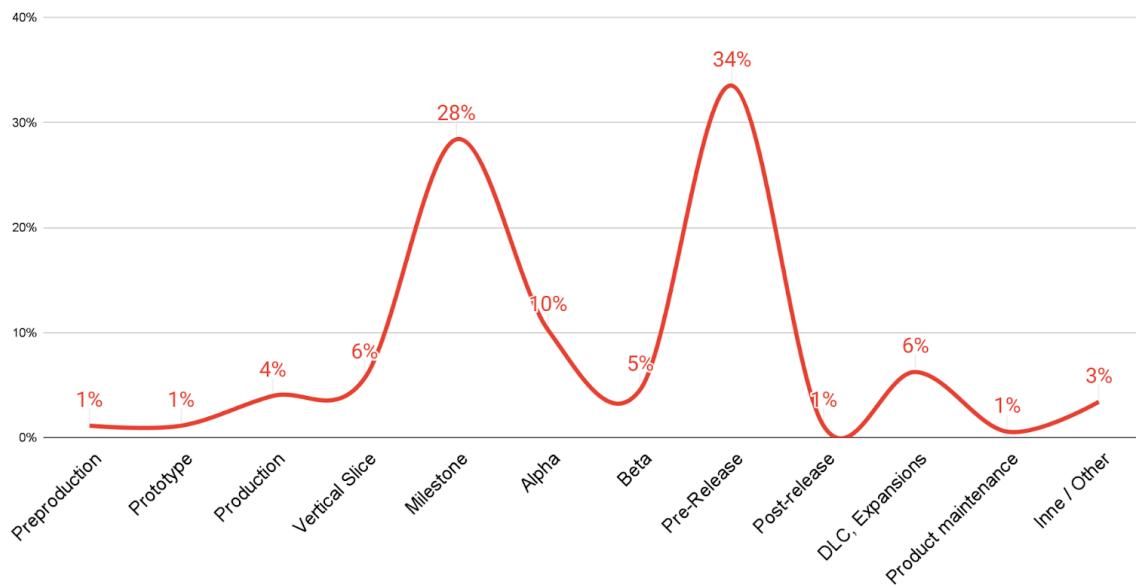
Nearly one third of the respondents (27%) declare that they experienced crunch in 2023. The rest (73%) did not declare such an experience.

Czy crunch był oficjalnie zakomunikowany? /
Was the crunch officially announced?



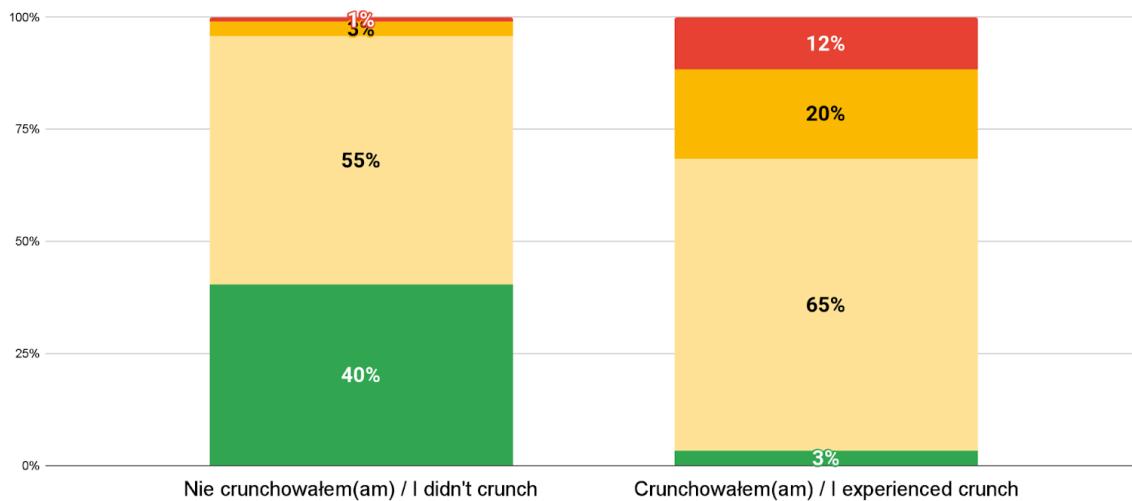
In almost a half of the reported cases the crunch had been officially announced within the company.

Na jakim etapie produkcji crunchujemy? When in the production cycle do we crunch?



The crunch period usually coincided with the crucial moments of production: launch and milestones.

Nadmiarowe nadgodziny a osobiste odczucie crunchu Excessive Overtime vs. Personal Declarations of Crunch



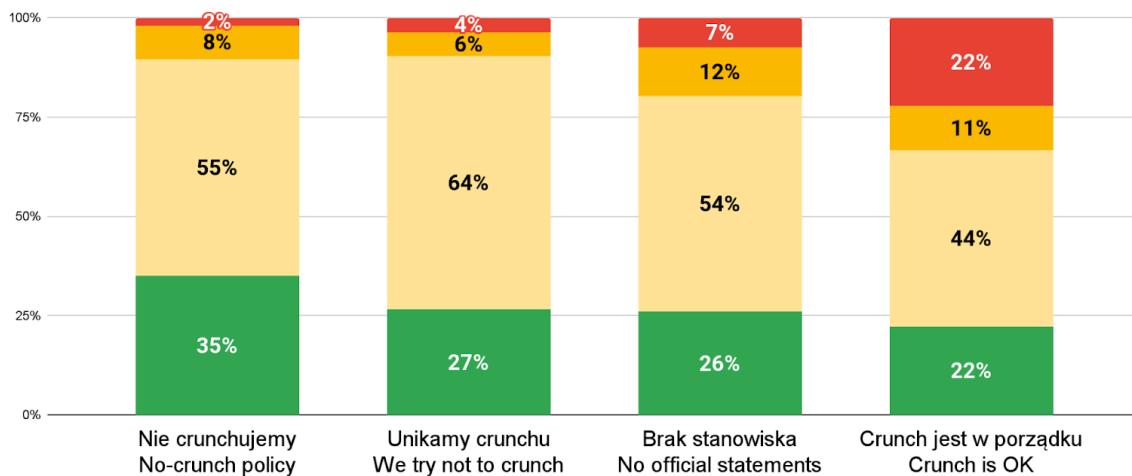
Jak często dana osoba pracowała w nadmiarowych nadgodzinach: / How often the given person worked excessive overtime:

■ regularnie / routinely ■ często / often ■ czasami / sometimes ■ nigdy / never

When we compare the declarations with data from previous sections we notice that respondents who declared the experience of crunch also worked often or routinely in excessive overtime.

The data suggest that the subjective experience of crunch mostly coincides with working more than the Labor Code allows.

Nadmiarowe nadgodziny a deklaracje firmy odnośnie crunchu Excessive Overtime vs. Company's Declared Crunch Policy



Jak często pracownicy doświadczają nadmiarowych nadgodzin: / How often the employees work excessive overtime:

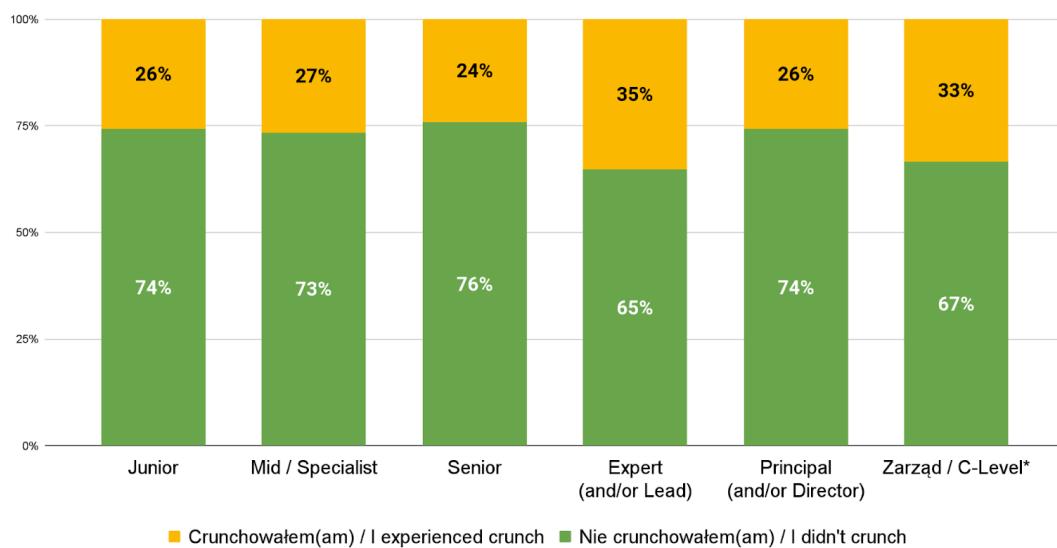
■ regularnie / routinely ■ często / often ■ czasami / sometimes ■ nigdy / never

It can be noticed that companies' official declarations about crunch coincide with the realities of the employees—people working in companies normalizing crunch, indeed work more excessive overtime.

The Context of Crunch

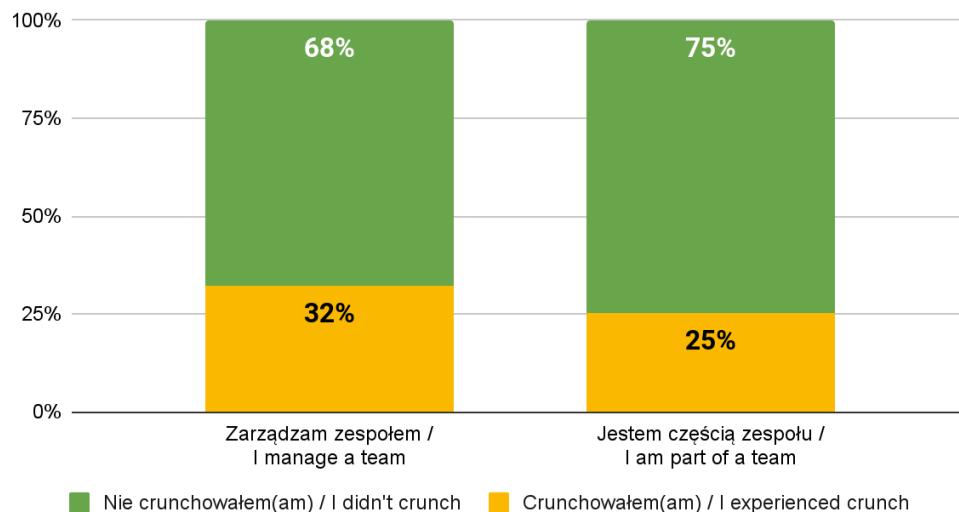
In this section we analyze who and in which circumstances declared experiencing crunch.

Deklarowany crunch a doświadczenie
Reported Crunch vs Seniority



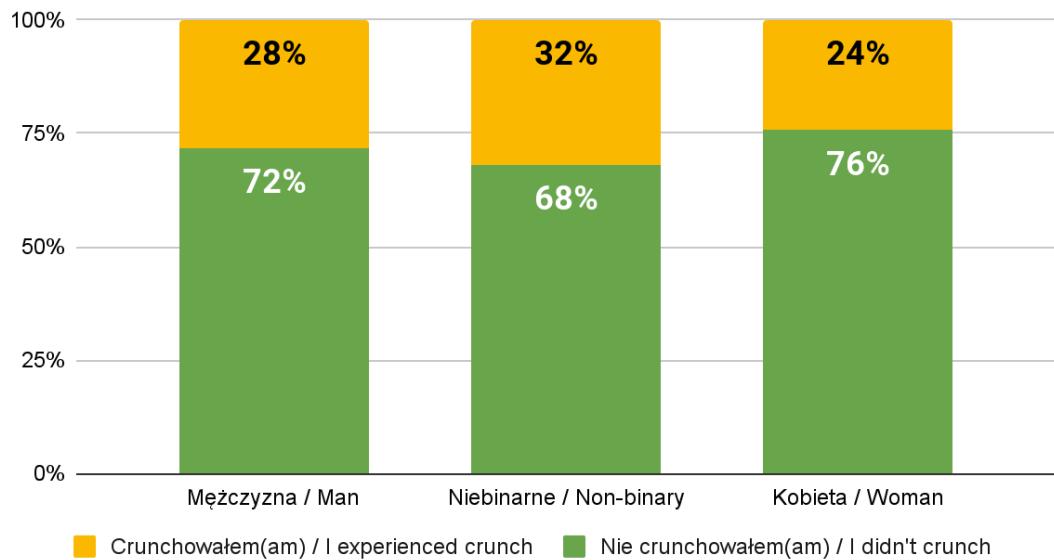
The data suggest that respondents experienced crunch regardless of their seniority. Experts / leads report experiencing crunch more often than others. This might be related to the declared intent of “shielding my team from crunch”—however it's hard to say how significant this factor is.

Crunch a zarządzanie zespołem / Crunch vs. Team Leaders



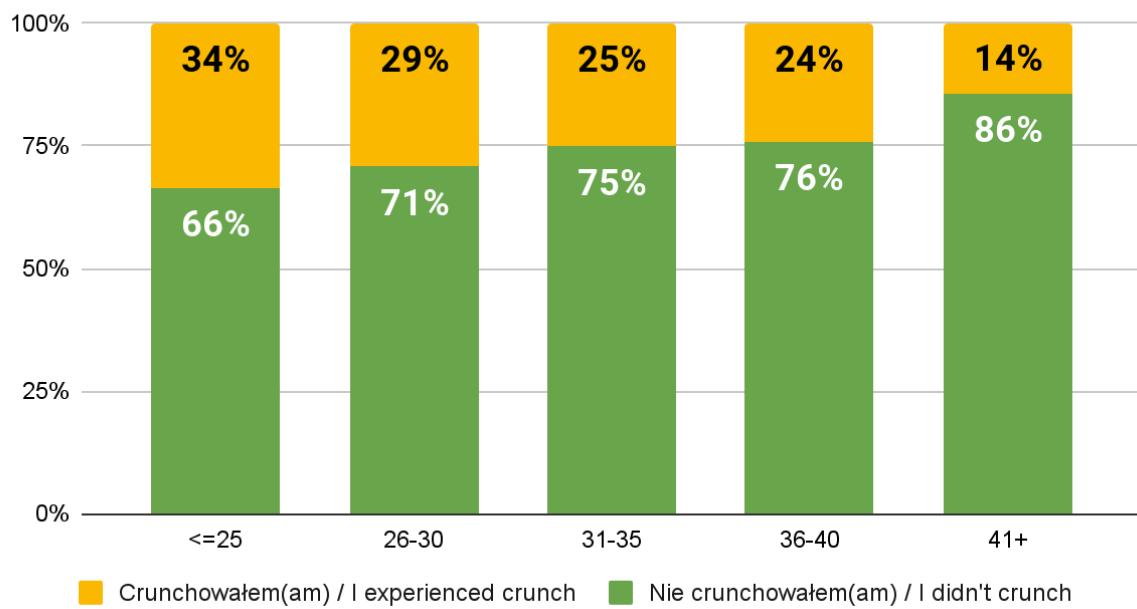
Team leaders crunched slightly more often (32%) than team members (25%).

Crunch a płeć / Crunch vs. Gender



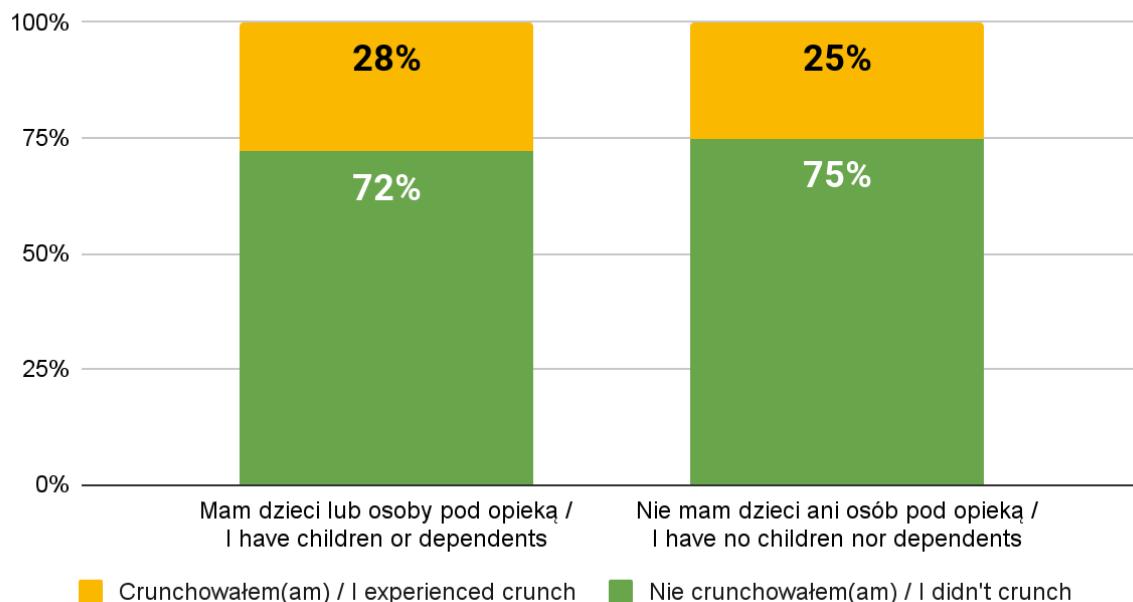
Regardless of their gender, the respondents experienced crunch to a similar extent.

Crunch a wiek / Crunch vs. Age



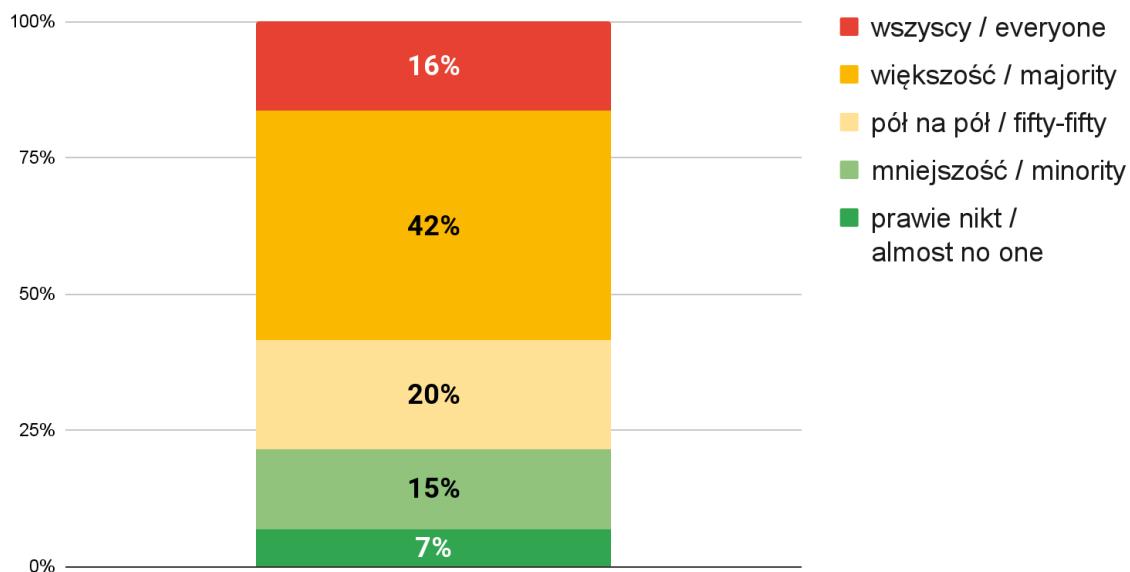
The data suggest that the older the respondents are, the less they crunch. This might mean that employees learn how to better resist crunch and have a better work-life balance. However, they might also define crunch differently than younger respondents, and accept more situations as non-crunch.

Crunch a dzieci / Crunch vs. Children



The respondents taking care of dependants seem to experience the same amount of crunch as respondents without children/other dependents.

Jaka część twojego zespołu crunchowała? How many people in your team crunched?



In more than half of the reported cases (58%) most of the team crunched, while in 22% of cases only a minority of the respondent's team crunched.

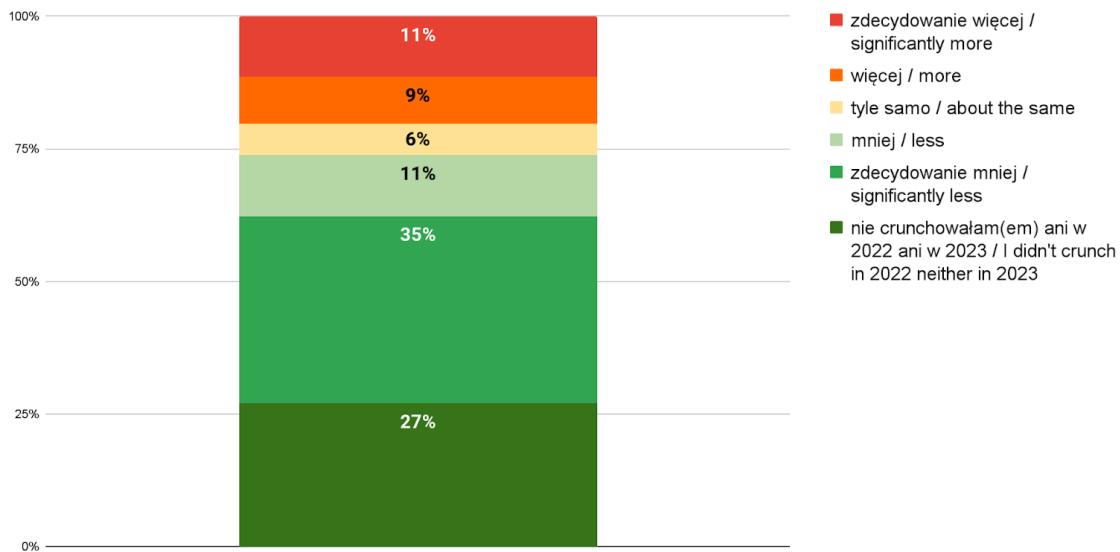
Czy czuł(e/a)ś się pod presją żeby crunchować?
Did you feel pressured to crunch?



In more than half of the reported cases (54%) the employee felt very or extremely pressured by their employer / organization. In 24% of cases there was little or none pressure at all.

Dynamics of Crunch

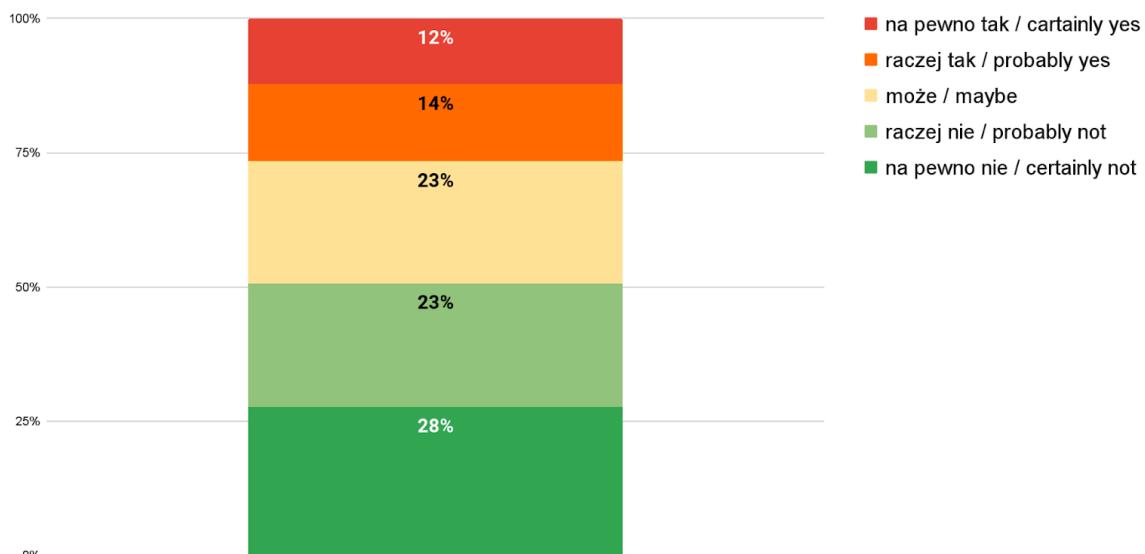
Crunch w 2023, porównanie do 2022 / Crunch in 2023, comparison to 2022



Czy w 2023 crunchowałaś(eś) więcej niż w 2022? / Did you crunch more in 2023

20% of the respondents declared that they crunched more in 2023 than in 2022, while 73% crunched less, or didn't experience the issue at all.

Crunch, prognozy na 2024 / Crunch, expectations for 2024



Czy spodziewałeś się crunchować w 2024? / Do you expect to crunch in 2024?

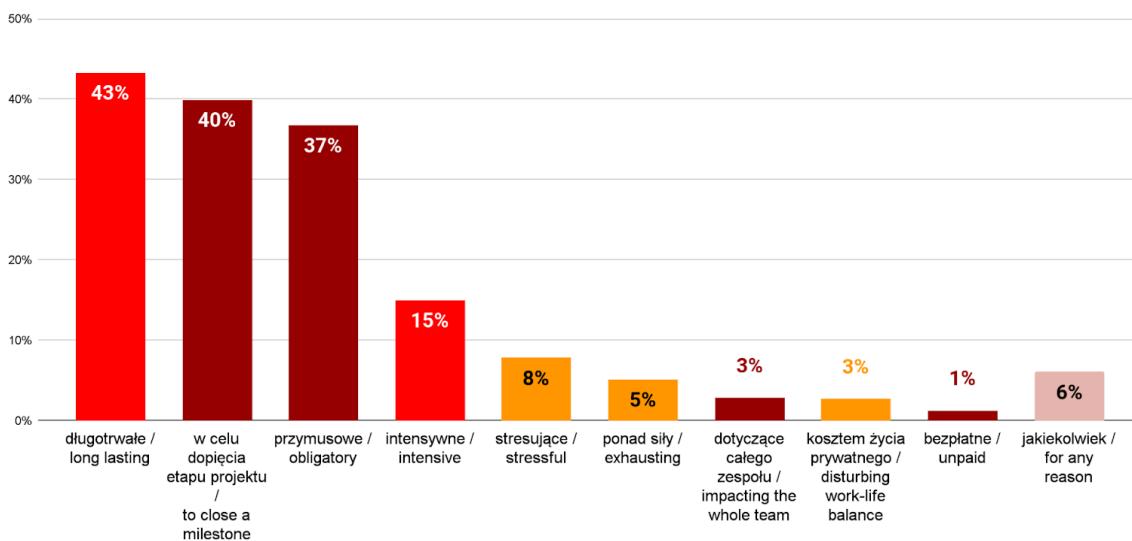
26% of the respondents expect to crunch to some extent in 2024, while 51% expect not to experience crunch.

Defining Crunch

Based on the analysis of over 600 responses to open qualitative questions, we gathered the most popular characteristics of crunch and reasons for crunching.

Crunch: to nadgodziny... / Crunch: overtime which is...

podsumowanie definicji opisowych / the summary of responders' definitions



procent ankiet, wskazujących daną cechę (większość wymieniała kilka cech) / percent of answers including this feature (most included several features)

The answers suggest that most gamedev employees define crunch as working **long lasting (and/or intensive) and obligatory overtime, in order to finish an important milestone** (caused often by bad planning or work organization).

Other issues, such as crunch affecting the whole team (3%), accompanying stress (8%), impact on health (5%), or the issue of paying for overtime (1%) proved to be critical elements of crunch only for a minority of the respondents.

It is worth noting that 6% of the respondents equate any overtime work with crunch.

Appendix A: Reasons for Crunch

Here we present a directly quoted list of answers to the question: **What was the reason for crunch? (according to your best knowledge).**

- Źle rozplanowany grafik publikacji kosmetyków. Nałożenie dedlajnów. Dodatkowe wymogi ze strony firmy nas outsourcującej.
- Zbliżająca się premiera, chęć doszlifowania gry, naprawa nienajlepiej działających rzeczy, które były zgłasiane wiele miesięcy przed premierą, ale management nie reagował
- Deadline w sklepie Meta na wypuszczenie DLC
- Brak sensownego planowania pracy, życzeniowe myślenie, nierealistyczne podejście do mocy przerobowych zespołu.
- Brak kadry która mogłaby pomóc w wykonaniu zadań
- Konieczność domknięcia projektu na premierę.
- Brak dobrego zarządzania
- Early access release
- "To bardzo ważne żebyśmy ten VS zrobili dokładnie TERAZ, bo jak nie będzie na TERAZ to świat się zawali" Spoiler: i tak nie dowieźli na czas i świat się zawalił
- Uwagi klienta
- Dokończenie ważnych funkcjonalności
- Nierealne terminy, zbyt mały zespół składający się w większości z juniorów, 2 dni na testy przed wysłaniem do certyfikacji, zmiany w tym samym dniu w którym gra powinna być oddana.
- Kończenie milestone'a, braki rąk do pracy, źle rozplanowany harmonogram pracy
- Milestone
- Wydanie, koniec projektu
- Dowożenie ważnego milestone
- Delivering demo for steam fest
- Zaplanowana data premiery, ale produkt niegotowy
- Zbliżająca się premiera gry
- Nie mam pojęcia. Wydawca ustawał sobie jakieś terminy, które nie mam pojęcia czym miały służyć. Często było tak, że miałem zrobić dany etap prac do tego dnia i tyle, po wysłaniu zero odpowiedzi przez tydzień/dwa.
- przygotowywanie day 0, 1, 2 patchy
- Deadline and goals
- Brak odpowiedniego budżetu
- Premiera demo
- Opóźnienia w developmencie
- za mały budżet żeby dowieźć projekt w realnym terminie
- Targi PGA
- Projekty miały milestone'y na zakładkę
- Steam Fest
- Designing the game by committee by producers and not by designers, which in turn caused a lot of game elements to not work together and need many fixes, aside from making the design team emotionally exhausted. Also, the project vision changed multiple times, requiring multiple reworks, which caused a lot of technical debt, messy documentation and lack of proper planning "because there was no time left for it"
- rozwinięcie funkcjonalności / prace badawcze
- Brak czasu i stan builda
- Zbyt mała ilość ludzi w dziale ND
- Goniące terminy

- we needed to do "more" for the end of the milestone - add more models, new features - pushing as much as possible
- Deadline'y i złe planowanie
- Niedociągnięcia w projekcie
- Too high expectations for the given amount of time and possibilities of engine
- Impreza branżowa
- Trzeba się wyrobić z deadline
- Nie mogę zdradzić
- Nierealne daty, bez brania pod uwagę estymacji zespołu i opinii i ostrzeżeń producenta
- Build potrzebny na targi gier
- za duży projekt, za mały budżet, złe planowanie
- Dopinanie milestone'a
- Braki w ludziach, urlopy, nadchodzący ważny milestone
- premiera
- długotrwałe złe oszacowywanie pracy przez programistów i brak działań ze strony producenta/leadra
- Presja inwestorów, możliwość dalszego finansowania projektu
- Termin milestone'u był ustalony, a prace wcześniej szły oporniej niż powinny. Z drugiej strony duże ambicje teamu i ciągła chęć poprawy jakości.
- Nowa treść która miała trafić do gry, a nie była wcześniej uwzględniona w umowie
- Prezentacja dla potencjalnego partnera biznesowego
- zbliżająca się data premiery
- zła komunikacja między zespołami
- Konieczność poprawek po pracowniku, rundy feedbacku, przygotowanie wytycznych
- trzeba było szybko skończyć zadania
- Polepszenie jakości projektu
- Budgeting and planning incompetence
- Ciągła zmiana planów i terminów przez CEO, zwiększenie przez niego zakresu bez konsultacji z producentami
- Chcę wydać grę zanim umrę ze starości. A oprócz ogromu wymaganej pracy nad grą trzeba jeszcze pracować na czynsz i życie wykonując pracę zarobkową.
- złe przewidywanie czasu do faktycznych potrzeb
- Premiera Trial Version
- Dokończenie tasków do deadline'u
- Niezgodności wymagań
- Dowiezienie kluczowego Milestone'u w jak najlepszej jakości
- Za mało pracowników w dziale, duża ilość zadań do wykonania, dodatkowe obowiązki związane z równoległym stanowiskiem.
- Optymalizacja
- Optymalizacja gry przed premierą
- robiłem nadgodziny w celu potencjalnego awansu, nie było crunchu
- Dostarczenie wersji do tłoczni
- Moja własna motywacja i poczucie odpowiedzialności za jak najlepsze dowiezienie projektu i jego sukces.
- Konieczność stworzenia milestonowego builda dla wydawcy.
- Premiera 1.0 gry online - wyjście ze Early Access i release, utrzymanie ruchu po release
- Zdążenie przed premierą Dema
- Słaby planning
- To prepare an event and then the marketing plan in the month before the release
- testing regressions and new content, checking changes

- Nierealne terminy, zmiany w contencie zaraz przed releasem, brak czasu przeznaczonego na testy pomiędzy końcem prac a planowanym releasem (pomimo zgłoszenia problemu przez QA)
- poor state of the product
- Wiele projektów na raz. Planowanie było akurat dobre
- nierealne terminy produkcyjne
- chce zrobić remont
- Release of the product. Too much work and not enough time/people.
- Konieczność przygotowania builda pod ostatnie testy, zaliczenie kluczowego milestone'u (implementacja wszystkich niezbędnych mechanik)
- Dostarczanie usług z outsourceu dla dużego klienta - wysokie wymagania klienta
- weryfikacja zmian wprowadzanych na ostatnią chwilę, konieczność przygotowania buildów pod review, prezentacje, eventy etc
- maximising the product health before playtests
- Deadline Vertical Slice, deadline steam demo
- I wanted to deliver content
- Deadline do builda ograniczonego czasem z zewnątrz
- Przygotowywaliśmy build który posłuży do wysłania prasie, i był częścią ważnego wewnętrznego milestone'a. Był to też ostatni milestone przed premierą.
- zbyt mała liczba pracowników
- Domykamy
- Nagłe zmiany od producenta na zaliczenie ważnego milestone'a
- big scope, tight milestones
- Przez większość projektu za mało ludzi do pracy
- Za mało czasu na realizację założeń.
- Nie było czasu przetestować zmian wprowadzone do gry w czasie dni roboczych, więc działa QA sprawdza je w weekend.
- projekt nie gotowy przed deadlinem
- Wycofanie się wydawcy, walka o produkt
- Złe decyzje lub brak decyzyjności game designu podejmowane w ciągu 2 lat.
- QA + bugfixy builda przed targami.
- Premiera playtestów oraz premiera gry
- Steam NEXT Festival
- Termin narzucone przez wydawcę jeżeli chodzi o kolejne etapy produkcji.
- Ważny z biznesowego punktu widzenia milestone.
- Dowiezienie must have tematów do końca Milestone.
- polishowanie rzeczy pod sam koniec ważnego milestone'u - dla mnie zrozumiał i wystarczający powód
- Stan projektu, dużo nieskończonego contentu
- Sprawienie, żeby gra była na dobrym poziomie, do feature locka jakim była Alpha. Inaczej trzeba było zmniejszyć scope co byłoby uszczerbkiem dla projektu
- Trzeba było dowieźć kilka projektów w bardzo zbliżonym terminie.
- Dokończenie wszystkich featureów
- delivering good build for board and at the end of milestone
- Behind on release schedule
- Dopolishowanie milestone'a.
- "Spada liczba graczy, musimy coś dowieźć."
- Fatalna organizacja projektu, niedoświadczony project manager i producer, wymyślali bez konsultacji z zespołem niemożliwe do zrealizowania deadline'y.
- Bugs and unfinished features before the release
- Nadchodząca Kampania związana z promocją gry
- Ilość rzeczy do zrobienia

- Dotrzymanie terminów
- Dopracowanie milestone'u prezentowanego zarząowi
- Projekt zbyt długo kręcił się w kółko, dużo czasu spalone na produkcji na złą organizację
- Zbyt duży scope gry
- dużo roboty, mało czasu do premiery
- Dostarczenie contentu dla wydawcy
- periods of workload to meet the deadline
- Tight deadlines
- Słabo zorganizowane procesy, zmiany wprowadzane w ostatniej chwili, dużo pracy w połączonych oddziałach, co wywołało efekt domina. // Poorly organised processes, last-minute changes, a lot of work on interconnected departments, which created a domino effect
- Nadmiar pracy
- Za mało pracowników na ilość rzeczy do zrobienia
- Bugi które wyskoczyły, feature zajął za dużo czasu
- Dowiezienie projektu
- Zły zespół menedżerski (bez doświadczenia jak zarządzać projektem) i ludźmi + PM bardzo podlizujący się szefowi
- Brak dodatkowego pracownika
- Dokończenie prac nad grą by można było ją wydać. Za mało czasu i osób pracowało odpowiednio wcześniej.
- chaos
- To finish a milestone
- Publisher doesn't understand the scale of the project. The team leader thinks that the pay the team member earns and sacrifice of their free time from work are equally part of the contract.
- Łatanie bugów przed certem
- Skończenie gry
- Końcówka projektu. Wciśnięcie, naprawienie jak największej ilości rzeczy.
- terminy
- Gotowa Alpha
- Komunikacja z graczami, pomoc deweloperowi
- Potrzeba domknięcia zadań na milestone
- Trzeba było dowieźć milestone, a nie chcieliśmy, żeby crunchowali szeregowi pracownicy - więc cunchował zarząd.
- selling the company
- Zbyt późno spływały materiały, które pozwoliłyby mi rozpocząć pracę.
- Zamknięcie builda na alphe i ostatnie feature'y wjeżdżające "bo jeszcze się przecież zmieści"
- Build gry został dostarczony od dewelopera później niż powinien, a deadline się nie zmienił. W związku z tym trzeba było prowadzić playtesty w przyspieszonym tempie
- Kilka razy zostałem dłużej żeby z polishować albo zrobić coś lepiej lub więcej niż zakładał wymagany MVP
- Błędy w kierowaniu projektem, brak prowadzonych dobrych praktyk produkcyjnych, zbyt późne zmiany w projekcie, leadership niektórych działów nie pilnował jakości produkowanych zasobów przez zespół.
- Brak większości gry pomimo zbliżającej się daty wydania.
- "Close topics and polish the game" for the milestone.
- Ambicja dowiezienia maksymalnie wypolishowanego builda gry na premierę.
- Błędy w planowaniu, niekompetentna kadra zarządzająca
- Stuff had to be done before end of milestone
- Potrzebowaliśmy więcej polishu do ważnego milestone'a i playtestów.
- Delivery before build going to be burned on disks
- Za mały zespół do za dużego zadania bądź bałagan u samego klienta

- Zmiany w projekcie zbyt blisko releasu, niedoszacowanie potrzebnego czasu
- Niedoszacowanie, niedoplanowanie, zobowiązanie się do dostarczenia
- To speed up things
- Zbliżającą się premiera
- Oficjalnie crunchu nie było. Powodem nadgodzin była duża ilość pracy.
- NDA
- Lots of work with no time.
- Presentation for external partners
- Duża ilość pracy w tasku
- Ważna osoba miała w określonym terminie przejrzeć nasz projekt
- Brak personelu i złe zarządzanie, wymuszanie nierealnych terminów

Appendix B: Disciplines and Specializations

Here we present the structure we used in this analysis to link particular job titles with larger specializations and disciplines. The respondents picked a specialization from a closed list, and then were able to choose a job title, or to enter their own.

Discipline	Specialization	Job Title
Art	Art & Animation	2D Artist
Art	Art & Animation	3D Animator
Art	Art & Animation	3D Artist
Art	Art & Animation	3D generalist
Art	Art & Animation	Animator/Rigger
Art	Art & Animation	Art director
Art	Art & Animation	Art Lead
Art	Art & Animation	Character Artist
Art	Art & Animation	Cinematic Animator
Art	Art & Animation	Cinematic Artist
Art	Art & Animation	Compositing artist
Art	Art & Animation	Concept Artist
Art	Art & Animation	Environment/Level Artist
Art	Art & Animation	General Artist
Art	Art & Animation	Generalist 2D
Art	Art & Animation	generalista
Art	Art & Animation	Lighting Artist
Art	Art & Animation	Lighting/Technical Artist

Art	Art & Animation	Marketing Artist
Art	Art & Animation	Pixel artist
Art	Art & Animation	Tech Animator
Art	Art & Animation	Technical Animator
Art	Art & Animation	UI Artist / UX
Art	Art & Animation	VFX
Art	Tech Art & VFX	Technical Artist
Art	Tech Art & VFX	VFX Artist
Audio	Audio	Composer
Audio	Audio	Sound Designer
Audio	Audio	Technical Designer
Business & Office	Business Development	Business Development Manager
Business & Office	Business Development	CEO
Business & Office	Business Development	CTO
Business & Office	Business Development	Operations Manager
Business & Office	HR & Operations	HR
Business & Office	HR & Operations	Brand Manager
Business & Office	HR & Operations	CFO

Business & Office	HR & Operations	HR Business Partner
Business & Office	HR & Operations	HR Manager
Business & Office	HR & Operations	HR specialist
Business & Office	HR & Operations	IT Manager
Business & Office	HR & Operations	Lawyer
Business & Office	HR & Operations	Recruiter
Business & Office	Inne / Other	Legal Counsel
Business & Office	Marketing & PR	Brand Manager
Business & Office	Marketing & PR	Community Manager
Business & Office	Marketing & PR	Global Marketing Lead
Business & Office	Marketing & PR	Graphic Designer
Business & Office	Marketing & PR	Marketing Manager
Business & Office	Marketing & PR	PR Manager
Business & Office	Marketing & PR	Senior Market Research Specialist

Business & Office	Marketing & PR	Social Media Manager
Code	Code & Engineering	AI Programmer
Code	Code & Engineering	Animation Programmer
Code	Code & Engineering	Engine Programmer
Code	Code & Engineering	Engineering Manager
Code	Code & Engineering	Game Designer, DevOps and Tool developer
Code	Code & Engineering	Game Developer
Code	Code & Engineering	Gameplay Programmer
Code	Code & Engineering	General Programmer
Code	Code & Engineering	Generalist Programmer
Code	Code & Engineering	Graphics Programmer
Code	Code & Engineering	Lead Programmer
Code	Code & Engineering	Network Programmer
Code	Code & Engineering	Porting Programmer
Code	Code & Engineering	programer
Code	Code & Engineering	Generalist Unity Programmer
Code	Code & Engineering	Software Developer
Code	Code & Engineering	Tech Dir
Code	Code & Engineering	Tech Lead
Code	Code & Engineering	Tools Programmer
Code	Code & Engineering	UI Programmer

Code	Code & Engineering	Unity Developer
Code	Code & Engineering	Unity programmer
Design	Design (Gameplay & Level)	Combat Designer
Design	Design (Gameplay & Level)	Creative Director
Design	Design (Gameplay & Level)	Economy Designer
Design	Design (Gameplay & Level)	Game Designer
Design	Design (Gameplay & Level)	Game Director
Design	Design (Gameplay & Level)	Gameplay Designer
Design	Design (Gameplay & Level)	Level Designer
Design	Design (Gameplay & Level)	Level Designer + Enviro Artist
Design	Design (Gameplay & Level)	System Designer
Design	Design (Gameplay & Level)	Technical Designer
Design	Design (Gameplay & Level)	UI/UX Designer
Design	Design (Narrative & Writing)	Cinematic Designer
Design	Design (Narrative & Writing)	Game & Narrative Designer

Design	Design (Narrative & Writing)	Game Designer
Design	Design (Narrative & Writing)	Narrative Designer
Design	Design (Narrative & Writing)	Quest Designer
Design	Design (Narrative & Writing)	UX Writer
Design	Design (Narrative & Writing)	Writer
Design	Inne / Other	Expert Technical UI/UX Designer
Design	Inne / Other	UI/UX Designer
Design	Inne / Other	UX Designer
Design	Inne / Other	UX/UI Designer
Design	Product	Game Director
Design	Product	Product Owner
Inne / Other	Data Analysis	Data Analyst
Inne / Other	Data Analysis	Data Engineer
Inne / Other	Inne / Other	Ceo
Inne / Other	Inne / Other	Creative Director
Inne / Other	Inne / Other	Expert Localization Project Manager
Inne / Other	Inne / Other	Game Researcher (UX)
Inne / Other	Inne / Other	IT Senior System Administrator
Inne / Other	Inne / Other	IT Specialist

Inne / Other	Inne / Other	localization editor
Inne / Other	Inne / Other	Senior English Adaptation Specialist
Inne / Other	Inne / Other	Student
Inne / Other	Inne / Other	User researcher
Inne / Other	Product	Product data analyst
Inne / Other	Solo & Small Indie Dev	CEO
Inne / Other	Solo & Small Indie Dev	Full Stack Master Disaster Web Ogarniacz
Inne / Other	Solo & Small Indie Dev	Game Designer, Producent, Co-head of Game Studio
Inne / Other	Solo & Small Indie Dev	Gameplay Programmer
Inne / Other	Solo & Small Indie Dev	Jack of All Trades
Inne / Other	Solo & Small Indie Dev	Unity Developer
Inne / Other	User Aquisition	User Acquisition Manager
Production	Product	Product Manager
Production	Production	head of production
Production	Production	Lead producer
Production	Production	Localization Producer / PM
Production	Production	Producer
Production	Production	Technical Producer
QA	QA	Art QA Analyst

QA	QA	Compliance QA
QA	QA	Compliance QA/Technical Player Support Specialist
QA	QA	CQA
QA	QA	Dev QA Lead
QA	QA	FQA (functionality QA)
QA	QA	Functional Quality Assurance
QA	QA	Manual functionality + certification + leadership
QA	QA	QA (Automation)
QA	QA	QA (Localization)
QA	QA	QA (Manual + Automation)
QA	QA	QA (Manual)
QA	QA	QA analyst
QA	QA	QA coordinator
QA	QA	QA lead/producer
QA	QA	QA Specjalist
QA	QA	QA Team Lead