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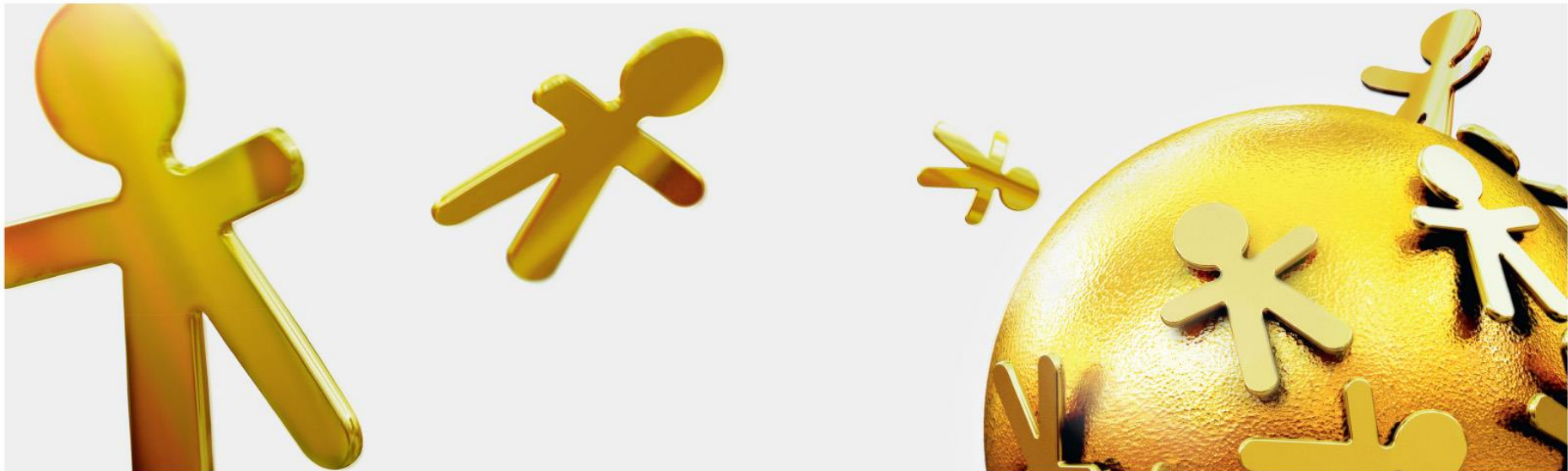


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# BUILDING A SUCCESSFUL TALENT STRATEGY THROUGH EMPOWERING YOUR EMPLOYER BRAND

Natalia Shcherbakova, ANCOR

Anna Alexandrova, Home Credit & Finance Bank





# HR needs to master 3 things very well



strategic sourcing



employer branding



talent analytics & predictive  
workforce intelligence

quantify the real & potential value of your talent strategy

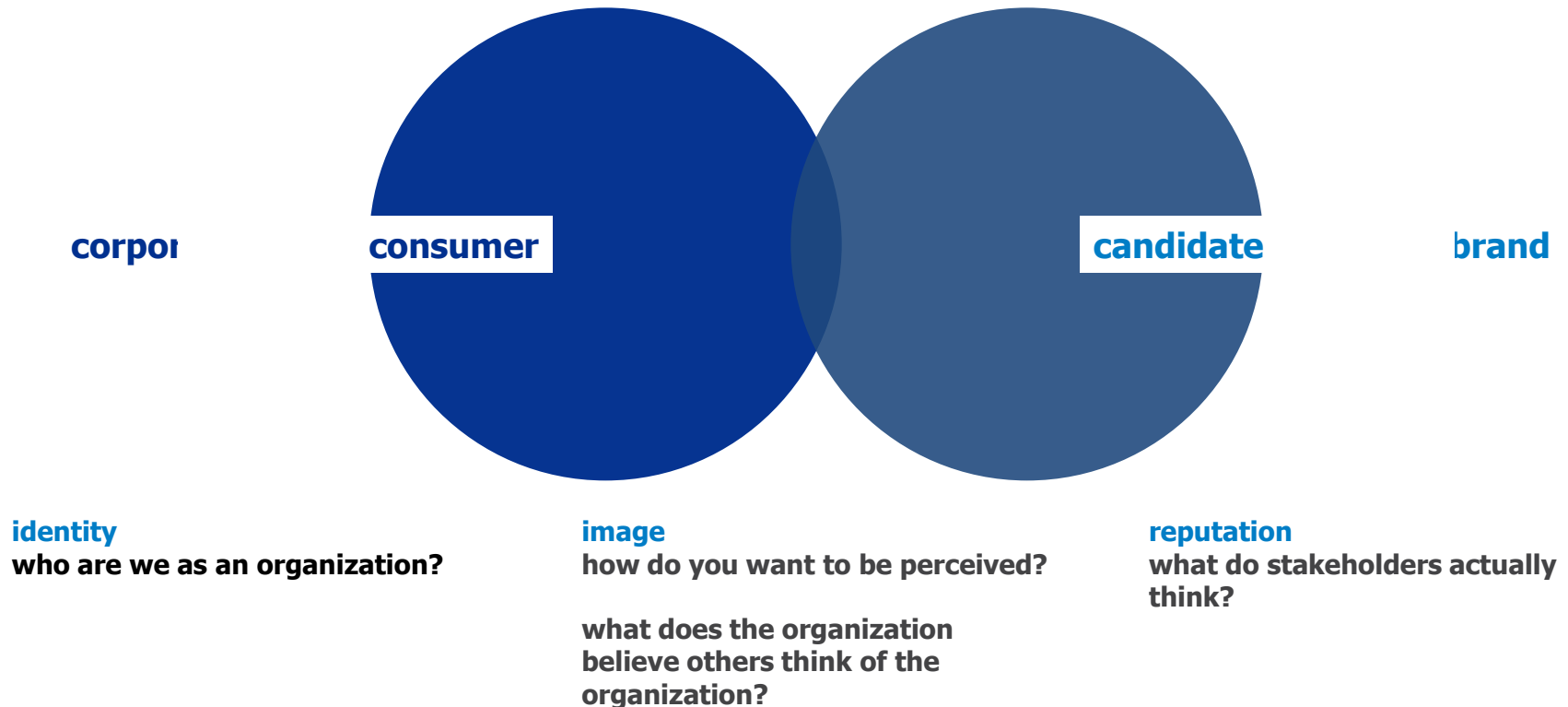


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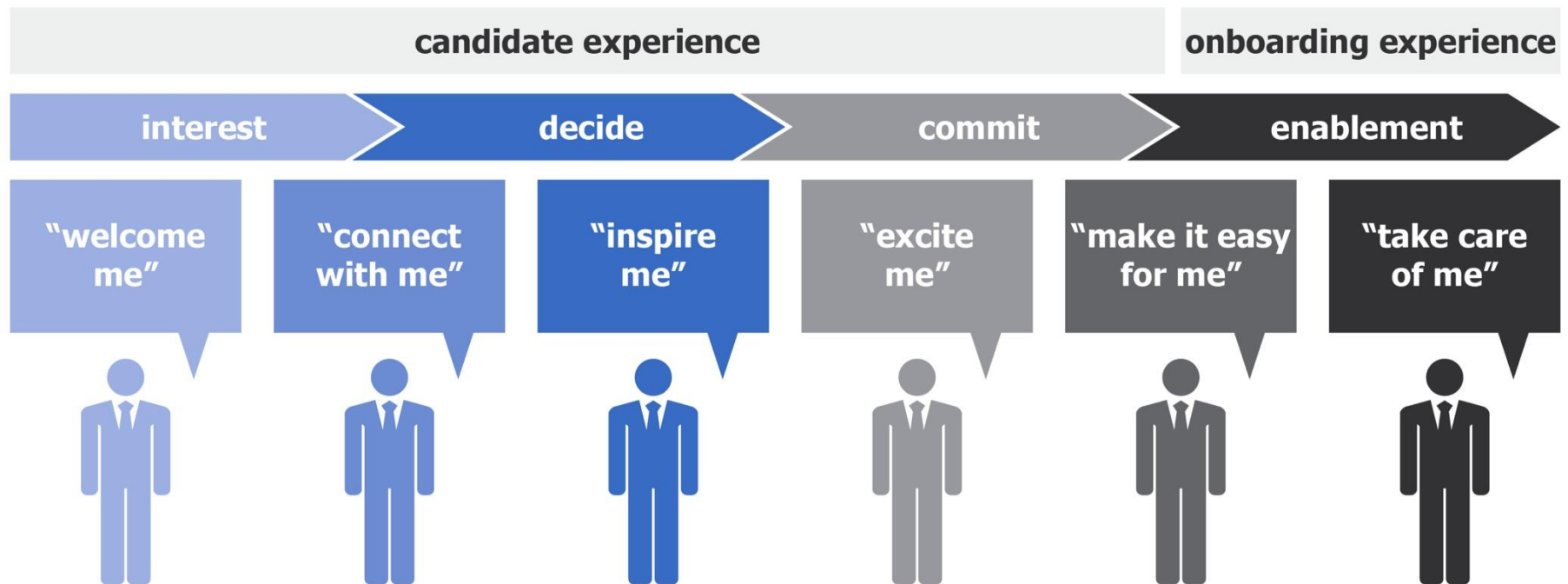
# the corporate & employer brand are getting closer



**Employer Branding: Perception Is Reality**



# ...and it carries across the entire candidate experience





# Randstad Award Employer Branding Research – the most efficient tool to support your efforts

- unrivalled sample size
- market trends
- detailed brand image data with 'glocal' view
- competitor data
- actionable recommendations



# creating a stand-out EVP and leveraging your employer brand



## step #1

**measure** what you offer vs. what your employees really want



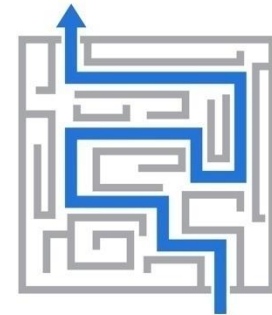
## step #2

**specify** your EVP – specific employee groups have specific needs



## step #3

**communicate** all your offerings to your employees – make sure to reflect the reality



## step #4

**look ahead** 3 year plan to anticipate future needs of your employees

## EVP

what is the ideal employee profile for your organization?

your EVP is determined by the characteristics, the benefits and the appeal required by and ideally offered to (potential) employees



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# validate your message against what candidates are looking for

core values searched by potential talent in 23 countries

## potential employees search...

- 1 salary & employee benefits
- 2 long-term job security
- 3 pleasant work atmosphere
- 4 job content
- 5 financial health
- 6 work-life balance
- 7 career prospects
- 8 strong management
- 9 good training
- 10 corporate social responsibility

core values attributed to largest employers in 23 countries

## employers score best on...

- 1 financial health
- 2 strong management
- 3 good training
- 4 career prospects
- 5 salary & employee benefits
- 6 job content
- 7 long-term job security
- 8 pleasant work atmosphere
- 9 corporate social responsibility
- 10 work-life balance

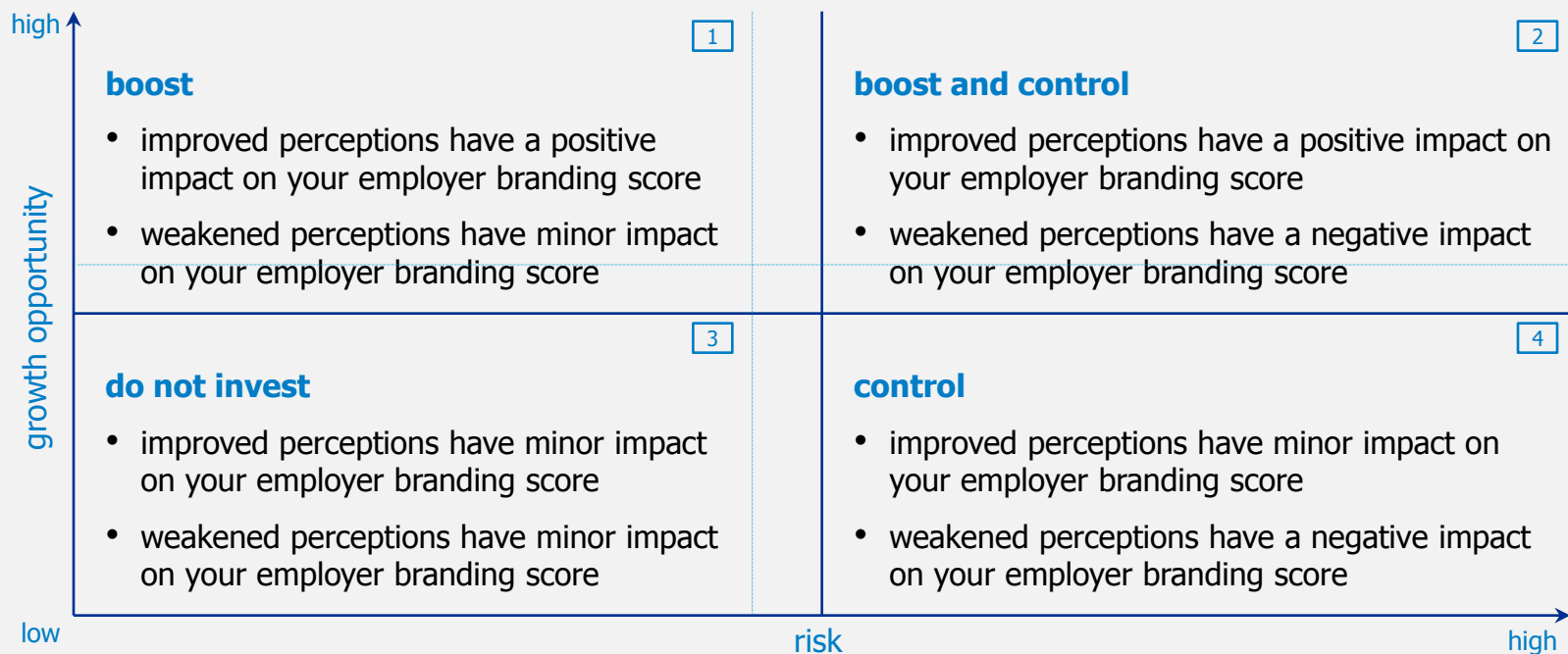
**disharmony between what potential talent find important values and how they rate employers on these values:**

**Employer Branding: Perception Is Reality**



## use the Randstad Employer Branding driver analysis to define your investment strategy

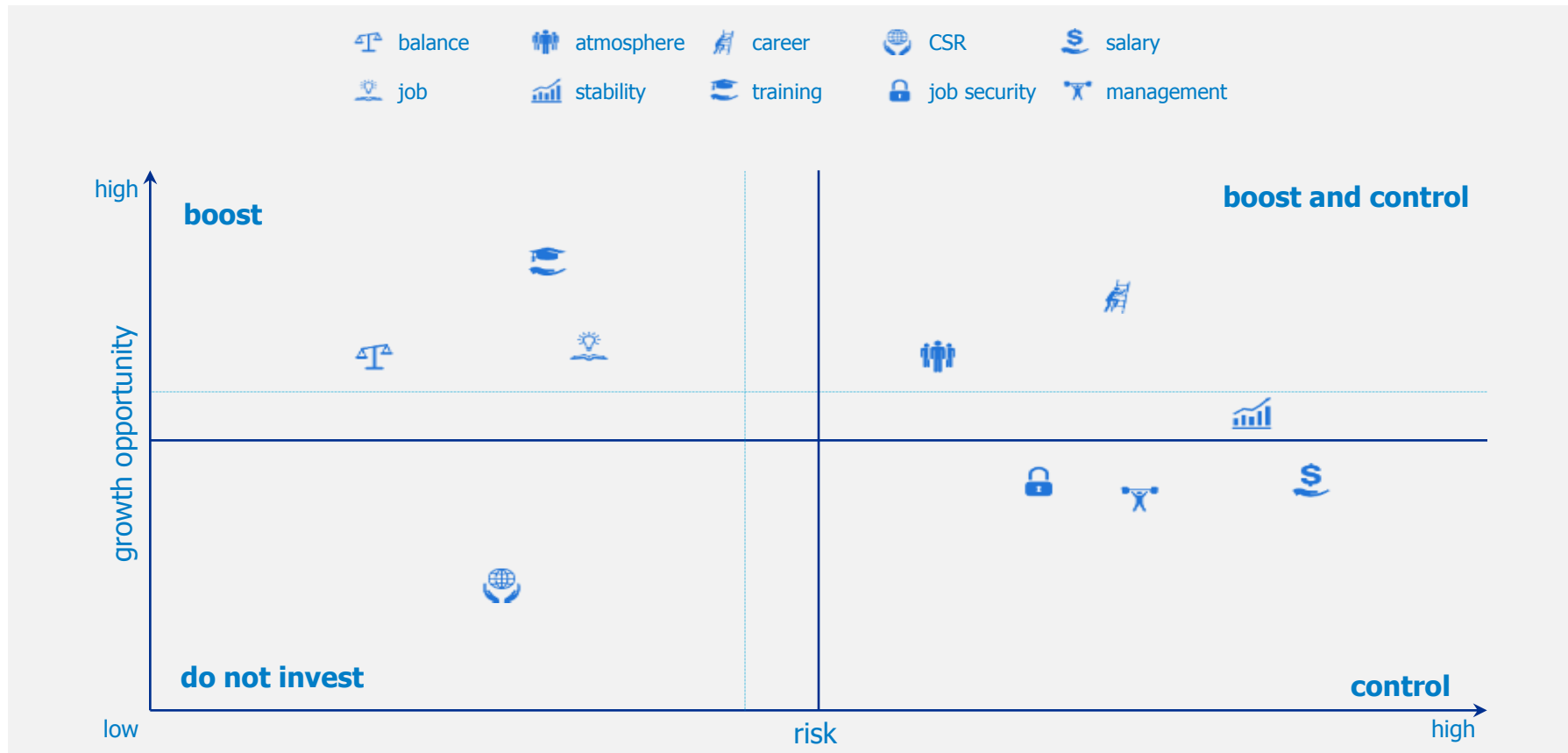
how to improve your Employer Brand by communicating on the most important factors  
& what is the influence of specific factors on your Employer Branding score?







# determine your drivers for successful employer branding



Employer Branding: Perception Is Reality



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# EMPLOYER BRAND

# HOME CREDIT & FINANCE BANK

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## CHALLENGES

- Economic instability
- Business and Personnel Optimization
- More Tasks with Less Resources

## MAIN FOCUS AREAS

- **Ensure Stability for People**
- **Ensure Business Effectiveness**
- **Retain Talents within the Company**
- **Create Friendly Atmosphere**



## CREATE POSITIVE EMPLOYER BRAND





## WHAT WE DO

### TASKS

**HIRING THE RIGHT  
PEOPLE**

**STRUCTURE AND  
PEOPLE EVALUATION**

**CREATING FRIENDLY  
ATMOSPHERE**

### TOOLS

**ENTRY TEST ON VALUES -  
RESPONSIBILITY, PARTNERSHIP, BEING  
CLIENT-ORIENTED, OPENNESS, ENERGY**  
as a **MUST** for candidates

selection  
**REQUISITE ORGANIZATION**  
Structure optimization and  
Talent Management

**CORPORATE CULTURE.  
INTERNAL COMMUNICATION.**  
Engagement programs and  
activities

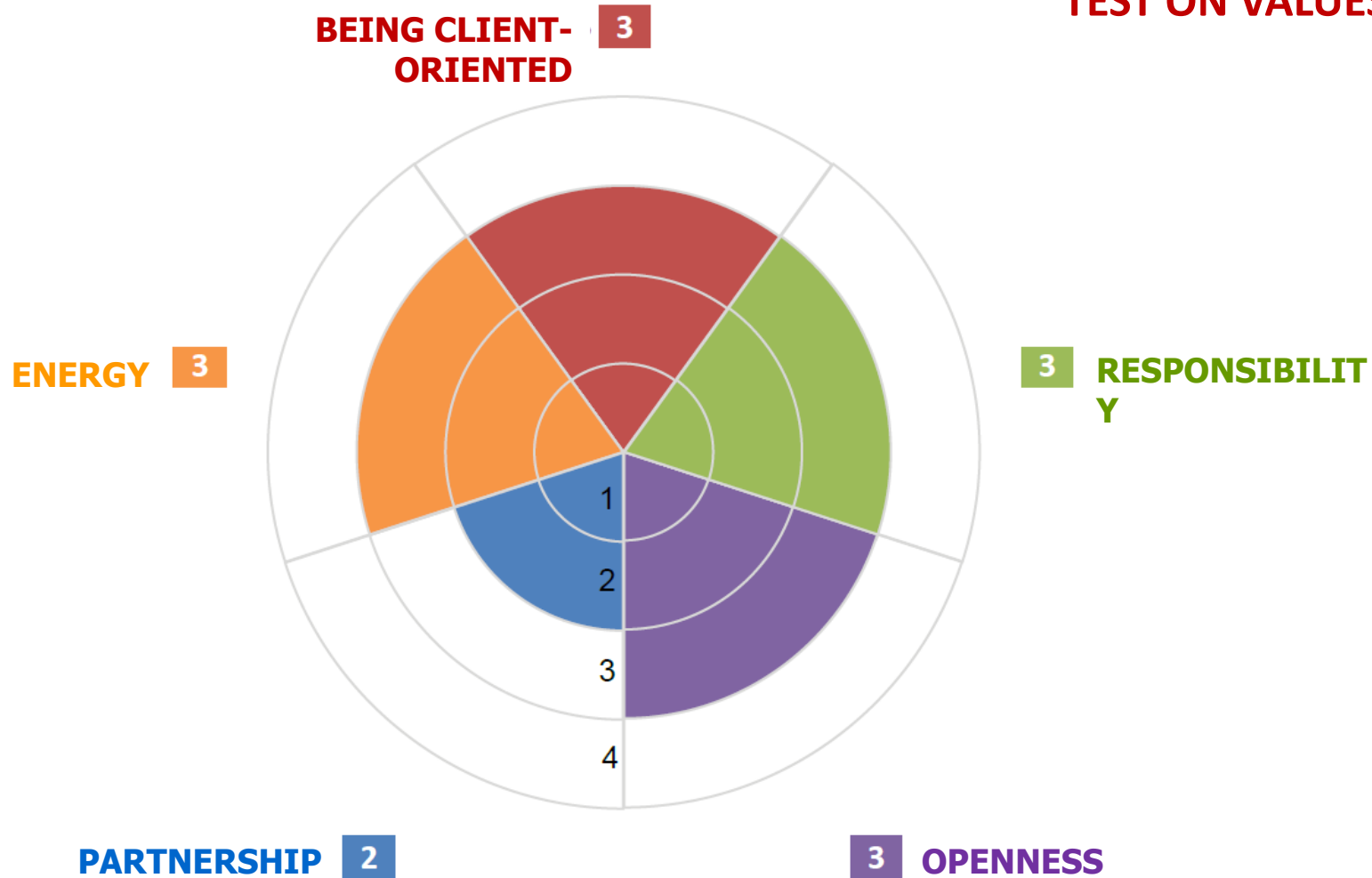
### TARGETS

- ADAPTATION
- DECREASE OF ATTRITION  
*during the trial period*
- PUT THE RIGHT PEOPLE IN THE RIGHT  
JOBS
- IDENTIFYING THE TALENTS
- KEEPING THE TALENTS
- GETTING BEST PERFORMANCE FROM  
PEOPLE
- DECREASE OF ATTRITION
- PEOPLE ENGAGEMENT
- RETENTION OF PEOPLE
- POSITIVE ATMOSPHERE AND FUN



# WHAT WE DO HIRING THE RIGHT PEOPLE

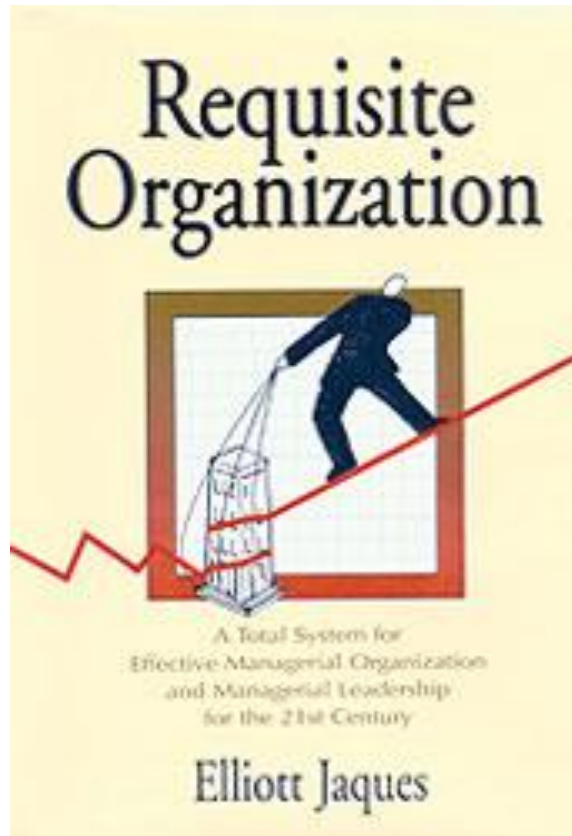
## TEST ON VALUES



# WHAT WE DO

## STRUCTURE AND PEOPLE EVALUATION

**Requisite Organization** - the only systematic and scientific approach to effective management of work system, organization structure, managerial leadership process and human resources



**49%**

of time Managers spend on solving the issues of their Subordinates

**45%**

of the Jobs are not formulated optimally: some jobs duplicate each other, some jobs are not fulfilled

**35%**

of Employees are not effective because of mismatch between mental capability of Employees and jobs requirements



# WHAT WE DO STRUCTURE AND PEOPLE EVALUATION

Performance

- Strategic goals achievement
- Increase of people 's effectiveness
- Cost saving

Conditions of Employee's  
Loyalty and Engagement

**Right  
job**

**Right  
manager**

**Clear  
Perspectives**

Organizational structure

Bored

Flow

**Human Capability**

Stress

*up to 35% of employees are bored or stressed*



# WHAT WE DO STRUCTURE AND PEOPLE EVALUATION

**Performance**



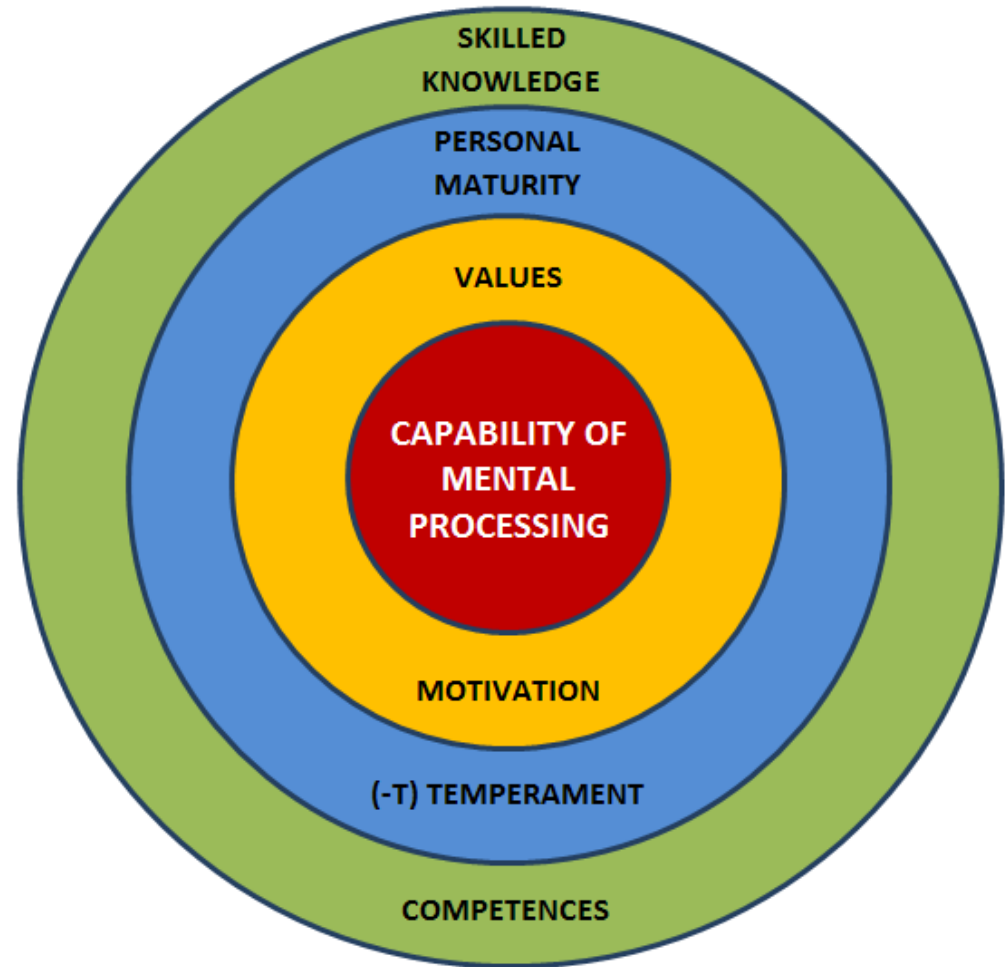
**Motivation and  
Engagement**



**Ability to Carry the Role**



**Human Capability**





# WHAT WE DO STRUCTURE AND PEOPLE EVALUATION

## Performance

- Strategic goals achievement
- Increase of people 's effectiveness
- Cost saving

## Conditions of Employee's Loyalty and Engagement

**Right  
job**

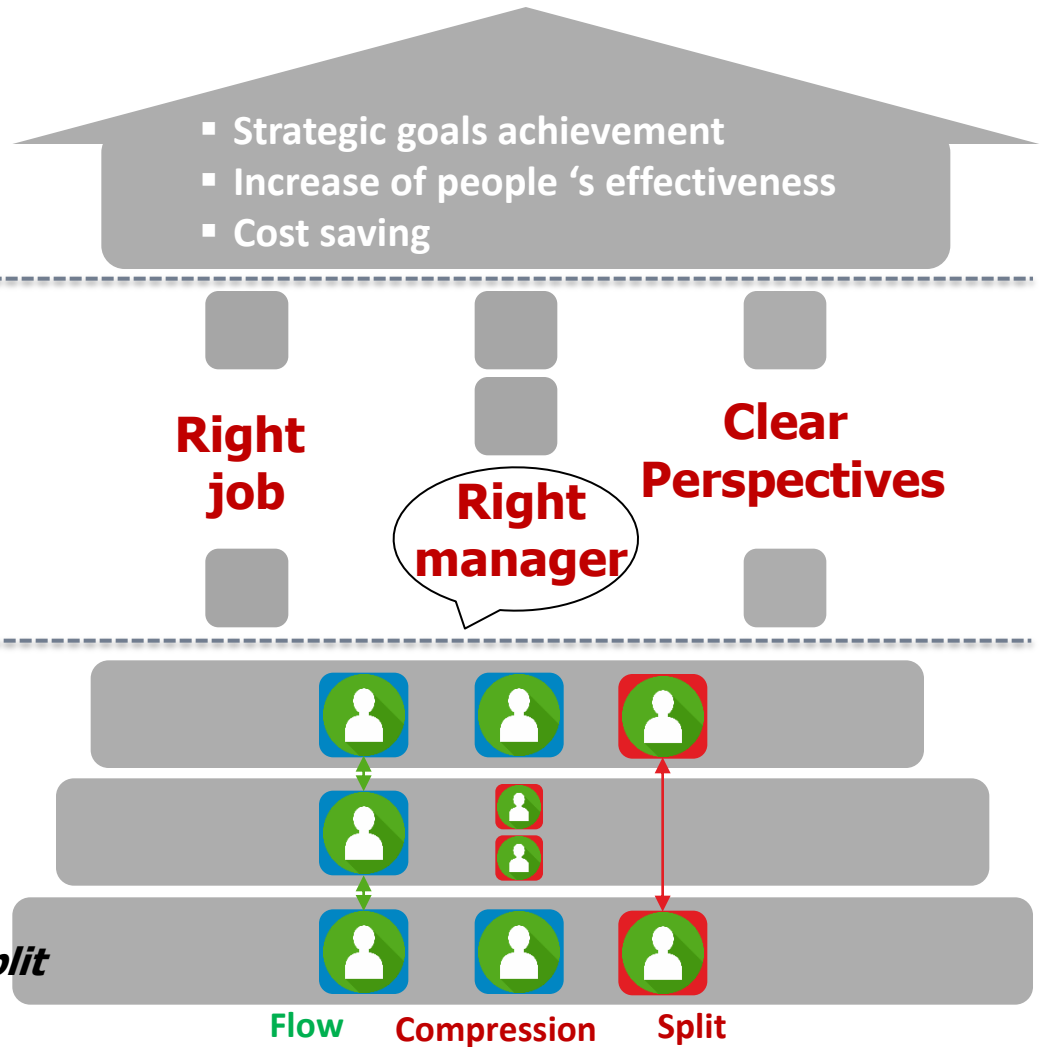
**Right  
manager**

**Clear  
Perspectives**

## Organizational structure

*up to 40% of Jobs are in compression or split*

**Flow   Compression   Split**



# WHAT WE DO STRUCTURE AND PEOPLE EVALUATION



# WHAT WE DO

## CREATING FRIENDLY ATMOSPHERE

- Roll-out of Snow Ball training program designed on corporate values
- Home FM Radio broadcasting in each Regional centre and HQ
- On-line Conference with CEO
- Wall of Honour implementation in each Regional centre and HQ
- Standard Welcome Home induction training program implementation for all regions
- Roll-out of Booklets and Posters on Corporate Values, Managers' Golden Standards etc.
- HomeMania motivational program with corporate currency Homechki and internal internet shop
- Big Development program «Coaching» for Managers
- Funny Flash-Mob events
- Various Off-Site programs – Business & Fun
- Special offers of Banking Products for the employees

СНЕЖНЫЙ  
КОМ



## Results:

🧑 Trainers - 55  
 🕒 Trainings - 484  
 🎓 Students – 9 488  
 🌐 Penetration – 55%

# СНЕЖНЫЙ KOM

## Plans:

📋 Selection and preparation of the team of new trainers  
 📋 Mentor's school launch  
 📋 Penetration

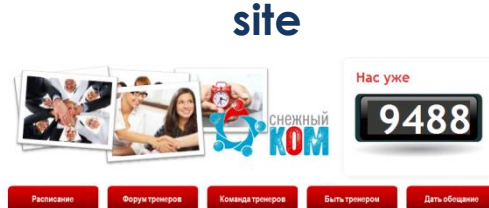
improvement – 50%

START 10\12

NOW 10\14

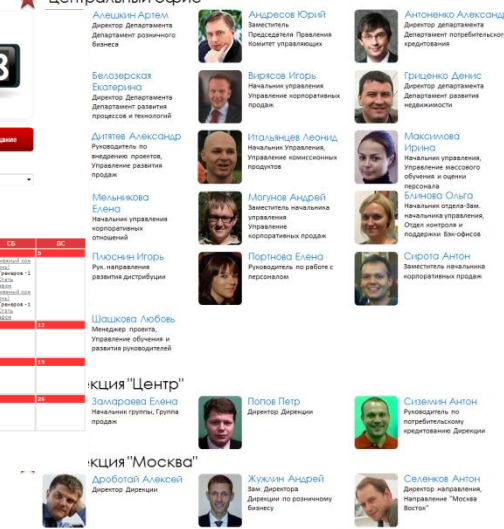
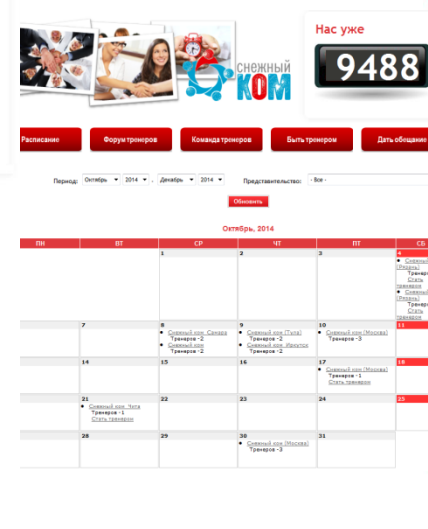
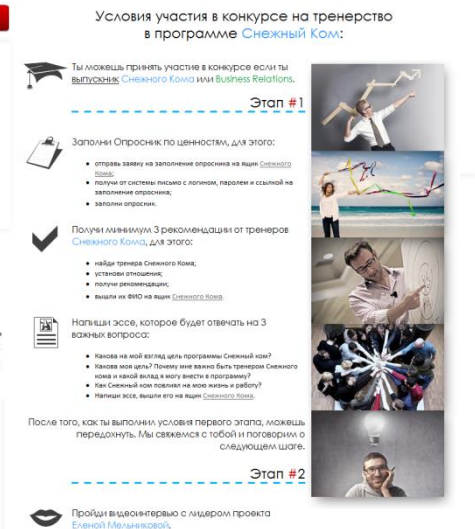
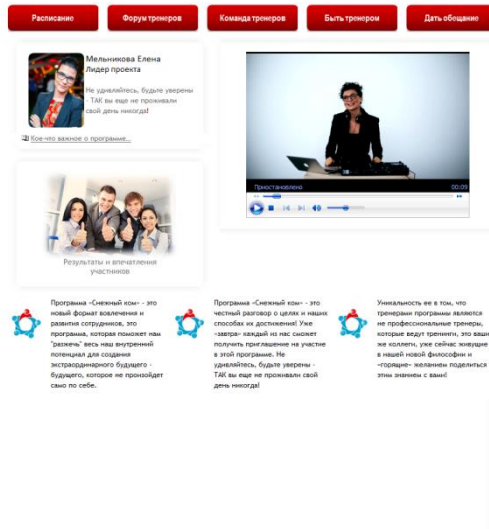
PLAN 10\15

Main page of Snow Ball site



Time schedule

Team of our Trainers



# WHAT WE DO CREATING FRIENDLY ATMOSPHERE



**Monthly “Thank you” letters on behalf of Regional Directors to their employees for the best achievements and results**



your  cards  
someecards.com



- **Regular letters on behalf of CEO to all newcomers**
- **Supporting phone calls to newcomers in regions**



some  cards  
user card



## Results:

 **Issues - 8**  
 **Regular listeners – 1 756**

## **RADIO HOME FM**



## Plans:

 **New topics launch:**

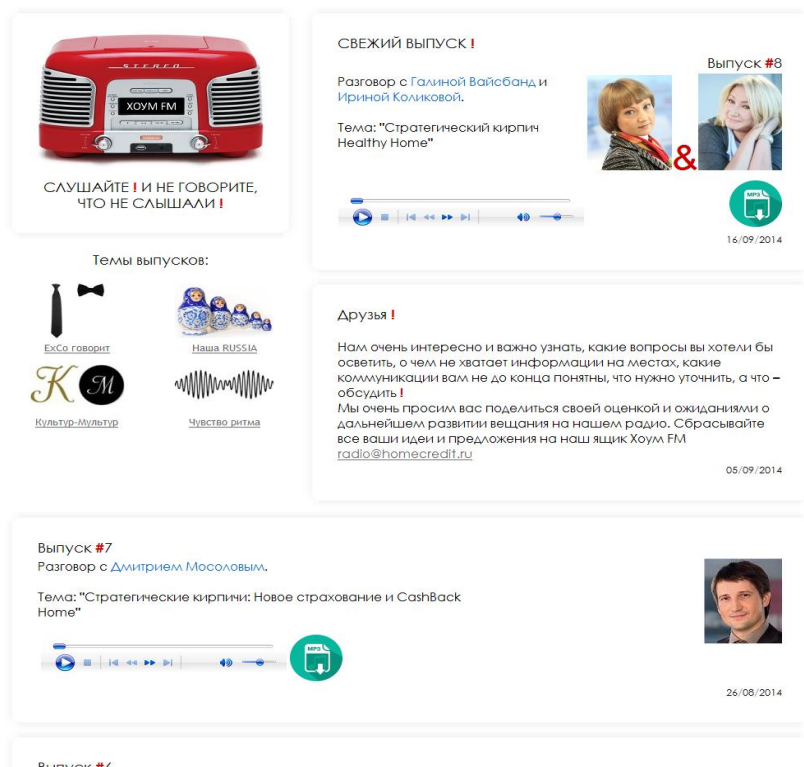
- **Our Russia**
- **Our Music**

**START 07\14**

**NOW 11\14**

**PLANS 07\15**

**Main Page of Radio site**



**СВЕЖИЙ ВЫПУСК !**

Выпуск #8

Разговор с Галиной Вайсбанд и Ириной Коликовой.

Тема: "Стратегический кирпич: Healthy Home"

СЛУШАЙТЕ ! И НЕ ГОВОРИТЕ, ЧТО НЕ СЛЫШАЛИ !

Темы выпусков:

ExCo говорит

Наша RUSSIA

Культур-Мультип

Чувство ритма

**Друзья !**

Нам очень интересно и важно узнать, какие вопросы вы хотели бы осветить, о чем не хватает информации на местах, какие коммуникации вам не до конца понятны, что нужно уточнить, а что – обсудить !

Мы очень просим вас поделиться своей оценкой и ожиданиями о дальнейшем развитии вещания на нашем радио. Сбрасывайте все ваши идеи и предложения на наш ящик Хоум FM [radio@homecredit.ru](mailto:radio@homecredit.ru)

Выпуск #7

Разговор с Дмитрием Мосоловым.

Тема: "Стратегические кирпичи: Новое страхование и CashBack Home"

Выпуск #6

Our Radio Home FM has launched on E-learning portal.

Now we test 24-hour program.

Planned topics : **ExCo Speaking** and **Культур-Мультип**.

WHAT WE DO  
CREATING FRIENDLY ATMOSPHERE

## Manager's Guide on People Engagement

**12 questions – 12 sections**

**12 answers**

**80 recommendations**





# GOLDEN STANDARDS OF MANAGERS

-  1. Вселяй дух оптимизма и победы в своих подчиненных. 
-  2. Формируй команду и создавай атмосферу взаимопонимания между людьми. 
-  3. Публично поощряй успешных. 
-  4. Хорошо знай своих людей и доверяй им. Поддерживай их и щедро делись опытом. 
-  5. Предлагай интересные задачи. Увлекай людей работой на пределе возможностей. 
-  6. Требуй высоких скоростей  при реализации задач.
-  7. Терпеливо доводи до подчиненных главные цели и задачи, объясняй роль каждого в общих задачах.
-  8. Мотивируй и вовлекай, а не приказывай и отдавай распоряжения. 
-  9. Демонстрируй личным примером высокую исполнительскую дисциплину. 
-  10. Незамедлительно избавляйся от безответственных людей. 
-  11. Постоянно занимайся развитием своих профессиональных навыков. 
-  12. Способствуй развитию  членов своей команды.
-  13. Умей признавать свои ошибки и извлекать из них уроки. 
-  14. Всегда разделяй ответственность за любые результаты своей команды. 
-  15. Будь патриотом компании, в которой работаешь. Поддерживай в команде уважительное отношение к бренду, акцентировать внимание сотрудников на положительном опыте и успехах Банка. 
-  16. Следуй всем вышеперечисленным правилам и будь ролевой моделью для своих подчиненных и коллег. 

NEW





ЖИВИ ЦЕННОСТЯМИ БАНКА



БУДЬ:

ЭНЕРГИЧНЫМ



ОТВЕТСТВЕННЫМ



ОТКРЫТЫМ

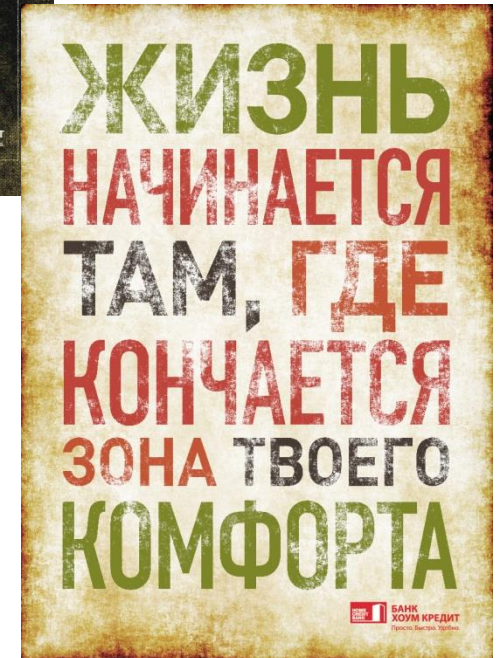
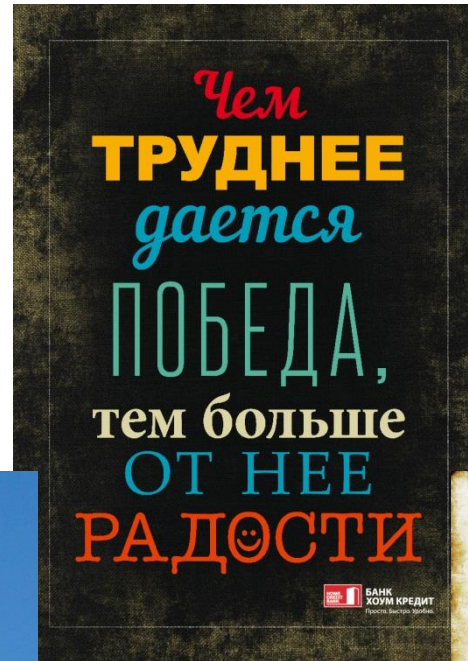
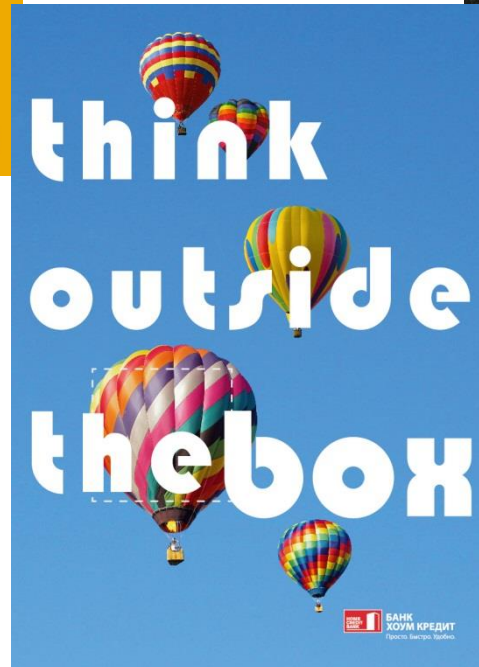
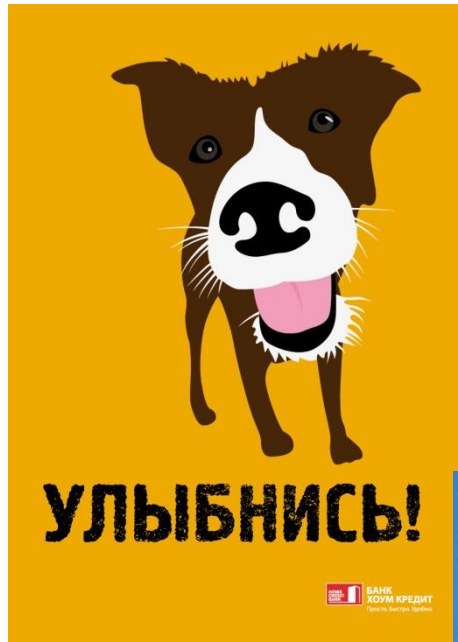


ПАРТНЕРОМ



БАНК  
ХОУМ КРЕДИТ  
Просто. Быстро. Удобно.

WHAT WE DO  
CREATING FRIENDLY ATMOSPHERE





## WHAT WE DO ACTION PLAN 2015

- Selection and training of new internal Snow Ball trainers
- Development of Customer Focus program Implementation of “Requisite Organization” methodology of revising and optimizing organization structure in all Functional Blocks
- Launching of Requisite Organization Test for all categories of positions
- Attrition decrease by 30% on a Trial Period and by 10% in total till the end of 2015
- Increase Best Performers number by 30% in 2015
- Filling in key positions with 80% of internal people and 20% of external candidates

