

# **HR SOLUTIONS IN UNCERTAIN TIMES. DOING MORE WITH LESS**

**29 January 2015  
AEB OFFICE**



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# **Irina Zarina**

**Chair of the AEB Assessment,  
Training and Development Sub-  
Committee, Managing Director,  
CEB SHL Measurement Solutions**

## ***OPENING REMARKS AND GLOBAL TRENDS OVERVIEW***

# Doing More with Less. Preparing for the Challenges Ahead

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Irina Zarina

Chair of the AEB A&TD Subcommittee,  
Managing Director, CEB SHL TMS (Russia and CIS)

January, 29, 2015

# Preparing for the Challenges Ahead

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## New Work Environment

Attract The Best, Deflect The Rest

Executives As Environment Architects

Doing More with Less

More Learning Through Less Learning

<sup>1</sup>Source: CEB 2014 Top Insights for the World's Leading Executives

# Agenda

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## GLOBAL TRENDS OVERVIEW

Irina Zarina, Chair of the AEB A&TD Subcommittee

## EVP - NON-MATERIAL MOTIVATION

Florin Petrescu, Head of Human Resources Russia, Ukraine, Kazakhstan, Citi

Natalia Tikhomirova, Senior Manager, Human Resource Consulting, Tax & Legal Services, PwC

## EXECUTIVE ASSESSMENT AND DEVELOPMENT IN 2015: HR PERSPECTIVE

Viktoriya Timofeeva, Head of Recruitment and Assessment, OTP Bank

Anna Kalenyuk, Head of Assessment, OTP Bank

Natalia Ovcharova, Marketing Manager, Talent Q

## EMPLOYEE BENEFITS AT NO COST: THE SMART WAY OF INCENTIVISING STAFF

Marina Simonova, General Manager, Ventra

Denis Chalov, General Manager, AGroup Russia

# The New Work Environment Challenge

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## More Coordination

**60%** of employees coordinate with at least 10 people to complete their day-to-day work. Thirty percent are working with 20 or more colleagues on a daily basis.



## More Decision Makers

**50%** of employees say more people are involved in decisions today than they were three years ago.

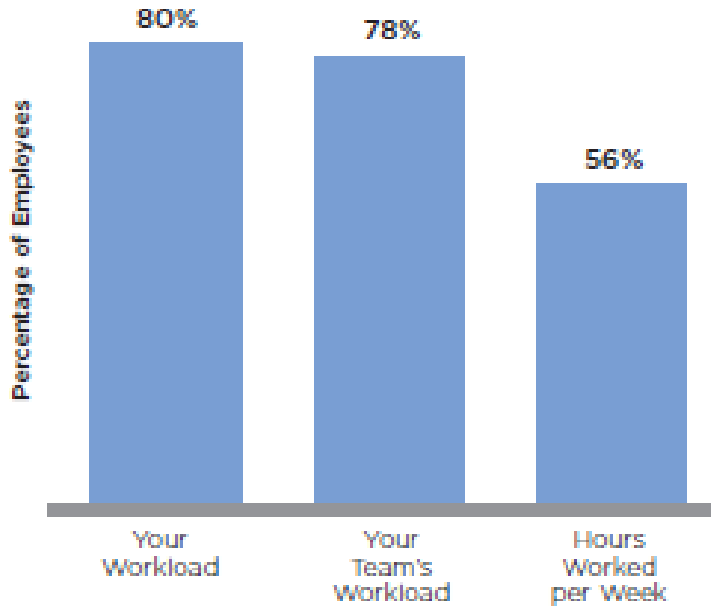


## More Work Across Silos

**67%** of employees say they are working with people from different teams and departments.

# Employees Striving to Meet High Expectations, But Reaching the Limit

Percentage of Employees Experiencing an Increase in Workload In the Past Three Years



**BUT ..... still need 20% + more productivity as well**



Individual Performance



Network Performance



Enterprise Contribution



# Employees Don't Lack Motivation...Who Will Help Them to Overcome the Barriers?

## Organizations Focus on Motivation Strategies

% of HR initiatives to build enterprise contribution

55%

Motivation Strategies

31%

Organizational Support Strategies

14%

Other

## Employees are willing to Contribute!

72% believe it is part of their job

81% believe it is the right thing to do

## But ... they find it hard

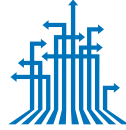
75% of employees believe organizational barriers get in the way

**Engagement Is Sufficient, but It Is Not Enough to Drive Business Performance**



# Performance Paradoxes. New Role of Executives

Competition



Don't Just Set Expectations, Show How Enterprise Contributors Win

Empowerment



Improve Employee Prioritization Through Context Building and Providing Direction

Collaboration



Improve Execution Through Team Accountability

Motivation



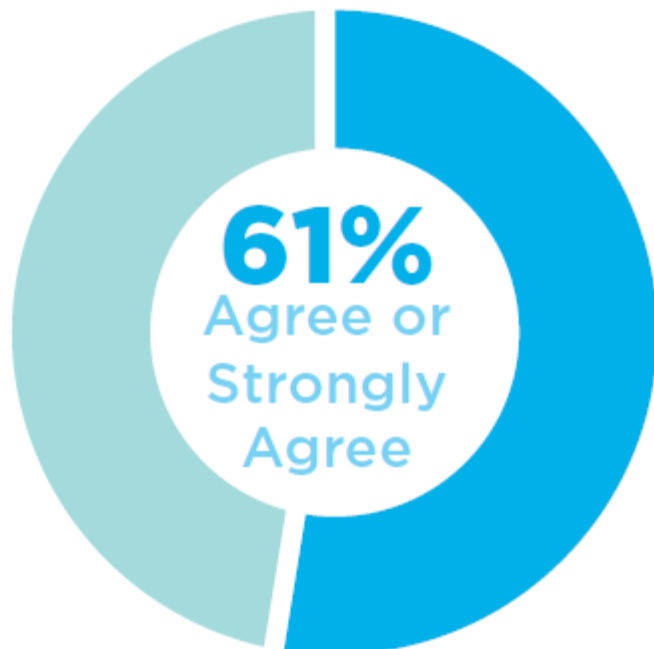
Motivate Enterprise Contribution Not Just Through Financial Rewards

# Persuade The Best, Deflect The Rest. Moving from Appeal to Influence

## Applicant Uncertainty About Where to Apply

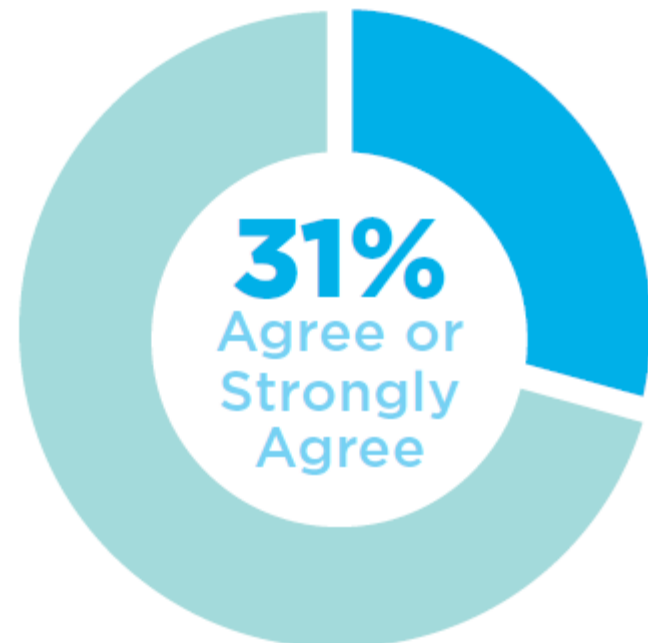
### More Skepticism

“Compared to three years ago, I am more skeptical of what employers say about themselves.”



### Less Confidence

“If I wanted to leave my current employer, I know which other employers I would consider applying to.”



<sup>1</sup>Source: CEB 2014 Top Insights for the World's Leading Executives

# Thank You

Irina Zarina

Chair of the AEB A&TD Subcommittee,  
Managing Director, CEB SHL TMS (Russia and CIS)

**Additional Resources at [shl.ru](http://shl.ru)**





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# Florin Petrescu

## Head of Human Resources

## Russia, Ukraine, Kazakhstan, Citi

### ***EVP - NON-MATERIAL MOTIVATION***

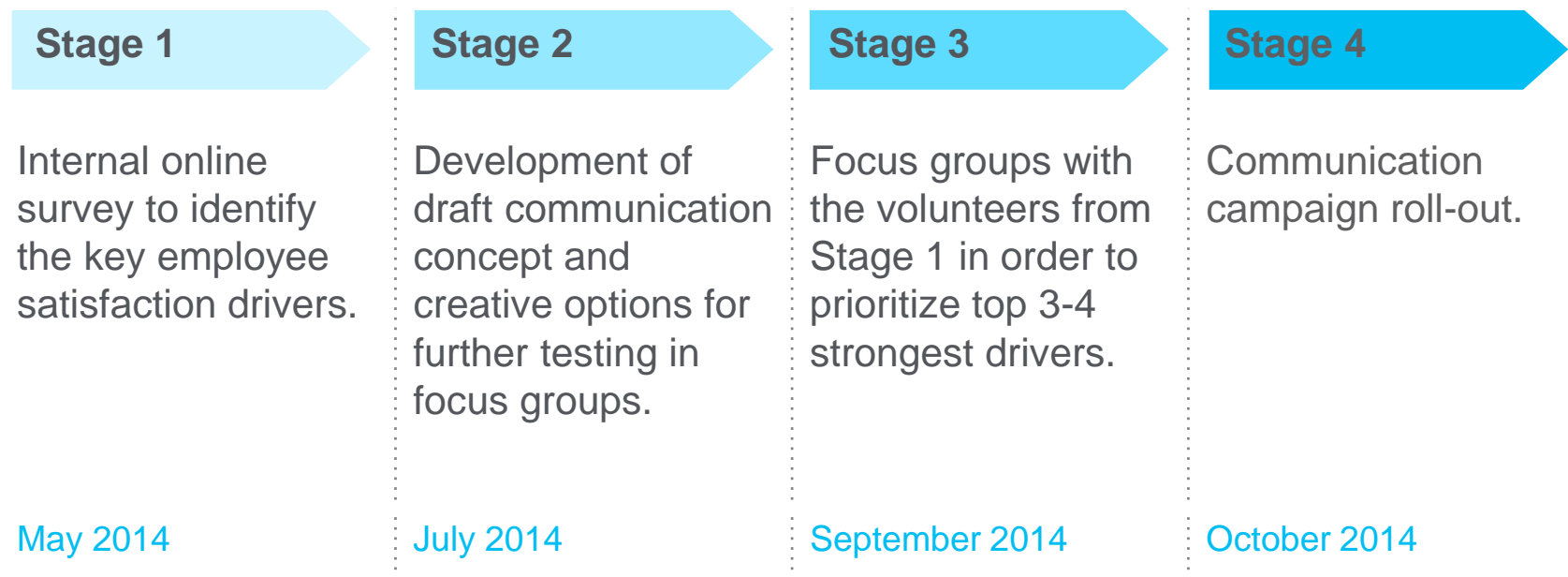
# Citi Russia Employee Value Proposition Project Plan Presentation to AEB

Moscow, January 2015



# Citi Russia EVP campaign background and project plan update

Objective: to improve employee retention and hiring of qualified, high potential candidates through reinforcing Citi's reputation as the employer of choice for Citi staff and high potential candidates.



# Internal EVP Survey\* Results – June 2014

**When you first joined, why did you chose Citi as your employer?**

## Answers

## Replies

a. Citi globality and brand	140	27.89%
b. Citi's culture and people	48	9.56%
c. Opportunity to learn and gain experience	115	22.91%
d. Career development	101	20.12%
e. Rewards (both material and non-material)	70	13.94%
f. Ethics and integrity	13	2.59%
g. Other	15	2.99%

\* Survey Results based on a sample of 192 AVP and above leaders and a random selection of hi-potential employees based in Russia, allowing a selection of maximum 3 attributes.

# Cont. Internal EVP Survey\* Results – June 2014

**What do you value most about working here?**

## Answers

## Replies

a. Citi globality and brand	109	19.78%
b. Citi's culture and people	124	22.5%
c. Opportunity to learn and gain experience	130	23.59%
d. Career development	83	15.06%
e. Rewards (both material and non-material)	58	10.53%
f. Ethics and integrity	40	7.26%
g. Other	7	1.27%

\* Survey Results based on a sample of 192 AVP and above leaders and a random selection of hi-potential employees based in Russia, allowing a selection of maximum 3 attributes.



# A three-pillar Employee Value Proposition

## Why have I chosen Citi?\*

- High standards of business ethics
- High level of social support of the employees
- Respect for individuality, fostering diversity
- Work hours flexibility
- Openness and accessibility of the top management
- Multiple cultural programs led by CitiClub
- Strong volunteer movement
- Meritocracy, elaborated system of compensation and benefits



- Team of top industry professionals
- Challenging innovative tasks
- International rotations
- Possibility of building international career
- Diversified training and development system

- International reputation
- Global presence
- Top notch operational standards
- Technological excellence
- Bicentennial business experience

\* Original verbatim. Top 3-4 drivers for each pillar to be selected at the focus groups

# Internal communication concept

Real employee testimonials featuring the key employee satisfaction drivers (Brand in general + 3 pillars)



- The key drivers' short list (top 3-4) to be presented in bullet points identified through focus groups with employees.
- Employee testimonials collected via internal contest. This way we maximize the staff engagement in development of the EVP campaign. The winners will have an opportunity to become the faces of Citi, the brand ambassadors. Their stories will appear on Citi's posters and video.

# Internal communication concept

## Questions for employee testimonials :

- 1) What in your opinion makes Citi different as an employer?
- 2) What were the attributes at Citi that kept you motivated and inspired you during your career?
- 3) How would you describe Citi to candidates who are starting their career now?
- 4) What is an achievement you had with Citi that you particularly feel proud about?
- 5) What is the specific product or service at Citi that you would recommend to your friends and family?\*
- 6) What are, in your view, the key drivers of Citi's success in the future?

\* Links with the employee NPS campaign (the True North)



## Why Citi?

- Because Citi is a world brand
- Because Citi has a superior corporate culture
- Because Citi offers a wealth of experience, both professionally and personally



## Why Citi?

Because Citi offers a wealth of experience, both professionally and personally

- Professional team
- Challenging innovative tasks
- International rotation
- International career options
- Employee training and development



## Why Citi?

Because Citi has a superior corporate culture

- High ethical business standards
- Employee assistance program
- Flexible work strategy
- Multiple cultural programs under CitiClub's auspices
- Active volunteer movement
- Respect for individuality and support of diversity
- Open and accessible senior management
- Rewards and recognition programs



## Why Citi?

Because Citi is a world brand

- Worldwide reputation
- Global presence
- World-class operational standards
- Cutting-edge technologies
- 200 years of experience





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# **Natalia Tikhomirova**

**Senior Manager, Human  
Resource Consulting, Tax &  
Legal Services, PwC**

## ***EVP - NON-MATERIAL MOTIVATION***

*Employee value proposition is a key element of talent retention*

January 29, 2015

***Before we start to discuss, let ask ourselves...***

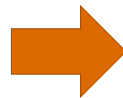
Why do you work for  
the current employer?

How do you see the  
employer of your dream?

What could make you change  
the current employer?

----- and the final question...

***If you are offered the  
same salary, benefits  
and position, which of  
2 companies will you  
select?***



VS



# Employee value proposition at a glance

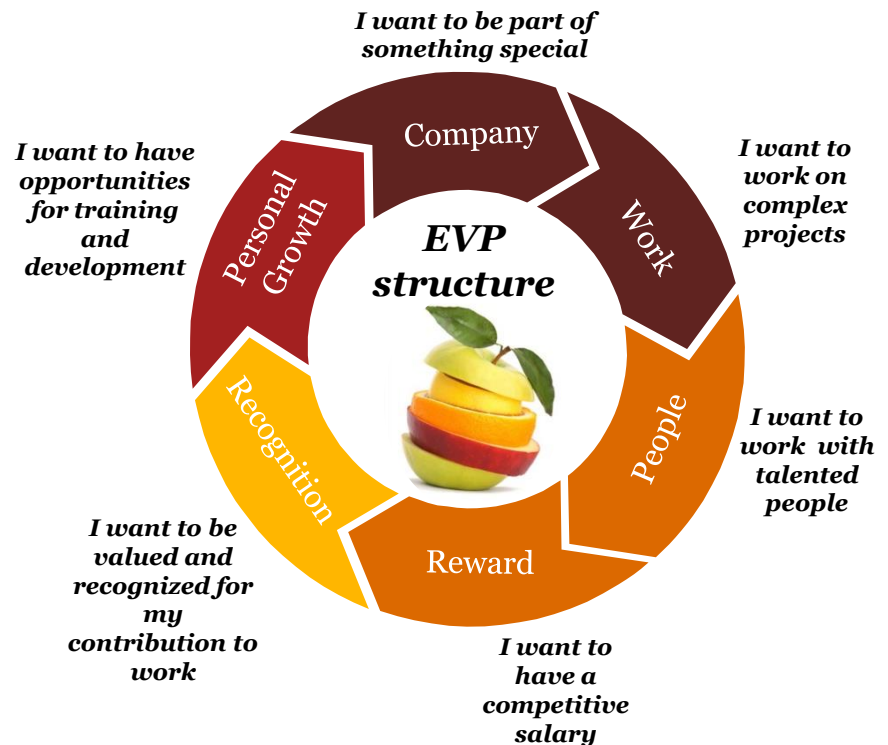
- 1 Employee value proposition (EVP) is what is offered by an employer in exchange for the productivity and performance of an employee. It includes the entire employee “experience” from their rewards and benefits, to the opportunity for career development and also the more intrinsic elements of management style, work environment and culture
- 2 Effective EVP should **be aligned with values and needs** of targeted group of talents
- 3 An EVP must be **unique, relevant and compelling** if it is to act as a key driver of talent attraction, engagement and retention



EVP gives answers for the following employees' question:

***"Why I work for this company?"***

and identifies the strategic and investing priorities of HR functions



*I want to be valued and recognized for my contribution to work*

*I want to have a competitive salary*

**Unique  
Relevant  
Compelling**



# Components of the effective EVP

1



Promise



Reality

## ***Accuracy***

An effective EVP should reflect the reality of organization expectations and offering.

2



## ***Differentiation***

An effective EVP should be differentiated for different categories of employees within the same company addressing individual needs and values

## *Components of the effective EVP (cont'd)*

3



### ***Focus***

An effective EVP will be written in a way to attract and retain the type of talent you want and not those you don't

4



### ***Collaborative***

An effective EVP requires continuous engagement and ongoing dialogue with employees

# *Build the successful EVP by completing 4 easy steps*



## ***Review***

Review and summarize all data available in the organization



## ***Interview***

Dive deeper by running interviews all stakeholders and conducting focus groups



## ***Differentiate***

Differentiate target employees groups and develop your EVP



## ***Communicate***

Communicate it to all groups of employees

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# **Viktoriya Timofeeva**

**Head of Recruitment and  
Assessment, OTP Bank**

## ***EXECUTIVE ASSESSMENT AND DEVELOPMENT IN 2015: HR PERSPECTIVE***

Open event organized by the AEB Assessment, Training and Development Sub-Committee, AEB HR Committee  
29 January 2015, MOSCOW



**Viktoria Timofeeva**

Head of Recruitment and Assessment Department



# EXECUTIVE ASSESSMENT AND DEVELOPMENT IN 2015: HR PERSPECTIVE

# OTP Group – significant player in the region



- provides universal financial services for its more than 13 million clients in 9 countries in the CEE Region.
- offering wide range of traditional retail and corporate products and services, with special focus on mortgages and saving products
- using state of art e-banking technology

## OTP Group

Branches	1,434
ATM	3,939
Employees*:	26.963*
Clients (thousand):	~13.209

## OTP Banka Slovensko (2002)

Branches	68
ATM	123
Employees:	655
Clients (thousand):	~252

## OTP Bank Ukraine (2006)

Branches	140
ATM	158
Employees*:	3,282*
Clients (thousand):	~397

## OTP Bank Magyarország

Branches	382
ATM	2,017
Employees*:	8,615
Clients (thousand):	~4,375

## OTP Bank Romania (2004)

Branches	84
ATM	122
Employees*:	930
Clients (thousand):	311

## OTP Bank Russia (2006)

Branches	200
ATM	222
Employees*:	6,020
Clients (thousand):	~3,840

## OTP banka Hrvatska (2005)

Branches	102
ATM	223
Employees*:	993
Clients (thousand):	~382

## CKB (Montenegro) (2006)

Branches	29
ATM	82
Employees*:	449
Clients (thousand):	~319

## OTP banka Srbija (2007)

Branches	51
ATM	119
Employees*:	663
Clients (thousand):	~369

## DSK Csoport (Bulgária) (2003)

Branches	381
ATM	878
Employees*:	4.736
Clients (thousand):	~2.965

without employed agents  
IFRS data 2013

# Background factors

Dynamically changing  
situation

Tough market conditions  
in Russia



High requirements to the  
TOP management  
teamwork and flexibility

Need to save and cut  
budget





# Executive assessment features

Focus:  
Individual efficiency

Many criteria  
(7 competences)

Individual assessment

Format:  
assessment center

External providers

Result:  
Individual and group report

Focus:  
team cooperation

Core criteria only  
(3 competences)

Team assessment

Various formats:  
distant questionnaires and group session

90% internally + 10% external facilitator

Result:  
Individual and group feedback



# Executive assessment format



Team atmosphere  
satisfactory  
survey



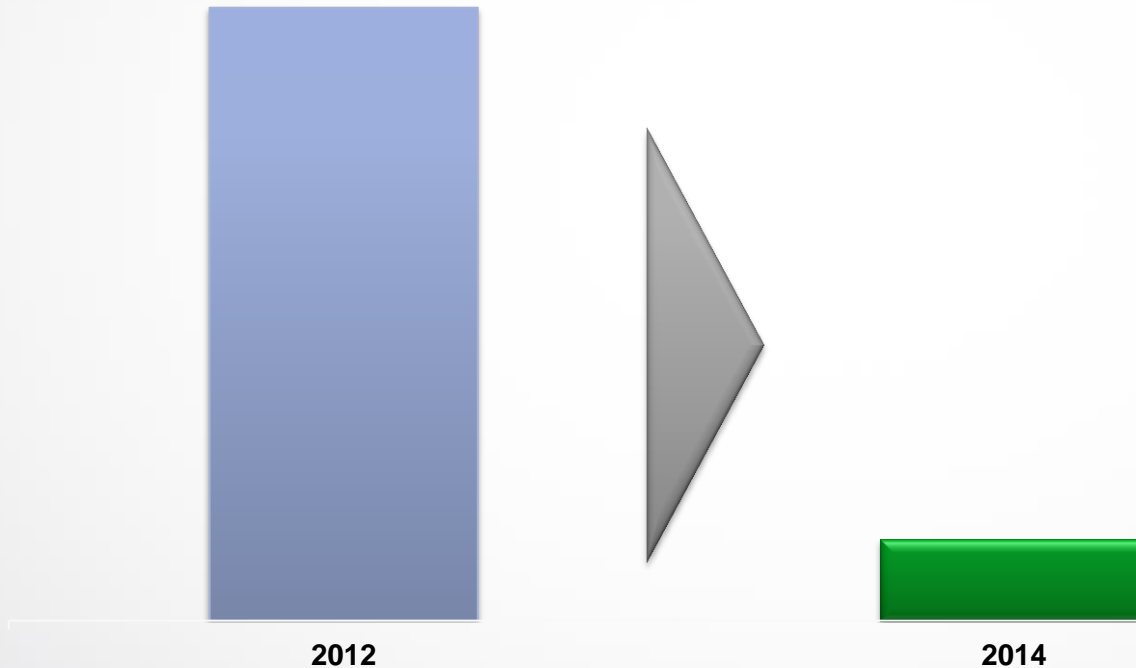
180 degree  
assessment on  
competences



Feedback  
session with  
facilitation

Individual  
assessment  
center

# Budget for executive assessment has been cut in 7 times



# Tendency. Solutions. Conclusions.

**Budget cut**



**Deeper  
evaluation**



**In housing**



**Looking for  
synergy effect  
from team  
cooperation**

$$1 + 1 = 3$$

**Out-of-the-box  
solutions**





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# **Natalia Ovcharova**

## **Marketing Manager, Talent Q**

### ***EXECUTIVE ASSESSMENT AND DEVELOPMENT IN 2015: HR PERSPECTIVE***

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29 January 2015, MOSCOW

# Executive assessment and development in 2015: Introduction

Natalia Ovcharova  
Marketing Manager  
29.01.2015



## Trends

Top management will be:

Prioritized

Provided with «market leader» service

Assessed by external provider



# Reasons

Top management:

Expecting the best

Questioning the unbiased attitude  
of internal HR and confidentiality





# Clients' answers



## FMCG client

- In process of cutting lower level jobs and making about 2000 redundant.
- No changes in top management assessment and development from the most expensive providers and external MBA courses.

## Pharmaceutical client

- No changes. Top assessment and development is centralized process coming from the head office.

## Quickly developing Russian bank

- Has frozen most of external providers.
- Approached us to carry on with planned bi-yearly top assessment and development centers procedures.



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# **Marina Simonova**

## **General Manager, Ventra**

### ***EMPLOYEE BENEFITS AT NO COST: THE SMART WAY OF INCENTIVISING STAFF***



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# Denis Chalov

## General Manager, AGroup Russia

***EMPLOYEE BENEFITS AT NO  
COST: THE SMART WAY OF  
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# Q & A

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