



# HR management: recession trends and recovery ideas

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# > Agenda

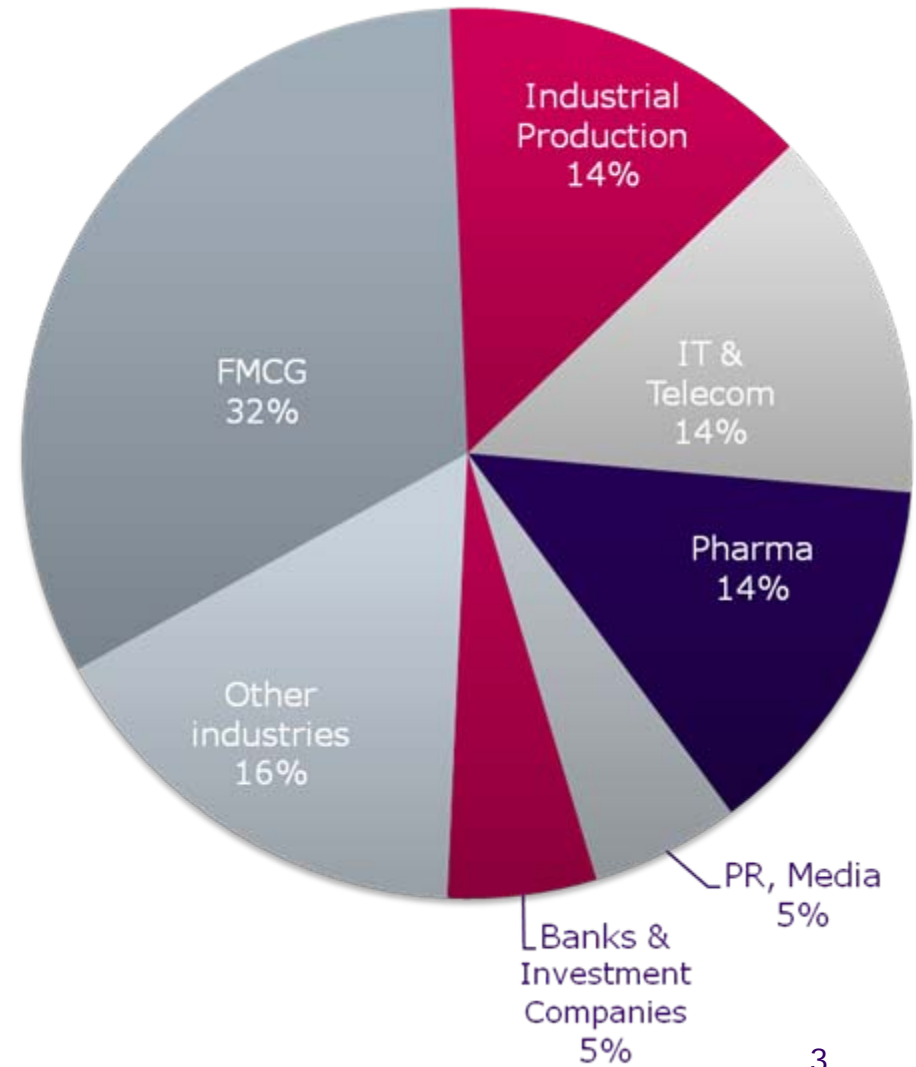
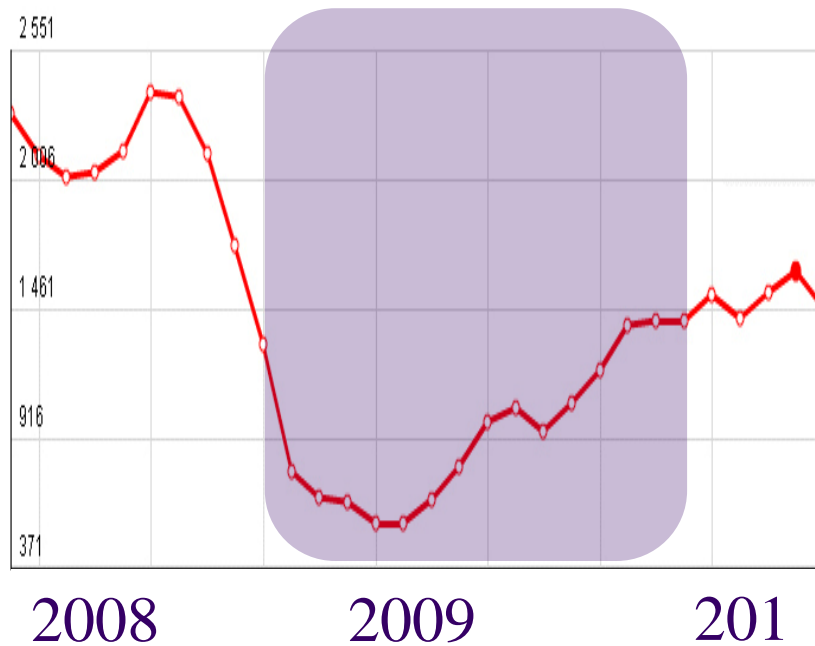


- HR Technologies Review (2009)
- Recession trends in HR
- Recovery ideas



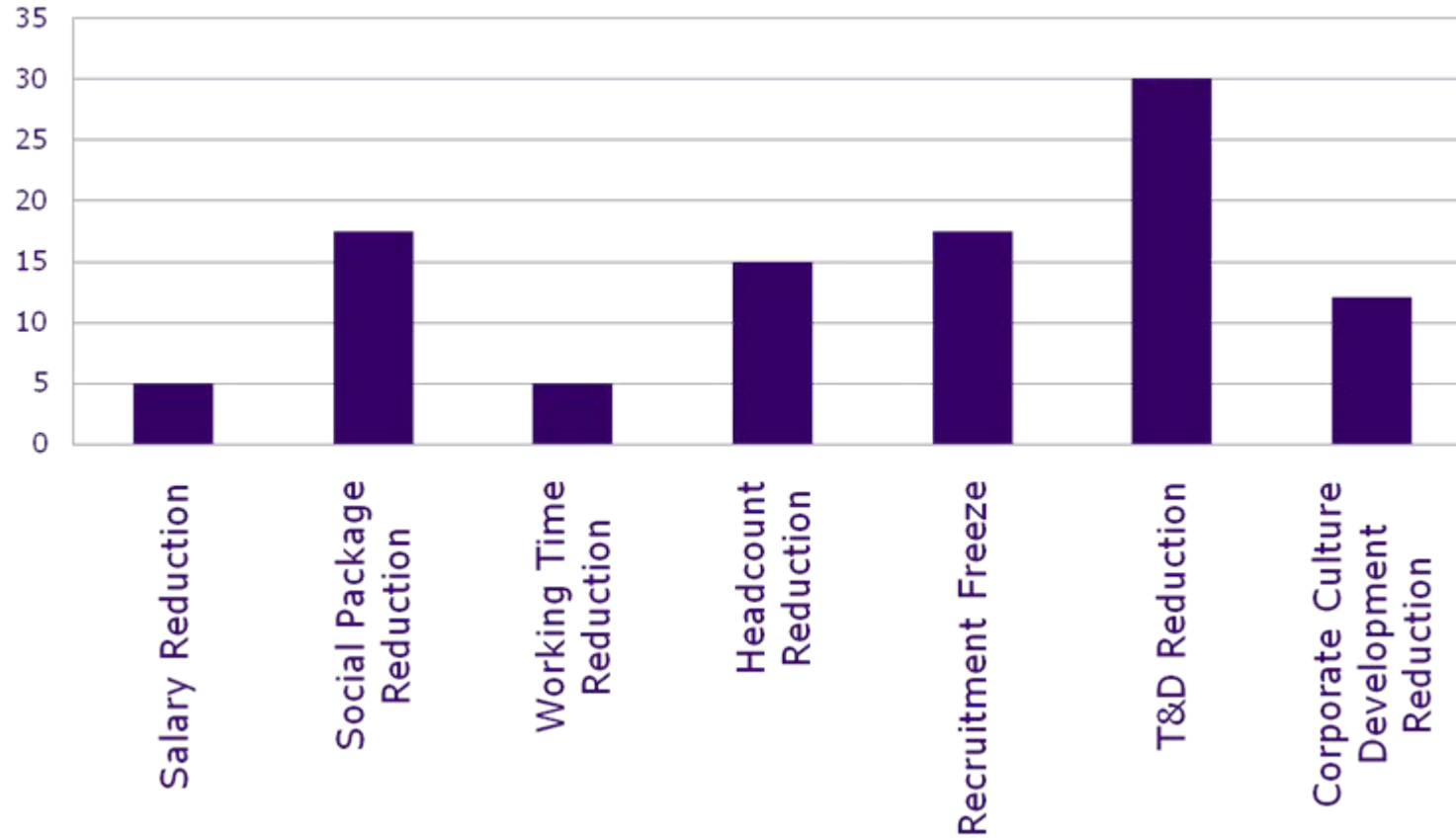
# > HR Technologies Review (2009)

- HR Strategy
- Training and Development
- Recruitment
- Performance Management



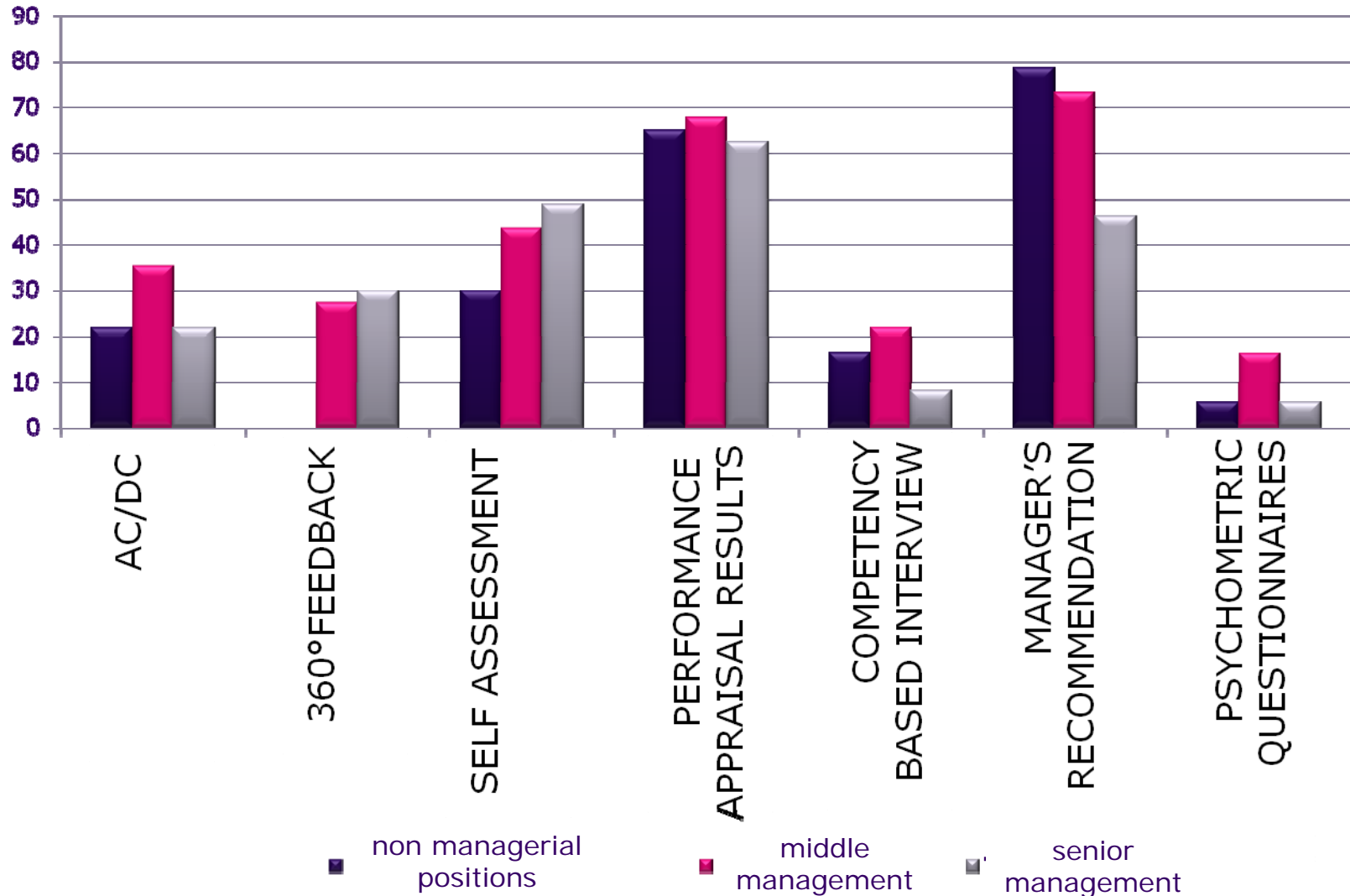
## > Recession trends

### Cost reduction (% by categories)

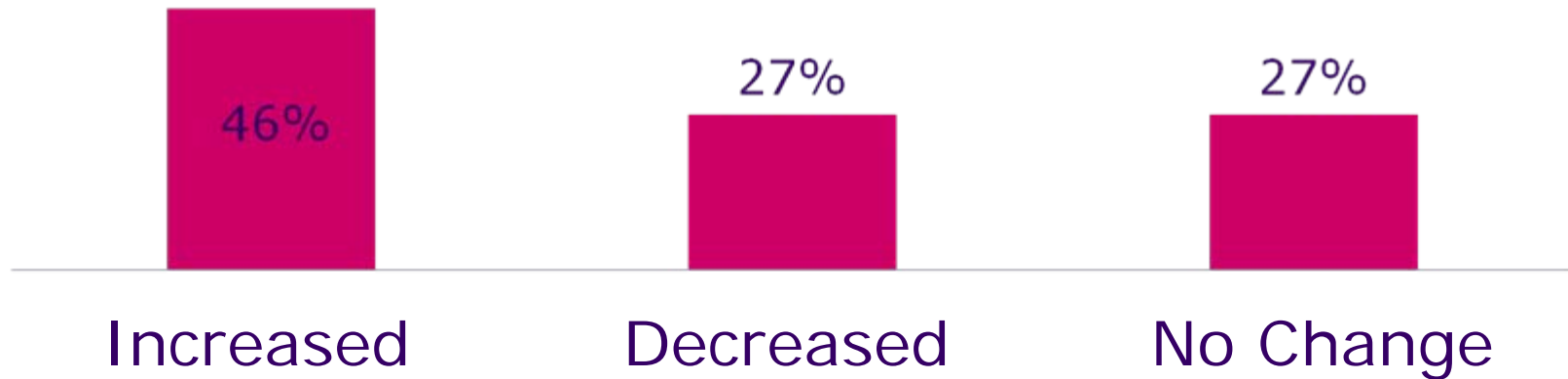


## > Recession trends

### Methods used for development areas targeting



**Internal trainers to headcount ratio in 2009 comparing to 2008 (% of companies)**



- 68% of companies use internally developed training programs
- 25% of companies use only trainer's experience and literature for learning programs development

- The development areas are mainly targeted by self assessment and managerial advice
- Only 23% of companies train their managers to assess competencies at work
- Due to cost reduction on T&D the average number of training days per manager reduced on 25,5% (for senior managers)
- Only 8% of companies measure ROI of T&D activities

## > Recovery Ideas



- **WHAT IS NEEDED?**
- **HOW TO IDENTIFY?**
- **HOW TO DEVELOP?**



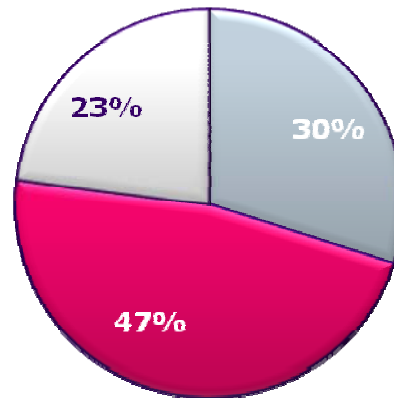




Align competency model with current business reality,  
considering:

Market Opportunities,  
Lack of Resources,  
Change in Strategy.

### Current State of Competencies Models Development



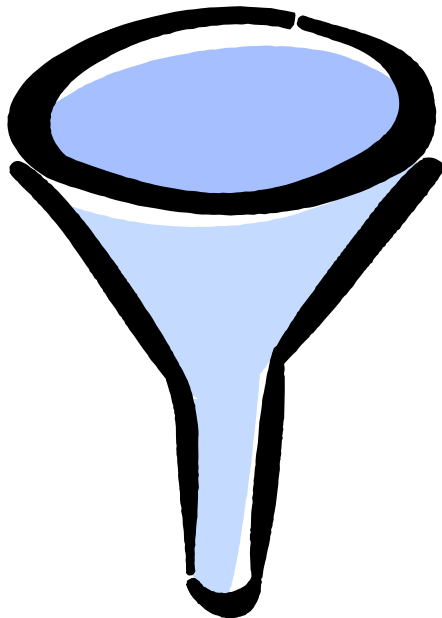
- Developed & updated by internal HR
- Developed by company HQ and used worldwide
- Developed by external consultants

Validation of Competency Model is Important

## HOW TO IDENTIFY COMPETENCIES GAPS?

at recruitment stage:

Funnel approach



at development stage:

- Train managers to observe behavior at work
- Development Centers
- 360 Feedback

## > Recovery Ideas

Learning Centre

On the job learning

Developmental assignments

Coaching Training

Mentoring

Internships

Development Centre  
etc.



**BLENDED LEARNING**

> One more thing

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Thank you, Questions?