

Your Personal or Corporate HR Adviser

# HR Market Overview



**AEB HR Conference**

*May 17, 2012*



# Welcome

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- **New changes in format**
- **3 streams before and after lunch**
- **Keynote speaker**
- **Business Leaders' Panel Discussion**
- **Meet peers, ask questions, enjoy yourselves**
- **Thank you to sponsors**
- **Mobile phones**
- **Feedback, publications**



# Overview

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- **Which is the main idea of our conference today?**
- **General Observations**
- **3”Rs”- Recruitment, Retention, Resourcing**
- **Compensation and Benefits**
- **Assessment, Training and Development**
- **Technical Issues**
- **Conclusions**



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*“There is no doubt in many organizations HR is running at full pace to stand still. It’s not sustainable. HR now has an opportunity to pause, have a deep think where we can add disproportionate value in the future, and reset. Talent will be a defining resource in the years to come and we also need to take account of the changing global workplace as we figure out how to drive long-term value.”*

**Stephen Dando**, Thomson Reuters EVP and Chief HR Officer



# General Observations

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- **“Holding our breath” due to Russian elections and economic difficulties in the EU**
- **Careful and wise budgeting**
- **Reasonable growth of the labor market volumes with a tendency to a deeper service providers’ check and evaluation**
- **Obvious growth of in-house HR workload and tasks’ volumes**
- **Serious personnel deficit as the most recognized critical factor for business**



# General Observations

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- **Low motivation and qualification levels of personnel**
- **Top 3 HR roles for 2012 being predicted as personnel reserve, performance management and talent retention**



# Recruitment, Retention, Resourcing

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- **Candidates' market settled back**
- **Rising threat of losing “veteran” employees**
- **Significant shortage of graduates becoming even more obvious**
- **Enforcing retention policies**
- **Job market “marginalization” (unfillable vacancies and unplaceable candidates)**
- **Regional job markets started recovering**
- **Moderate growth in recruitment volumes for 2012**

- **Actual salary increase in 2011- lower than predicted (6-9%)**
- **Even more moderate growth predicted for 2012**
- **More differentiation in salary increase**
- **Incentive schemes becoming more tied to personal and corporate performance indicators**
- **Benefits - sort of stability over time, with a tendency to flexibility and focus on potential**





- **AT&D budgets doubled in 2011, a much more moderate growth planned for 2012**
- **Personnel reserve development and personnel assessment as top priorities in AT&D field**
- **Main training topics for 2012 (according to Amplua Insights) – management and sales skills development**
- **Greater volume of tasks with focus on internal AT&D expertise strengthening (76%/2012 vs 91%/2011 – external providers' attraction)**

- **New President – new tax and other regulations revisions?**
- **Rising legal competency of employees**
- **Draft law on outstaffing and secondment – is it going to prohibit agency labor and secondment and ruin investment climate in Russia? – still under question.**

- **Personnel deficit seems to be the most destructive HR factor influencing maximization of business opportunity on the market**
- **Focus on raising efficiency**
- **Evolving HR function**

*“The things we fear most in organizations - fluctuations, disturbances, imbalances—are the primary sources of creativity.”*

*Margaret J. Wheatley*



# THANK YOU!



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