

ASSOCIATION OF EUROPEAN BUSINESSES IN THE RUSSIAN FEDERATION

Recruiter's Day

"Latest tendencies on the HR market"

September 28, 2010 Marriott Tverskava Hotel, Moscow



AGENDA

Moderated by Michael Germershausen Chairman of the AEB Recruitment subcommittee, GD Antal Russia

- Attracting the best talent in the Digital Age Speakers: Rebecca Lundie, Head of Digital and Creative Services Hays and Mariam Gerasimova, HR manager, Genzyme Rus LLC
- How to manage on-line opinion effectively and not damage your employer brand
 - Speaker: Marina Lebedeva, Engagement and Resourcing Manager, JTI Marketing and Sales, Russia
- Decentralized recruiting a case study Speaker: Alyona Konstantinova, HR Director, Campbell Russia



AEB Recruiter's Day

LATEST TENDENCIES ON THE HR MARKET

28 September 2010







- Change in market sentiment people are hiring again
- Candidates are less interested in making moves
- Base salaries will rise moderately again this year
- Bonuses will be earned companies are moving back into profit
- Big drive towards efficiency at all levels including recruitment
- Changing expats to local staff continues
- The market in general is demanding new skills which are not always readily found in Russia
- Regulations are being reconsidered new law on work permit highly qualified labour
- Candidates from the regions continue to move to Moscow
- More projects in the regions, but fewer qualified people willing relocate



Amsterdam
Brisbane
Canberra
Chicago
Dubai
Dublin
Geneva
Hong Kong
Leeds
London
Melbourne
Moscow
Paris
Philadelphia
Sao Paulo

Seattle

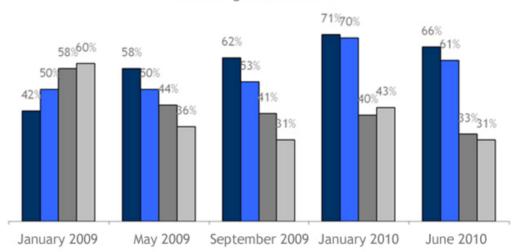
Singapore Sydney

Almaty



hiring trends at managerial level in Russia





- currently hiring at managerial/professional level
- expect to hire at managerial/professional level over the coming quarter
- currently letting people go at managerial/professional level
- expect to let people go at managerial/professional level over the coming quarter

According to the survey conducted by Antal Russia in September 2010 (not published officially yet)

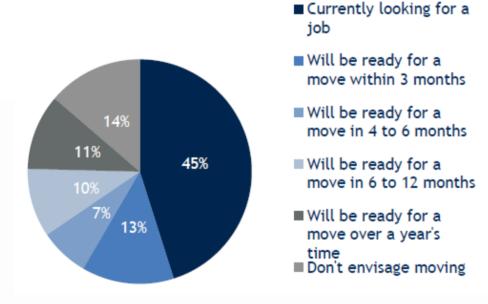
76% of companies are hiring at managerial / professional level About 80% of companies are expecting to hire at managerial / professional level

Amsterdam Brisbane Canberra Chicago Dubai Dublin Geneva Hong Kong Leeds London Melbourne Moscow Philadelphia Sao Paulo Seattle Singapore Sydney

Almaty



Are you planning to move to a new company?



45% of survey respondents were currently looking for a job. 13% will be ready for a move within 3 months, while 14% don't envisage moving. 7% will be ready to change the job in half a year's time and 11% were planning a new career move in over a year's time.

Almaty Amsterdam Brisbane Canberra Chicago Dubai Dublin Geneva Hong Kong Leeds London Melbourne Moscow Paris Philadelphia Sao Paulo Seattle Singapore Sydney

Are you in the know of the latest trends?



В России не хватает маркетологов

профессии, рейтинги



TOP10 hard-to-get professions: According to Antal Russia

- Demand Planning Specialist
- Investor Relationship Manager (IR)
- Derivative Lawyer
- •Internal Communications Manager
- Banking strategic planning specialist
- Mobile advertisement platforms manager
- Compensation and Benefits Manager (C&B)
- Business Development Manager in Mining Sector
- •SAP (PP) Consultant
- Budget Specialist in Production

Almaty Amsterdam

Brisbane Canberra

Chicago Dubai Dublin

Geneva Hong Kong

Leeds London Melbourne

Moscow

Philadelphia Sao Paulo Seattle

Singapore Sydney





ATTRACTING THE BEST TALENT IN THE DIGITAL AGE

ACCOUNTANCY& UCATION/PHARM MA/CONSTRUCTI TY/CONTACT CEN CONTACT CENTR **URING & OPERAT** ATIONS/EDUCATI **ON TECHNOLOGY** HNOLOGY/LEGAL **NT/HEALTH & SAF** SAFETY/POLICY& NKING/RESOURC **OURCES & MINING** INSURANCE/ENG NGINEERING/HU RESOURCES/LOG LOGISTICS/FÁCILITIES MANAGEMENT/FINANCIAL CIAL SERVICES/SOCIAL CARE/SALES & MARKETI ING/ENERGY/OFFICE SUPPORT/RESPONSE MANA HEÁLTHCARÉ/OIL & GAS/ARCHITECTURE/ASSESS & DEVELOPMENT/PUBLIC SERVICES/ACCOUNTAN NCY & FINANCE/EDUCATION/PHARMA/CONSTRU NSTRUCTION & PROPERTY/RESOURCE MANAGEM MENT/MANUFACTURING & OPERATIONS/RETAIL/I INFORMATION TECHNOLOGY/SALES & MARKETING RATEGY/BANKIN **PUBLIC SERVICES** MARKETING/ENE **RESOURCES&MIN** INING/TELECOMS **ENGINEERING/H HUMAN RESOURC** CONTACT CENTRI TRES/FINANCIAL **ES/SOCIAL CARE** PHARMA/MANUF NG/ENERGY/HEA HEALTHCARE/AR OFFICE SUPPORT PROCUREMENT/H **LEGAL/OIL & GAS**



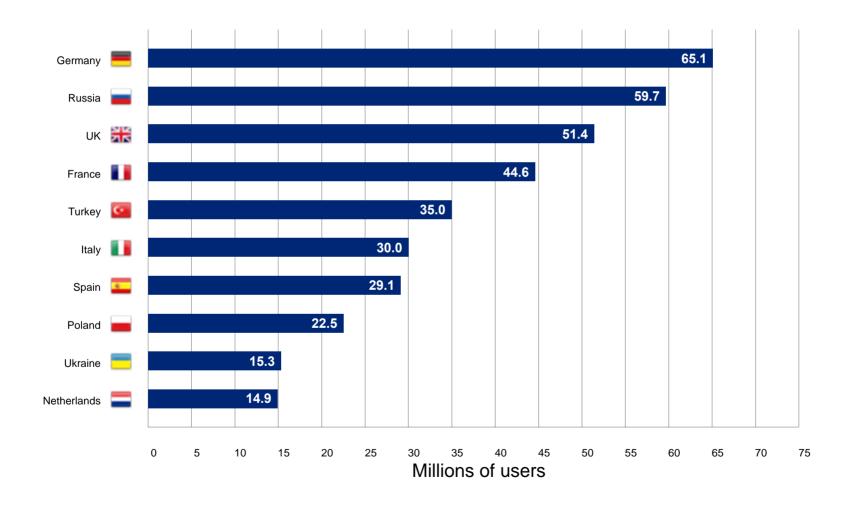
THE DIGITAL LANDSCAPE

JUNE 2010 475 MILLION INTERNET USERS OVER 58% OF THE POPULATION

2000 2010

352% GROWTH SINCE 2000





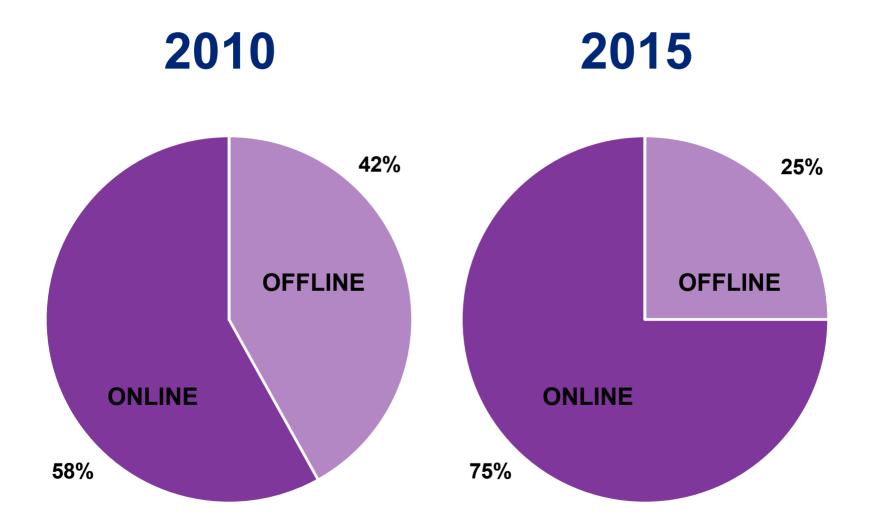




RUSSIA – A HIGH GROWTH DIGITAL MARKET

- Over 59 million online users
 - 42.8% of the Russian population
 - 14% of all European internet users
- Users spend 1.7 hours online every day on average
- Internet use in Russia is outpacing even that in China
- Firefox users in Russia grew by 20% higher than anywhere else in the world
- 6.6 hours spent on social networking sites on average per month





2009ONLINE ADVERTISING SPEND14.7 BILLION € ACROSS EUROPE

4.5% GROWTH SINCE 2008

HOW DOES THIS EFFECT THE EMPLOYMENT MARKET?



TRENDS

- Rise of online job boards
- Social media
- Reduction in press-based advertising
- Digital strategy

- GERMANY
- ₩ UK
- **FRANCE**
- **RUSSIA**

WHAT DIGITAL TECHNIQUES CAN I USE AS AN EMPLOYER?



DIGITAL RECRUITING PRODUCTS & SERVICES



Blogs



Higher visibility adverts



Company career site



Job board advertising



Email marketing



Mobile advertising



Applicant tracking and management



Social Media



Pay Per Click advertising



Onboarding site



Personality and skills testing



Video

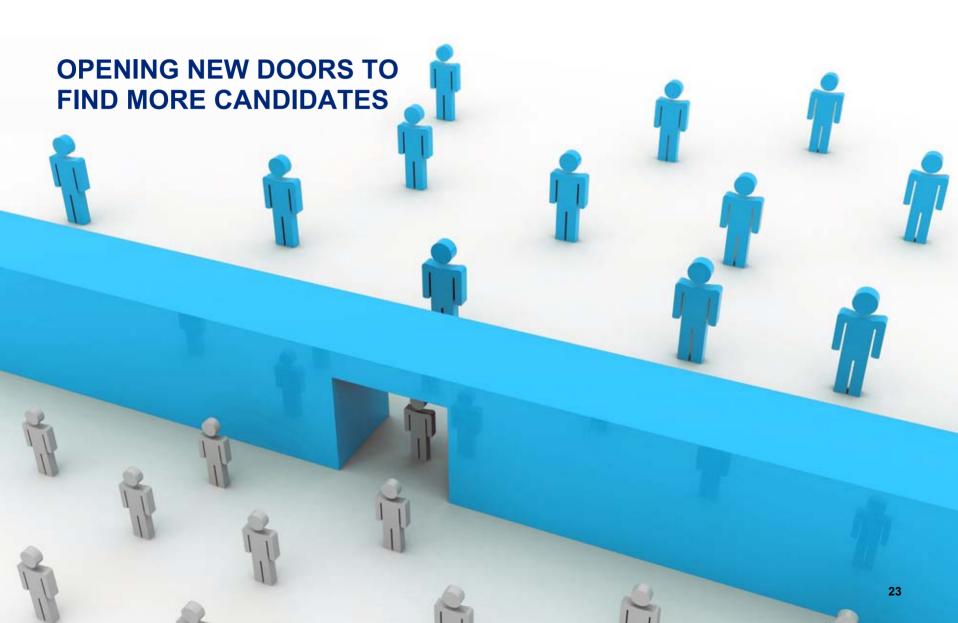


Virtual Tour Photography

HOW CAN DIGITAL TECHNIQUES OFFER MORE VALUE TO YOUR RECRUITMENT PROCESS?

















INNOVATE AND EMBRACE CHANGE





genzyme

MARIAM GERASIMOVA HR MANAGER

IN CONCLUSION

- Create an online recruitment strategy
- Utilise the latest recruitment technologies
- Improve your digital profile
- Advertise in the right places

WHAT WOULD A JOBSEEKER THINK OF YOUR COMPANY IF THEY SEARCHED FOR YOU ONLINE?



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How To Manage On-Line Opinion Effectively and Not Damage Your Employer Brand

Marina Lebedeva JTI Marketing & Sales Sep-28 2010



CONTENTS



- Employer Branding Focus
- Managing On-line Presence















- 3 of the top 5 worldwide cigarette brands
- Winston the 2nd brand in the world and the fastes growing



- Camel the originator of American Blend
- Mild Seven the global leading charcoal filter cigarett
- Benson & Hedges and Silk Cut, two leading Virginia brands
- Sobranie Prestige from London
- Glamour the fast growing super slim cigarette
- LD the international value brand



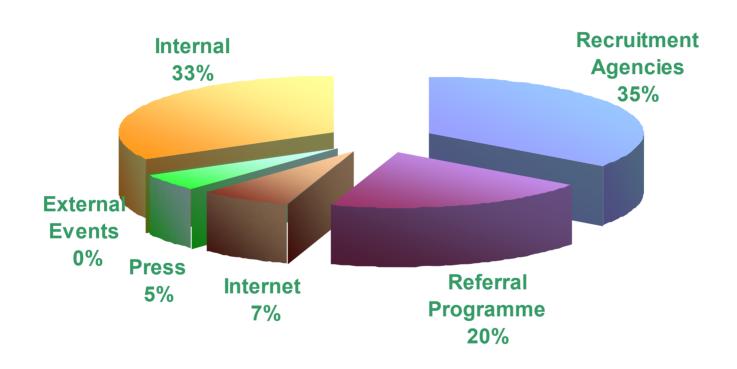




EMPLOYER BRANDING FOCUS

EXTERNAL CHANNELS: RESOURCING (2 years back)





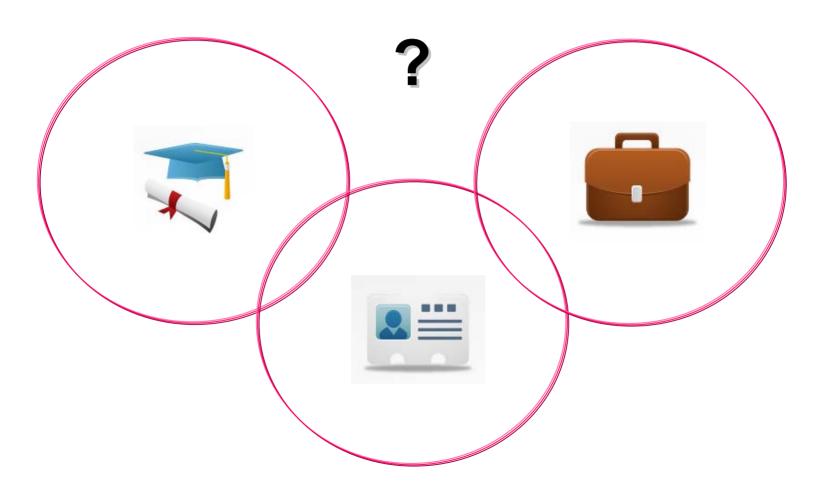
^{*} JTI Marketing & Sales recruitment statistics, mid year 2008





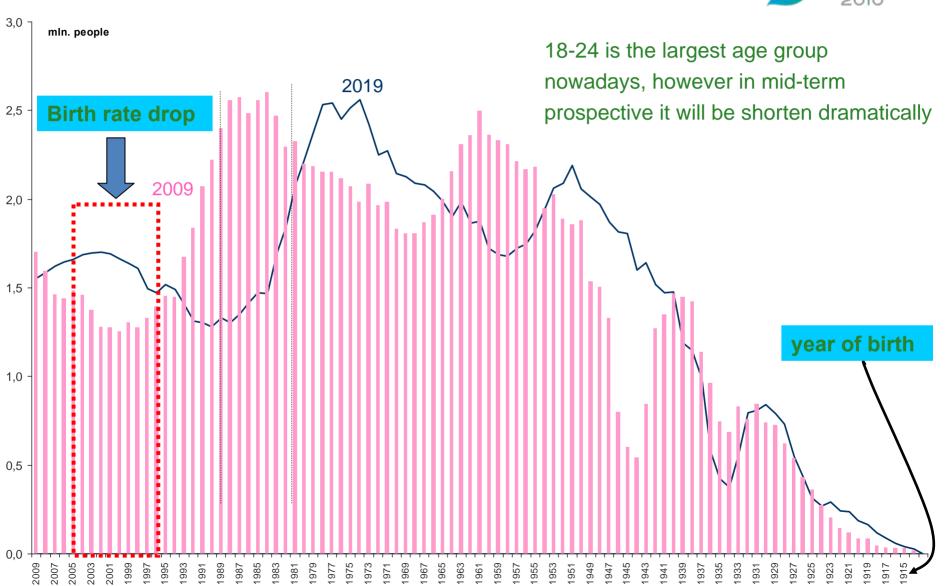


TARGET AUDIENCE



EMPLOYER BRANDING: 'PESTLE ANALYSIS' EXAMPLE





Source: Federal Service of State Statistics

EMPLOYER BRANDING: 'PESTLE ANALYSIS' EXAMPLE

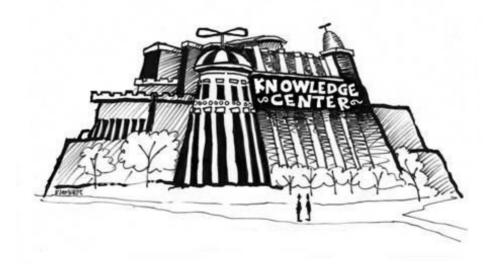


'None of the countries has so many universities as Russia. We have almost 1'000 higher education institutions and 2'000 of their branches'

(Medvedev, RIA 'Novosti', 2008)

'Today we have 687 state and 665 private universities operating in Russia. Only 150-200 of them offer quality education.'

(Fursenko, 'Science and Technology', 2009)





MANAGING ON-LINE PRESENCE



WHO IS RESPONSIBLE FOR IT





COMMUNICATION CHANNELS

FRONT LINE managed

- Corporate site
- Mini-sites
- Company pages
- Key people blogs

PERIPHERAL monitored

- Community forums
- Narrow audience sites
- Communication and file exchange platforms

















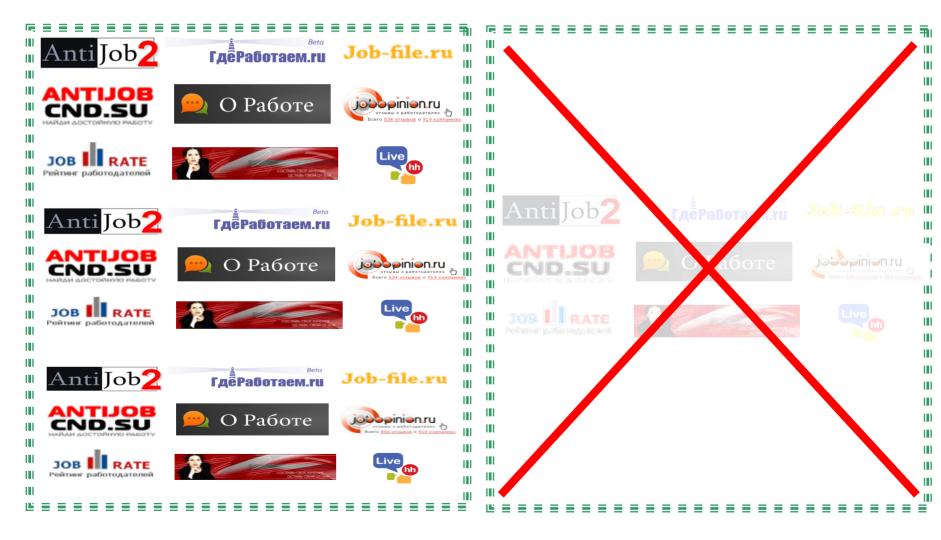








2 FUTURE SCENARIOS





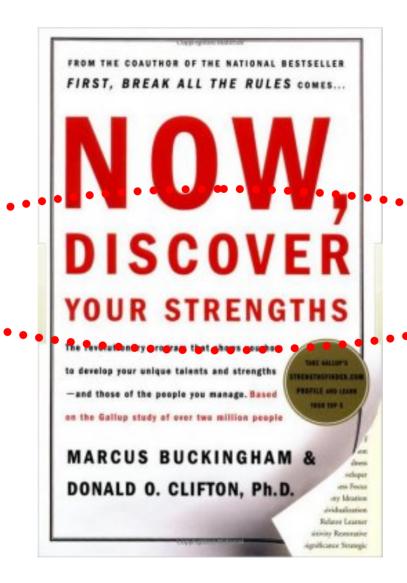


- Agree on limitations
- Anticipate risks
- Be ready for provocations

- Check regularly
- Make sure you know your risk groups
- Agree on when to RESPOND

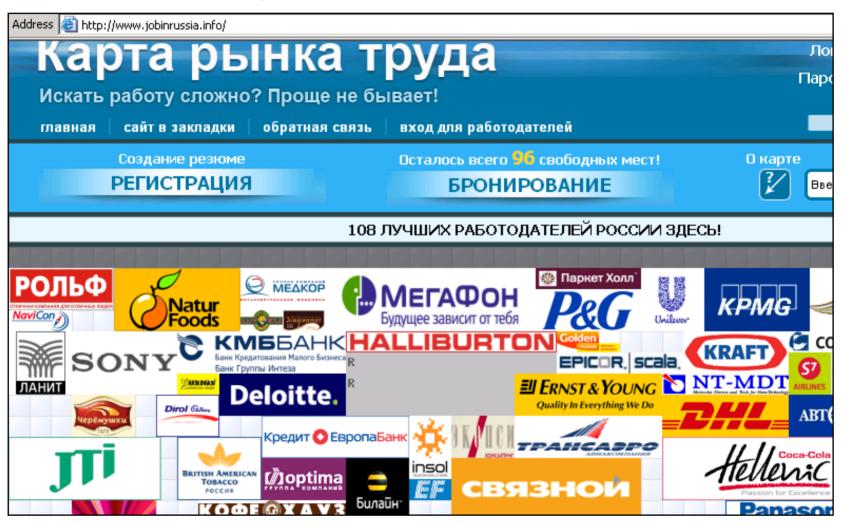
ON-LINE OPINION PLATFORMS: LEARNINGS







make sure they see YOU on KEY PLATFORMS



MANAGING ON-LINE PRESENCE: LEARNINGS



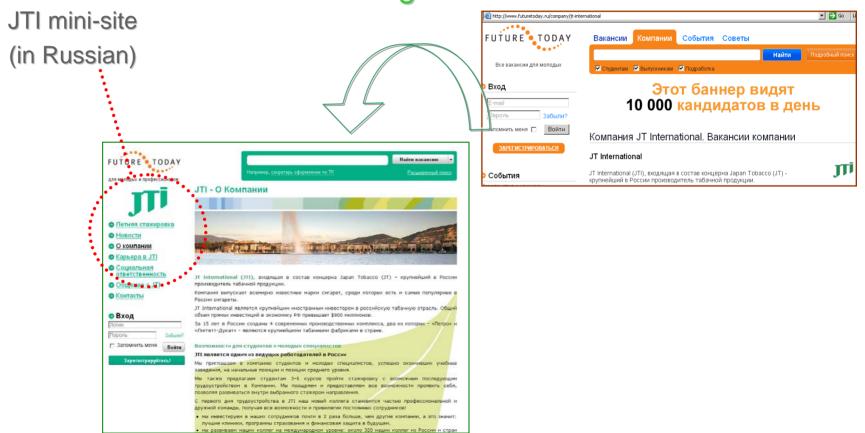




TOP INTERNET PLATFORM

FutureToday.ru

a leader in on-line graduate recruitment





TOP INTERNET PLATFORM



The leading on-line professional community in Russia





TOP JOB SEARCH PORTAL









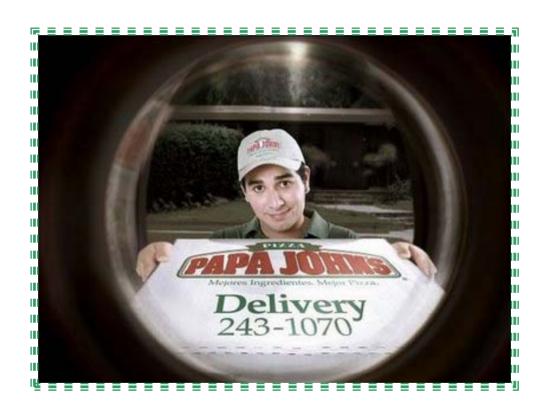


HSE{TOP}

Рейтинг работодателей по версии студентов ГУ-ВШЭ

IT IS IMPORTANT...





...TO SHOW THE REAL PERSPECTIVE











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Recruitment Process – the "Campbell Way"

AEB Breakfast, Moscow September 28, 2010

> Alyona Konstantinova HR Director - Russia and Developing Markets

"Decentralized" Recruitment

Can it really be decentralized?



How it worked before

- HR owns and manages recruitment process
- Hiring managers act as internal customers: send Job profile => interview candidates => feedback to HR, etc
- Long decision making process: involving interviewers into selection process 'as we go'
- No standard approach/tools in selection process



Global approach to strengthen the Campbell Talent Culture – started in 2008

Business Units and Functions have shared ownership of talent and talent decisions. We build a strong talent culture where:

- Recruiting is a priority...we are always recruiting
- Managers take an active role in driving recruitment
- Stakeholders have clear roles, responsibilities & accountability
- The best tools and processes are utilized
- We take a candidate-centric view



Changing Managers' mindset and approach to Recruitment

Hiring Manager **ownership** and accountability for hiring process and decision

Everyone – always recruiting

Launching Employee Referral Program

Treating our candidates like we treat our employees

Consistent use of Behavioral Interviewing

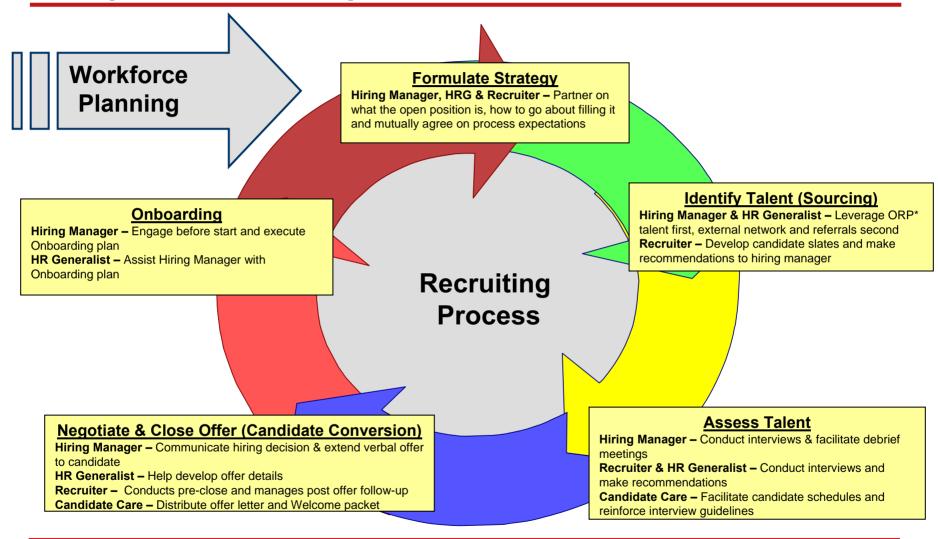
Prioritizing recruitment in every way

Preparation for interviews in

Line Managers – primary contacts for Recruitment agencies



Campbell Talent Acquisition Process





Talent Acquisition Process: Roles & Responsibilities

Process	Prepare detailed job description Drive, agree and follow strategy and guidelines (including Matrix HM) Select interview team and hold alignment meeting	Leverage ORP, network, referrals Provide timely feedback Prioritize and commit to interviews	Conduct Behavioral Interviews Facilitate debrief meetings	Communicate hi decision to HRG Recruiter Extend Verbal Communicate hi decision to HRG Recruiter Extend Verbal Communicate hi decision to HRG Recruiter	/ Internal Create on-boarding plan
HRG (Lead)	Consults on job description, strategy and interview team Submits requisition request Partners with Internal Recruiter, HM and Secondary HRG	Works ORP with HM, networks and encourages referrals Networks with HR colleagues	Conducts Behavioral Interviews Provides timely feedback Notifies Internal Recruiter if position goes on hold	Assist in prepari and submits offe Coaches HM to offer	er request executes on-boarding plan
		Coordinate efforts an	d provides ongoing counsel to H	iring Manager and Re	cruiter
Interviewer	Participates in alignment meeting Identifies interview questions	Prioritize and commit to interviews	Conduct Behavioral Interviews Participate in debrief meeting and provide evidence from interview		
Internal Recruiter	Leads strategy meeting Sets expectations	Executes strategy Screen and recommend candidates	Conducts Behavioral Interviews Manages candidate expectations through the process	Conducts pre-clo Manages post of up and close	start
Candidate Care			Facilitates interview scheduling and debrief meeting scheduling Distribute interview documents	Prepare & distrib and new hire pa	



Selection Tool: Behavioral Interviewing

"Past Behavior is the Most Reliable Predictor of Future Performance"

Behavioral Interviewing utilizes these concepts:

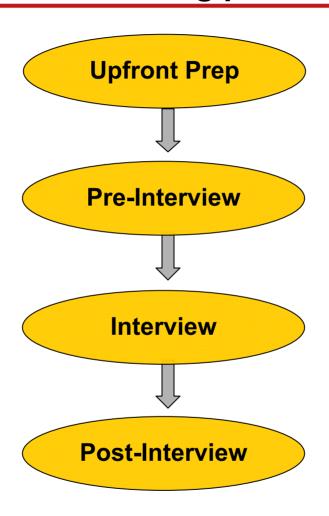
- Focus on job-related behavior
- Use past behavior to predict future behavior
- Assess both job fit and organization fit
- Organize selection process in a consistent manner

- Apply effective interviewing skills and techniques
- Required use of debrief meetings to make the best hiring decision
- Make a positive impression on applicants: sell them on the organization

Full –day training for all Managers at Campbell's and those who might be involved into Selection process



Interviewers get guidelines and tools to use at each step of Behavioral Interviewing process





First Steps for the Hiring Manager

- Hiring Manager identifies and defines need and partners with HRG to start the process
- Recruiter facilitates strategy meeting with Hiring Manager and HRG
- Hiring Manager conducts Interview
 Team Alignment Meeting





- Who should be on an interview team?
- No more than six interviewers per candidate

Example:

Marketing Mar	nager - Russia				
1	2	3	4	5	6
Hiring Manager	Hiring Manager's Manager	Functional VP	Other Functional Representative	Other Functional Representative	HRG
Marketing Director	General Manager	VP Marketing, Greater Europe	R&D Director	Customer and Consumer Insights Director	HR Director





The Campbell Way for Selection Behavioral Interviewing Guide based on...



Preparing for the Interview

- Review candidate information (resume) and the job description.
- 2. Decide what questions you will ask for your assigned areas.
- 3. Think about how you will put context and your own personality around the planned questions.
- Prepare your personal response to the question "Why did you join Campbell and why do you stay?" (EVP Selling Statement)

Outline for Opening the Interview

- 1. Greet the candidate warmly, giving your name and position.
- 2. Take time to develop rapport with the candidate (do not ask personal questions).
- 3. Describe the interview purpose and plan:
- To learn more about the candidate's background and experience
- . To help the candidate understand the position and organization
- Explain to the candidate that you will be seeking specific examples to the questions you pose
- Indicate that you will be taking notes because you take the interviewing process seriously and want ensure that you
 remember the key elements of their answers

Interviewer Roles

The following table defines each interviewer's role in the interviewing process. The subsequent sections of this tool will guide you in the role you play on the Interview Team.

Position:

	Interview Area	Interviewer 1	Interviewer 2	Interviewer 3	Interviewer 4	Interviewer 5	Interviewer 6
	Key Background						
	Technical Skills						0)
	Organization Fit / Job Fit						
	Inspire Trust						45
	Create Direction						
Σ	Drive Organization Alignment						0
딩	Build Organization Vitality						3
	Execute With Excellence				3		8
	Produce Extraordinary Results		8 9	0.000	8		2





Interview Question Assignment

Interviewer Roles Position: Director, Marketing

			r comon En coton, markoung					
	Interview Area	Interviewer 1 Tom	Interviewer 2 Sally	hterviewer 3 Mike	Interviewer 4 Joe	Interviewer 5 Chip	Interviewer 6 Sue	
	Key Background	Х						
	Technical Skills	Х	Х					
	Organization Fit / Job Fit		Х	Х				
	Inspire Trust	Х		Χ	9			
	Create Direction			Χ	Χ			
CLM	Drive Organization Alignment				Х	Χ		
ਹ	Build Organization Vitality					Χ	Х	
	Execute With Excellence			Î		Х	Х	
	Produce Extraordinary Results	i i			Χ		Х	

 During the Interview Team Alignment meeting, interviewers get their assigned question areas



Managing The Interview

Managing the time

Introductions, explanation of process	5 minutes
Competency-based questions	45 minutes
Applicant questions and wrap-up	10 minutes

 Collecting examples of Candiidate's past behaviors: gathering full STARs from their answers

Situation or Task – What needed to be accomplished?

Action(s) – What did the candidate do?

Results – What was the outcome and what did the candidate learn?





Rating the Candidate and Debrief Meeting

- Interviewers determine ratings for their assigned interview areas
- Interviewers share their feedback (evidence and ratings) at the debrief meeting

		ndidate		Inter	viewer		
Jate_	Enter your rating for each dimension t meeting or provide this to your recruite			nis chart to Can	didate Calibration	on	
	Interview Area	Interviewer 1	Interviewer 2	Interviewer 3	Interviewer 4	Interviewer 5	Interviewer 6
	Key Background		1				
	Technical Skills						
	Organization Fit / Job Fit						
	Inspire Trust						
	Create Direction						
CLM	Drive Organization Alignment						
ਹ	Build Organization Vitality						
	Execute With Excellence						
	Produce Extraordinary Results						
+	ating Scale Far exceeds the requirements for this Exceeds the requirements for this pos Meets the requirements for this position Falls short of the requirements for this Falls far short of the requirements for	sition on s position	☐ Unsi	Not Recomme	end Hiring	obell Position:	

- Hiring Manager makes the hiring decision
- Interviewing team aligns on messaging to internal candidates who did not get the job



Key to Success

- Strong Management commitment
- Cascading process to all geographies and applying at all levels
- Holistic full-day training for line managers and potential interviewers: process and interviewing skills practice
- Useful tools and clear practical guidelines
- Clear protocols on selection process and decision making



Thank You!





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