People Advisory Services Academy

Target audience
HR specialists and managers, administrative personnel involved into HR matters, employees of other departments, planning to acquire HR knowledge

Program objectives
- Help participants to systemize their theoretical HR management knowledge
- Give the big picture of the HR management system and its place in overall business management
- Familiarize participants with practical tools and their application
- Introduce participants to leading international and local practices in the integrated talent management
- Teach participants how to use their knowledge to solve practical business problems

What makes the program unique:
- It is a modular program covering all major areas of the integrated talent management
- There are trainings for different levels of HR professionals (basic and advanced)
- It combines theoretical and practical training components
- Trainings are conducted by Human Capital consultants with significant experience in implementing projects for Ukrainian and international companies
- To obtain certification participants must pass an examination for each module
- Training is conducted in Russian, Ukrainian or English

Teaching methodology
Training is interactive and features a number of practical cases

*This module is not mandatory; participants may include elective trainings in the program
Module “Foundations and strategic perspectives of HR”
Training “Foundations and strategic perspectives of HR” (2 days)
- Business climate and its impact on personnel management
- Evolution of views on HR management and the role of the HR department in a company
- Integrated talent management system – overview of the leading market practices
- HR professional of a new generation
- Organizational structure of HR department
- Regulation of HR management function
- Measuring the effectiveness of HR department: key metrics.

Advanced level
Training “HR management within continuous improvement system” (1 day)
- Concept of lean and other continuous improvement frameworks
- New vision and strategy for lean HR. The profile of new HR professional – skills and competencies
- Developing the lean culture in the organization
- Influence of lean on job design and job descriptions – new competencies for leaders and all employees
- Development of HR processes and systems supporting the lean culture (recruitment, training and development, performance management, recognition and rewards)
- Change of support function responsibilities in view of lean implementation (IT, HR, quality assurance, accounting).

Module “Basics of law in HR management”
Training “Labor law and HR administration in Ukraine” (1 day)
- Overview of the labor law in Ukraine
- Legal aspects of relations structuring with employees and contractors
- Concluding a collective bargaining agreement – an employer’s obligation or right?
- Employment procedure (concluding labor agreements and contracts)
- Specifics of foreign citizens employment
- Selecting an appropriate workday arrangement (irregular working hours, summarized record of working time, flexible working hours). The procedure for granting and formalizing vacations
- Policies and procedures for termination of labor relations with employees depending on the grounds
- General HR administration requirements in Ukraine
- The HR administration system
  - Regulatory documentation management
  - Registering documentation management
  - Administrative documentation management
  - Reporting documentation management.

Training “Key aspects of payroll in Ukraine” (1 day)
- Salary payment terms
- Working hours. Compensation for overtime work
- Procedure for calculating an average salary
- The minimum salary
- Accruing a monthly compensation – key stages of payroll calculation, collection of data, primary documents, base salary and other compensation payments (vacation allowance, sick leave allowance and other payments)
- Salary indexation
- Specifics of taxation of additional benefits (such as insurance, meal and sports allowances). Use of the natural coefficient
- Provision of accommodation to employees
- Corporate car provision
- Corporate mobile connection provision
- Taxation – the unified social tax, personal income tax
  - The unified social tax and personal income tax reporting. Penalties for non-compliance
- Business trip arrangements. Travel expenses.

Training “Foreign nationals in Ukraine: immigration, tax and legal aspects” (1 day)
- Review of the Ukrainian law that regulates the residence of foreign citizens in Ukraine
- Visa regime, visa types and peculiarities of obtaining visas
- Prolonging the period of stay of a foreign citizen in Ukraine
- Engagement of foreign citizens in Ukraine: a work permit and the peculiarities of obtaining it when a foreigner is employed or works based on a secondment agreement
- Employees of foreign representative offices in Ukraine – permission documents, employment procedure
- Temporary residence permits
- Registration at the place of residence
- Definition of tax residency status
- Taxation base. Personal income tax rates
Peculiarities of foreign income taxation. Personal income tax return filing liabilities
Application of international agreements on avoidance of double taxation (tax credit, exemption from income tax)
Corporate tax policies for employees working abroad and their types
The concept of a hypo-tax
Currency control regulation (the resident status concept for the purposes of the currency control regulation, transfer of funds abroad, etc.)
Possibility of salary payment/denomination in a foreign currency.

Module “Talent management”
Training “Workforce analytics and planning” (1 day)
Goals and objectives of workforce analytics and planning. Link between workforce planning and company strategy
Key stages of strategic workforce planning
Determining qualitative needs in personnel – creation of a “perfect employee” portrait
Key components and stages of competency modeling. Approach towards competency model development
Determining quantitative need in personnel – instruments of personnel supply and demand analysis, determining supply and demand gap
Development and implementation of personnel planning scenario – where to find the necessary amount of qualified employees
Monitoring, adjustment and control of a plan.

Training “Recruiting and personnel on-boarding” (1 day)
Strategic view on recruitment
Recruiting strategy – connection with the workforce planning
Components of a full recruitment cycle
Concept, goals and components of employer brand development
Algorithm of employer value proposition development
Organization of selection, assessment, recruitment and on-boarding process – role of the recruiter and line manager
Profile and key competencies of a recruiter
Personnel search channels and their efficiency
Candidate assessment methods
Typical mistakes at the interviews

Training “Personnel training and development” (1 day)
Goals and objectives of personnel training and development
Integrated approach to employees training and development towards creating a “self-learning” organizational culture
Organizing a company’s training and development process: needs determination, planning, realization, control and efficiency assessment
Components of a personnel training program
Instruments of the formal and non-formal training
Corporate university as an efficient training form within a company
Market trends within the sphere of personnel training and development
Measuring the efficiency of training and development programs.

Training “Career and succession management” (1 day)
Goals and objectives of the career and succession management
Key approaches and career management tools
Career maps development
Personnel assessment for career development and succession planning
Connection of the career and succession planning system with the personnel performance appraisal
Identification of individual career opportunities and plans
Development and realization of personal development plans
Talent pool formation
Automation of the career and succession planning process
Global trends in career and succession management
Assessment of career and succession management efficiency.

Advanced level
Training “Role of HR in leadership development” (1 day)
Management and leadership – what is the difference?
Nature versus nurture – theories of leadership
Leadership styles: key characteristics. The leadership grid as a tool for leadership style assessment
Emotional intelligence and leadership effectiveness
Emotions that drive leadership success
How to measure and develop emotional intelligence of employees
Role of HR in development of effective leaders in the organization
HR and C-Suite: effective cooperation.

Module “Compensation management”
Training “Total reward and base pay management” (1 day)
The concept of “reward” and “compensation”
Reward system – key elements and their relations. Concept of total reward
Compensation strategy and its connection with the business strategy
Key motivation theories and psychological aspects of compensation in a company
Creation of internal, external and individual fairness of remuneration
Key premises in development of a graded pay structure
Methodology and key stages of a graded pay structure development
Allowances and social payments.

Training “Managing variable pay and non-monetary reward” (1 day)
Role of variable pay in total reward
Objectives and types of variable pay; common practices within the labor market
Designing variable pay systems and connecting a variable pay system with a personnel performance appraisal and other talent management systems
Short-term incentive systems, key types and application peculiarities
The goals, objectives and types of long-term incentive programs (LTIP)
Ukrainian practice: main trends and peculiarities of variable pay use on the Ukrainian market
The structure and purpose of a social package. Basic benefit types. Common types of benefits at the labor market
Non-material elements of total reward

Reward peculiarities of specific personnel categories: senior managers, commercial personnel, production personnel, foreign employees
Reward system administration
Efficiency metrics of compensation and benefit system.

Module “Performance management”
Training “Personnel performance management” (1 day)
Goals and objectives of personnel performance management
Key approaches to a company performance management and their impact on personnel performance management
Connection of a performance appraisal system with other talent management systems
Approaches to a personnel performance appraisal system development. Performance appraisal process
Assessment by objectives – principles and basic tools. Approach to development of KPIs within a performance appraisal system
Assessment by competencies – principles and basic tools
Assessment of performance and potential
Development of an integrated personnel appraisal system
Constructive feedback as an important element of the personnel performance appraisal system
Implementation peculiarities of a personnel performance appraisal system; possible difficulties and how to overcome them
Development peculiarities of a long-term action plan based on personnel performance appraisal results
Metrics of performance management.

Advanced level
Training “Building a result-oriented organizational culture” (2 days)
Theoretical concepts of a corporate culture
The concept of an effective corporate culture in the context of high-performance organizations. Key differences between a corporate culture per se and an effective corporate culture
Corporate culture typology. The peculiarities of diagnostics and assessment of a corporate culture
Assessment and analysis of a corporate culture for compliance with an organization’s goals. Visualization (profile construction) of an existing and a desired corporate culture
How to get registered?
Register at: PAS.Academy@ua.ey.com

Advanced level
Training “Change and stress management in an organization” (1 day)
- Goals and objectives of change management.
- Theoretical concepts of change management
- Main stages of change management
- Assessment of the level of an organization’s readiness for change
- Building a team to manage change. Communications and their role in change management
- Assessment of an impact of changes on the organizational activity – stress management
- Sources of stress. Stress detection and ways to measure stress within an organization
- Organizational model of stress management
- The role of line managers in stress management and the notion of positive management behavior
- Stress management in the context of the crisis and unstable situation in the country.

“Personal HR competencies” module*
- Facilitation skills (1 day)
- Business etiquette and protocol (1 day)
- MBTI®: Developing a leadership potential (1 day)
- MBTI®: Improving personal and team effectiveness (1 day)
- Time management (1 day)
- Project management (1 day)
- Mini-MBA (5 days)
- Presentation skills (1 day)
- Effective communication (1 day)

*This module is not mandatory; participants may include elective trainings in the program