HR Certification program

EY Ukraine

2019
**EY HR Certification program**

**What makes the program unique**

- It is a modular program covering major professional HR competencies, because it is based on EY’s integrated talent management as well as competency models of best world practices
- It combines theoretical and practical training components
- Trainings are conducted by People Advisory Services consultants with significant experience in implementing projects for Ukrainian and international companies
- To obtain certification participants must pass an examination for each module

**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

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*This module is not mandatory in the framework of the program*
1. Module «HR Basics»

1.1. Training «HR Basics»

- 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

2. Module «Talent management»

2.1. Training «Recruiting and personnel on-boarding»

- 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
- Concept of personnel selection according to the competencies
- Examples of labor market practices worldwide
- Recruiting efficiency metrics

2.2. Training «Personnel training and development»

- 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
2.3. Training «Career and succession management»

- 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
- Global trends in career and succession management
- Assessment of career and succession management efficiency

3. Module «Performance management»

3.1. Training «Personnel performance management»

- 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

4. Module «Reward management»

4.1. Training «Reward management»

- The concept of “reward” and “compensation”. Place of compensation within total reward
- Reward system – key elements and their relations. Concept of total reward
- Compensation strategy and its connection with the business strategy
5. Module «Basics of law in HR»

5.1. Training «Labor law and HR administration in Ukraine»
- 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

5.2. Training «Key aspects of payroll in Ukraine»
- 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
- Business trip arrangements. Travel expenses
6. Module «Organizational development»

6.1. Training «Change and stress management in an organization»

- 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
- 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 count

6.2. Training «Building a result-oriented organizational culture»

- 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
- Development of an action plan based on the results of corporate culture diagnostics
- The concept of personnel engagement and its essence. Key factors impacting personnel engagement
- Principles and approaches to personnel engagement increase
- Measuring the level of personnel satisfaction and engagement
6.3. Training «Workforce planning»
- Goals and objectives of workforce 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

6.4. Training «Basics of organizational design»
- Role of organizations and key organizational theories
- Goals of organizational design. Elements of organizational design: structure, work design, communication flows, people
- Basic types of organizational structures and their key peculiarities
- Approaches towards work design and mechanisms of work coordination
- Formal and non-formal organizational structure
- People (personnel): quantity and professional level of employees, definition of an effective incentive system
- Impact of internal and external factors on the organizational design
- Stages and tools of an organizational design
- Organizational performance metrics

6.5. Training «HR strategy development»
- Evolution of the role of HR - HR as a strategic partner
- Business strategy and the role of HR. Key stages of strategic planning
- Development of HR strategy depending on the business strategy
- Goals and tasks of strategic HR planning
- Factors which influence the development of company’s HR strategy
- Stages of HR strategy development
- Assessment of HR function maturity as an instrument of HR strategy development
- Budget in HR
- Key expenditures of HR budget
- Efficiency metrics (success indicators) of an HR strategy
Our trainers*


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Module: «Basics of law in HR»

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* EY reserves the right to change the trainers’ team depending on the specific of each training
Registration

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Trainings schedule for 2019

<table>
<thead>
<tr>
<th>Date</th>
<th>Course</th>
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<tbody>
<tr>
<td>29 March</td>
<td>HR Basics</td>
</tr>
<tr>
<td>18 April</td>
<td>Recruiting and personnel on-boarding</td>
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<tr>
<td>19 April</td>
<td>Personnel training and development</td>
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<tr>
<td>23 May</td>
<td>Career and succession management</td>
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<tr>
<td>24 May</td>
<td>Personnel performance management</td>
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<td>7 June</td>
<td>Reward management</td>
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<tr>
<td>12 September</td>
<td>Key aspects of payroll in Ukraine</td>
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<td>19 September</td>
<td>Labor law and HR administration in Ukraine</td>
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<td>10 October</td>
<td>Change and stress management in an organization</td>
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<tr>
<td>11 October</td>
<td>Building a result-oriented organizational culture</td>
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<tr>
<td>21 November</td>
<td>Workforce planning</td>
</tr>
<tr>
<td>22 November</td>
<td>Basics of organizational design</td>
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<tr>
<td>13 December</td>
<td>HR strategy development</td>
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Location and time

Office EY in Ukraine: Kyiv, 19 A Khreschatyk Street
from 10:00 to 17:00

Price*

<table>
<thead>
<tr>
<th>Course</th>
<th>Price</th>
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<tbody>
<tr>
<td>Full HR Certification course (13 trainings)</td>
<td>60,000 UAH, without VAT</td>
</tr>
<tr>
<td>One training of HR Certification course</td>
<td>5,000 UAH, without VAT</td>
</tr>
</tbody>
</table>

We are looking forward to see you at our trainings!

* In case of complex purchase (2 trainings and more) we provide a discount 10%
About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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