
SHORT SUMMARY:

- 17 years of professional experience, 14 years in HR, including 8 years in leading roles
- More than 60 HR advisory projects in Ukraine, Kazakhstan, Azerbaijan and Georgia
- CIPD certification in HR
- Microsoft Certified Data Analyst
- Core expertise: business productivity improvement, business analytics, HR function set up, HR strategy, HR processes, service-oriented HR culture, engagement, talent management, corporate culture, C&B, HR automation, brand management.
- Held 3 HR managerial roles in Kazakhstan

EDUCATION:

Bachelors' Degree in Management of informational systems, International Christian University Vienna, 2004-2008

CIPD certificate at Bradfield Group, Dubai, 2015-2016

PROFESSIONAL EXPERIENCE:

- Rompetrol, oil&gas

Group Administrative Director, Bucharest, April 2023 – current time

Head of CEO office, Bucharest, January 2023 – April 2023

- Advisory projects, June 2021 – December 2022
 - Development of HR strategy
 - Development and implementing of Power BI business analytics
 - Processes diagnosis prior to implementation of the shared service center
 - Development of the performance management system concept
 - Development of the talent management system concept for the public servants
 - Completing succession planning project

- KazakhstanTemirZholy, railways

Managing director for HR (CEO-2 level), Nur-Sultan, February 2019 – June 2021

- Delivered on headcount optimization program downsizing by more than 19k employees (15% of total headcount) in 2,5 years resulting in 5% additional productivity improvement
- Developed and implemented smooth optimization program (early retirement, retraining, internal recruitment, hiring freeze) that resulted in 96% level of smooth optimization
- Implemented complex engagement level improvement program that improved employees engagement level by 14% in 2 years
- Implemented service model within HR shared service center and increased by two times volume of employees processed via shared service center (up to 80k employees) with 15% of productivity increase
- Developed and implemented variable pay system for a number of key operational jobs covering more than 40k employees – average salary increased by 8%.
- Implemented business partnering model in HR for the corporate center and regular internal client satisfaction survey – satisfaction level increased by 6%
- Launched a project on implementation corporate values BLAGO: leadership program for managers, 100 young faces of KTZ program, internal trainers certification program (100 internal trainers), best in class tournaments, charity program 2020 noble deeds, launched program on creating favourable conditions for employees

- KazMunaiGaz, oil and gas

HR transformation lead, Astana, Mar 2018 – February 2019

- Developed HR strategy for KMG, defining target state of HR functions considering current maturity level and business needs. Developed detailed implementation plan for HR strategy
- Managed project on corporate culture, covering analysis of the current and target state of the corporate culture, including detailed plan for transition. Based on the project, KMG corporate values were revisited.
- Updated KMG's competency framework
- Launched Leadership program for Fund's CEO-1 and CEO-2 level
- Managed Job Marching project at KMG covering jobs description, grading and recruitment

- SAMRUK KAZYNA, National Fund of Kazakhstan

HR stream transformation lead, Head of HR center of Expertize, Astana, Mar 2016 – March 2018

- Joined Core Transformation Team and further managed HR center of expertize to develop and implement Fund's HR strategy, develop HR reference model as well as to support design and implementation transformation stages at Fund's portfolio companies
 - Developed HR strategy for the Fund and detailed implementation plan for HR strategy
 - Managed recruiting, performance appraisal, L&D and compensation management process for the Fund (up to 300 employees)
 - Updated Fund's competency framework and ensured its implementation
 - Launched Leadership program for Fund's CEO-1 and CEO-2 level
 - Developed HR reference model that sets standard for HR function of the Fund and its portfolio companies. Reference model defines: approach towards HR management, business principles, high-level overview of HR processes, HR KPIs and HR organizational model.
 - Developed detailed HR TO-BE process model covering all HR processes: HR effectiveness (policies, methodologies, HR metrics), talent management (recruitment, L&D, performance appraisal, compensation management), HR administration and corporate culture development.
 - Designed methodology for competency framework development.
 - Participated in development of SAP HCM golden template, covering: organizational management, HR administration, time management, payroll, recruitment, L&D and talent management modules. Golden template will be further implemented in portfolio companies. 2 out of 6 companies has already started implementation process.
 - Developed detailed process implementation methodology and implementation roadmap that will be further used by portfolio companies and their consultants on course of TO-BE HR processes implementation.
 - Initiated and launched HR academy to support process implementation. Currently 25 portfolio companies' HR specialists participated in the Academy.

- EY, career path from Consultant to Manager 2 (8 years)

Head of Human Capital Group, Baku, Feb 2015 - Mar 2016

- Joined EY Baku team to lead Human Capital Group. Was responsible for promoting HC services on Azerbaijani market, as well as for building local HR expertize. Managed following projects:
 - Kazpost transformation project, including: development of TO-BE HR model, conducted trainings for Kazpost HR team on performance appraisal, talent management and HR metrics
 - Development of graded pay structure and performance appraisal system for leading commercial bank in Azerbaijan
 - Development of graded pay structure for oil and gas company in Azerbaijan
 - Salary survey and Best employer study in Azerbaijan

Career path from Consultant to Manager 2, Kyiv, Jun 2008 – Jan 2015

- Participated and managed following key HR advisory projects for local and international clients in Ukraine and Kazakhstan:
 - Development of HR strategy and HR TO-BE operating model for leading Ukrainian metal producer

- More than 10 projects on employee opinion surveys for companies from a variety of industry sectors, including: diagnosis of the employees' engagement and satisfaction level as well as corporate culture diagnosis. Based on the survey results, prepared detailed report describing implications and recommendations on improvement
 - A number of projects on development and implementation of base pay (graded pay structures) for variety of companies from telecommunication, pharmaceutical, agriculture and media industry sectors
 - Development of talent management system for a large Ukrainian pharmaceutical company based on key performance indicators and competency framework. Also, conducted training on feedback and delegation skills for the company's managers (20 trainings covering more than 200 managers)
 - Project for one of the largest Kazakh construction company on assessment of its top-management and succession pool (60 employees) through conducting assessment centers. Individual reports and feedback sessions were provided to participants as result of the project.
 - Change management project for the leading pharmaceutical company in Ukraine after a merger. In particular, analysis of current and desired corporate culture, effectiveness of internal cooperation, effectiveness of company's management and level of acceptance of company's values.
- MICROSOFT, Sales department (1 year)

Intern at sales department, Kyiv, Jun 2007 – Jun 2008

BEEPER, Call center (2 year)

Operator at call center, Kyiv, Jun 2005 – Jun 2007

CORE PROFESSIONAL SKILLS

- Business analytics
- Development of HR strategy and HR processes
- Talent management
- Setting up HR metrics system
- Corporate culture diagnosis and development
- Compensation and benefits

COURSES AND CERTIFICATES

- CIPD
- Business analysis (SPSS statistics and Power BI)
- ARIS architect advanced
- Negotiations
- Leadership and coaching

CORE SOFT SKILLS

- Team player
- Communication skills
- Strategic thinking
- Problem solving
- High level of self-motivation
- Takes initiative