

Central and Eastern Europe

# Управление Персоналом «Майкрософт Россия»

## *Процессы, подходы, инструменты*

*27 мая 2009 г., Москва*

Артём Черневский  
Microsoft  
achern@microsoft.com

**Microsoft**

# СПАСИБО!



Zube 99

# Программа мероприятия:

Время	Тематика доклада	Спикер
10.00 – 11.00	«Применение ИТ-технологий в ежедневной работе HR отдела Microsoft»	HR-директор российского представительства Microsoft - В. Химаныч
11.00- 11.15	Кофе- брейк	
11.15– 12.15	«Что бизнес хочет от HR»	Руководитель отдела по продвижению решений Microsoft- А. Черневский
12.15 - 12.30	«Решение для автоматизации работы HR- департамента «Умные Кадры»	Специалист по технологиям- В. Епифанов, компания «Умный Софт»
12.30 - 12.45	«Bright eLearning» – система электронного обучения»	Руководитель направления порталых решений И. Мишанин, Компания «Bright Consult»
13.00- 13.15	Вопросы?	
13.15 - 14.00	Перерыв	
14.00 – 15.00	Выступление компании Headhunter	
15.00 – 15.30	Секция вопросов и ответов/ Демонстрация партнерских решений (по желанию)	



Central and Eastern Europe

# Управление Персоналом «Майкрософт Россия» *Процессы, подходы, инструменты*

Владимир Химаныч

Директор Департамента Управления Персоналом

19 марта 2009 года

**Microsoft**



# Сегодня

- Рынок труда сегодня
- Майкрософт Россия – краткая справка
- Инструменты HR

# Рынок труда (IT/Telecom)

- 60% IT/Telecom компаний в России сократили персонал
- Другие меры:
  - Отмена тренингов
  - Сокращение командировок
  - Расходы на мобильную связь
  - Обеды
  - Оплата больничных в размере, определенном гос-вом
  - Сокращение расходов на автопарк
  - Сокращение/отмена бонусов
  - Замораживание планов регионального развития

# Microsoft Russia – сегодня:

- MS Russia 740 сотрудников и около 250 контрактников
- 34 офиса в России, головной офис в Москве
- Набор около 150 новых штатных сотрудников в год (до января 2009 года)
- #1 Работодатель (Hewitt Associates) – 2008 год

## Некоторые HR метрики:

- Общая текучка 10% (с начала фин года)
- Реальная текучка 5%
- 87% сотрудников в целом удовлетворенных работой в МС
- 7 подчиненных на одного менеджера
- 34% работников – женщины

# Фокус HR в Microsoft Russia – сегодня:

- Партнерство с бизнес менеджерами и сотрудниками компании по повышению производительности
- Вклад HR в реальный бизнес с помощью:
  - Подбора сотрудников,
  - Создания кадрового резерва,
  - Разработки коммуникационных механизмов,
  - Управления изменениями и мотивацией сотрудников
- Упрощение процедур через Автоматизацию процессов
- «Отдел кадров» и «Управление персоналом»



# КАК МЫ ДОСТИГАЕМ ЭТОГО?

# Headtrax

HeadTrax

Data last updated: 31.08.2008 22:06:23

Headcount Request

HeadTrax News Help About Privacy Notice

Current View: HTX Default [Reset] [Search Now]

Search this Organization

Email Name: richcar Organization Levels: richcar's Org

Additional Filters

First Name: Cost Center: Position Number: Requisition ID: Position Status: All

Headcount Type: All

Show Advanced Search Options

View Details

Headcount Stats

Carpenter, Richard M. (richcar)

View Details

People

	Emps	Other	Vendor
People	1	0	0
Other	0	0	0
Vendor	0	0	0

Approved Positions

	Filled	Open	Total
People	1	0	1
Other	0	0	0
Vendor	0	0	0

Tree View

View Rollup by: Reports To [Synchronize]

- Hayutin, Sid R. (sidhayut)
- Kerby, Warren C. (warrenk)
- King Jenkins, Tamra (tamraj)
- Krebs, Scott T. (skrebs)
- Lehne, Sarah Aldrich (saraha)
- MacCatherine, John M. (johnmacc)
- Bowles, Jeffrey W. (jeffbow)
- Boyd, Maya D. (mboyd)
- Bright, David (dbright)
- Cao, Binh N. (binhcao)
- Carpenter, Richard M. (richcar)

Drag a column header here to group by that column.

Full Name	Email	Personnel #	Address Book Title	Position #	Standard Title
Carpenter, Richard M.	RICHCAR	41105	PRINCIPAL CONSULTANT	29410	Principal Consultant

Headcount Summary

Name: Carpenter, Richard M. (richcar)

Personnel #: 41105

Address Book Title: PRINCIPAL CONSULTANT

Building/Room: Mobile/Shared Workspace

Work Phone: +1 (805) 4332952

Reports To Full Name: MacCatherine, John M. (johnmacc)

Reports To Position #: 32582

Service Award Date: 25.09.1995

Requisition ID: N/A

Position Type: Regular/Expat/Comm Eligible

Position #: 29410

Standard Title: Principal Consultant

Cost Center: 30735 - US-US-MCS West SL 2

Company: 1010 - MICROSOFT

Project: C02 - Unassigned

Partner/Segment: 900 - Unassigned

Sales Location: West-Enterprise Sector

Org Summary Exec: Server & Tools

Org Detail Exec: MCS

# Sharepoint для HR



- Возможность самостоятельной настройки без привлечения IT отдела
- Обеспечение конфиденциальности путем ограничения уровня доступа (н-р, личные данные о сотруднике, зарплата)
- Быстрый поиск информации



# Информационный портал – хранение и обмен инф-ей


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[ITG](#)  
[LCA](#)  
[MCS](#)  
[DEM](#)  
[DSG](#)

InfoWeb 2007 > Microsoft Russia > HR
InfoWeb2007

## Mission

Accelerate business growth by making Microsoft Russia the best place for talents to be

## Welcome Words






It is with great pleasure that I would like to welcome one of you onboard of our ONE Microsoft Team. I love big challenges, we all see significant opportunities ahead of us, we all contribute to the growth of our subsidiary; and amidst of it, we are building a culture of cooperation, mutual understanding and trust. I believe this will be a very interesting and certainly rely on your active participation and contributions along the way. Your personal role plays a crucial role at making Microsoft a great work at and be part of.

**Vladimir Khimanych**  
What I do...

## Direct Reports

Candidate profiles

 <p><b>Fiona Hathaway</b> What I do...</p>	<p>Unit: Staffing And Recruitment            Title: Recruitment Manager            E-Mail: <a href="mailto:fionahat@microsoft.com">fionahat@microsoft.com</a>            Ext.: 748            Phone: + 7 (495) 642 80 18            Mobile: + 7 (905) 508 02 42</p>	 <p><b>Nina Vorontsova</b> What I do...</p>	<p>Unit: Compensations and Benefits            Title: Compensation &amp; Benefits Manager / HR Business Partner            E-Mail: <a href="mailto:nvoronts@microsoft.com">nvoronts@microsoft.com</a>            Ext.: 219            Phone: + 7 (495) 642 85 74            Mobile: + 7 (903) 796 11 49</p>	 <p><b>Elena Slivko-Kolchik</b> What I do...</p>	<p>Unit: HR            Title: HR Business Partner            E-Mail: <a href="mailto:elenasl@microsoft.com">elenasl@microsoft.com</a>            Ext.: 102            Phone: + 7 (495) 642 85 74            Mobile: + 7 (495) 642 85 74</p>
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# Список вакансий

InfoWeb 2007 &gt; Microsoft Russia &gt; HR &gt; Staffing &amp; Recruitment

InfoWeb2007

## Choose region

Moscow

## Open positions

Position Title Job Location Hiring Manager Apply Email

### Department:

Microsoft Research Program Manager Moscow Oleg Syutin [Click here to apply](#)

### Department: -

Trade Manager, Central and Eastern Europe Moscow Stella Pedziwiatr [Click here to apply](#)

### Department: COI

Windows Consumer BG Lead Moscow Michal Cupa [Click here to apply](#)

### Department: CSS

Service Delivery Lead Moscow Aveen McArdle [Click here to apply](#)

### Department: EPG

Sales Operations Analyst Moscow Nikolay Matveev [Click here to apply](#)

Account Manager (Energy) Moscow Sergey Malgin [Click here to apply](#)

## Links

- [New Hire Data](#)
- [Staffing & Recruitment Policies and Templates](#)
- [News Letter Current Issue](#)
- [MS Stock](#)
- [International External Career Site](#)
- [International Internal Career Site](#)
- [HR Blog](#)
- [Microsoft Russia Careers](#)
- [Open positions](#)
- [SMSP and RSD Report](#)
- [Recruitment Report GDL](#)
- [Employee Referral Program](#)
- [Candidates' data](#)
- [Russian Subsidiary Recruitment Process workflow](#)
- [Microsoft Russia Hiring Guide](#)
- [Presentation on Interns](#)
- [EPG ATS Vympelcom - Recruitment Report](#)
- [Interview feedback form](#)

## Инструменты HR

# ОБУЧЕНИЕ

# Roleguide – персональный тренинг-план

## FastStart 09: Create your FY09 Training Plan:

**Not Acknowledged:** Tatyana Kostyuk

1. **Review** the pre-populated [Required Training](#) in your Role Guide Training Plan;  
**Add** appropriate [Recommended](#) and [Elective](#) training to your Training Plan to support your readiness goals;
2. **Review** your Learning Roadmap with your manager online or export it to Excel and revise your Training Plan if needed;
3. **Read or Listen** to the [WWSMM memos](#) relevant to your role (by consulting the [WWSMM Role Matrix](#));
4. **Click "Acknowledge"** to confirm your Training Plan and that you have read the WWSMM memos relevant to your role.  
Required training courses outside the FastStart window may change during the year, click [here](#) to download the MyReadiness Gadget to keep you up-to-date;
5. **Complete** your "FastStart! Required Training" by September 12, 2008 (or earlier according to local subsidiary directives).

Acknowledge

Add User Defined Activity

Last Updated: Tatyana Kostyuk 24 Mar 2008 06:35:59

Employee Comments:

Add Comments

Manager Comments: No comments saved

Filter By: All Learning

Competencies: Show All

**REQUIRED** 3 of 20 courses completed | [ 8 hrs 40 mins of 10 hrs 15 mins remaining ] \* Updated every 24hrs

Learning Opportunity	Delivery	Length	Assigned By	Complete By	Availability	Status*
FastStart Anti-Corruption	Self-Directed Learning	20 mins	Field Governance Council	01 Jul 2008	Now	Completed
FastStart Global Diversity & Inclusion @ Microsoft	Self-Directed Learning	45 mins	Field Governance Council	01 Jul 2008	Now	Completed
Worldwide Privacy 101	Self-Directed Learning	30 mins	Field Governance Council	01 Jul 2008	Now	Completed
FastStart Intro to SMSG Priorities and Initiatives: FY09 SMSG Required <b>NEW</b>	Self-Directed Learning	20 mins	Field Governance Council	12 Sep 2008	Now	In Progress
Customer and Partner Experience: FY09 SMSG Required <b>NEW</b>	Self-Directed Learning	30 mins	Field Governance Council	31 Oct 2008	Now	Not Started
Desktop Optimization Strategy and Selling MDOP: FY09 SMSG Required	Self-Directed Learning	30 mins	Field Governance Council	31 Oct 2008	Sep 2008	Not Started
Integrated Virtualization: FY09 SMSG Required	Self-Directed Learning	30 mins	Field Governance Council	31 Oct 2008	Sep 2008	Not Started
Microsoft Optimization Strategy: FY09 SMSG Required <b>NEW</b>	Self-Directed Learning	30 mins	Field Governance Council	31 Oct 2008	Now	Not Started
Smart DealMaking: FY09 SMSG Required <b>NEW</b>	Self-Directed Learning	30 mins	Field Governance Council	31 Oct 2008	Now	Not Started
Standards of Business Conduct: FY09 SMSG Required <b>NEW</b>	Self-Directed Learning	40 mins	Field Governance Council	31 Oct 2008	Now	Not Started
Winning Hearts and Minds of Developers: FY09 SMSG Required <b>NEW</b>	Self-Directed Learning	30 mins	Field Governance Council	31 Oct 2008	Now	Not Started
Office Unmanaged: FY09 SMSGR Required	Self-Directed Learning	30 mins	Field Governance Council	30 Nov 2008	Oct 2008	Not Started
One Connected Experience: PC/Mobile/Web: FY09 SMSG Required	Self-Directed Learning	30 mins	Field Governance Council	30 Nov 2008	Oct 2008	Not Started
Software + Services Vision v. 1 - BPOS and Live: FY09 SMSG Required	Self-Directed Learning	40 mins	Field Governance Council	30 Nov 2008	Oct 2008	Not Started
Microsoft Business Intelligence: FY09 SMSG Required	Self-Directed Learning	30 mins	Field Governance Council	31 Jan 2009	Nov 2008	Not Started

## Welcome to your Training Plan

Your **Required** courses are always present in your Training Plan; these are the same Required courses from your Learning Roadmap.

You may now add **Recommended** courses from your Learning Roadmap to your Training Plan. These courses are encouraged offerings by Discipline Owners or Area Leaders.

**Elective and Other Training** can be added to your Training Plan. You can find elective training in your Learning Roadmap or through Search & Browse.

You may add your own activities clicking **Add User Defined Activity** just above the Required course listing.



# Страница «Обучение и развитие»

InfoWeb 2007 &gt; Microsoft Russia &gt; HR &gt; Training &amp; Development

InfoWeb2007

## Mission

We are here to help you further build and develop your leadership and management capabilities, acquire new skills and knowledge, master new languages, enrich your professional and personal learning experience. Our mission is to guide you through the learning journey and help you succeed!

## Welcome Words

Dear Microsoft employees!

We are very glad to welcome you to the WORLD of TRAINING & DEVELOPMENT for Microsoft Russia.

The pages, which you are about to explore contain various opportunities for professional and personal development, which are offered by Microsoft Russia to its employees. Various «soft skills» and «technical» trainings, Workshops, Seminars, Conferences, High-Po Programmes, Manager Academy, English language studies – all these are parts of what is called «training and development journey» with Microsoft.

## Links

- [Policies & Procedures](#)
- [Training Calendar FY08](#)
- [Manager Academy](#)
- [New Hire On-Boarding Programme](#)

## Employees



Unit: Training And Development  
Title: POC Consultant  
E-Mail: [npopova@microsoft.com](mailto:npopova@microsoft.com)  
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Phone: + 7 (495) 422 16 40  
Mobile: + 7 (963) 610 75 00

○ Nadezhda Popova  
[What I do...](#)



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○ Tatyana Kostyuk  
[What I do...](#)



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○ Olga Kuzmicheva  
[What I do...](#)



# Информационный портал: календарь

## Training Calendar FY08

New ▾ Actions ▾ Settings ▾

← → **April, 2008**

Expand All Collapse All | ☒ Day ☒ Week ☒ Month






Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	31	1	2	3	4	5
	12:00 AM "Problem Solving & Creative Thinking", 1 day					
6	7	8	9	10	11	12
			12:00 AM "Cross Group Collaboration", 1 day	12:00 AM "Crucial Conversations", 2 days		
13	14	15	16	17	18	19
		12:00 AM "Project Management Framework" for Regions, 2 days				
20	21	22	23	24	25	26

### Links

- Policies & Procedures
- Training Calendar FY08
- Training Calendar FY09
- Manager Academy
- New Hire On-Boarding Programme

# Информационный портал: материалы

## Language Training Policies

New ▾ Upload ▾ Actions ▾ Settings ▾				
Type	Name	Modified	<input type="radio"/> Modified By	<input type="radio"/> Checked Out To
	English Language Matrix	1/17/2008 6:36 AM	Sergey Koryakin (Intl Vendor)	
	Integrated Training Centre Presentation	1/17/2008 6:36 AM	Sergey Koryakin (Intl Vendor)	
	Language Training Policy Presentation	1/17/2008 6:36 AM	Sergey Koryakin (Intl Vendor)	
	Language Training Policy	1/17/2008 6:36 AM	Sergey Koryakin (Intl Vendor)	
	Language Training Request	1/17/2008 6:36 AM	Sergey Koryakin (Intl Vendor)	

### Links

- **Policies & Procedures**
- **Training Calendar FY08**
- **Training Calendar FY09**
- **Manager Academy**
- **New Hire On-Boarding Programme**

## Training and Development Policies

**Russia Career Model Manager training**  
**FY07 Training and Development policy**

# Информационный портал: тематические опросы

Finish Cancel

\* indicates a required field

There are 3 products from Dynamics family in Russia Dynamics NAV (ex. Navision), Dynamics AX (ex. Axapta) and Dynamics CRM. Navision and Axapta products Microsoft company obtained with buying Navision company. Which company has Microsoft bought to get Dynamics CRM? \*

☐ Navision (Navision CRM product)

☐ Customer Research Magazine

☒ Siebel

☐ Microsoft has developed CRM

---

Dynamics CRM's Key advantages comparing to competitors are: \*

☐ Existence of big number of vertical solutions for different industries

☒ Rich and representative referential base

☐ Microsoft Office style interface, ability of flexible adaptations customer's business, easy integration to Microsoft-oriented infrastructure

☐ All mention above

---

Dynamics CRM Licensies can be (several options are possible): \*

☐ Server

☐ Named User CAL

☒ Concurrent User CAL

☐ Device User CAL

☐ External Connector

---

What is license External Connector used for and on what server OS is possible to install External Connector software? \*

# Инструменты HR

## Performance @ MS – оценка работы



# Performance@MS– возможности для менеджера и сотрудника работать вместе

Protected mode is currently turned off for the Local intranet and Internet zones. Click here to open security settings.

[Help](#)

 HRWeb – Performance@Microsoft


HRWeb | Performance@Microsoft


Welcome, Vladimir Khimanych

 Working on behalf of: Myself

The 2007 Annual Performance Review process is now complete. All managers should ensure FY08 commitments are approved and remain current throughout the year. You can view signed FY07 Annual Performance Assessments and Individual Results Reports, as well as other historical performance review documents, in Performance History.


To upload an InfoPath form saved on your hard drive, reopen the locally-saved file and click **Upload Draft**.


**My Tasks**

Tasks	Status	View
<b>Ensure FY08 Commitments are Current</b> FY08 individual commitments	<input type="checkbox"/> Pending Manager Approval	
<b>Non-Annual Review Tasks</b>		
<input type="checkbox"/> Begin organization commitments <input type="checkbox"/> Begin a FY08 check-in on my approved commitments <input type="checkbox"/> Begin FY08 transition review	<input type="checkbox"/> Employee Not Started	
<ul style="list-style-type: none"> <li>View Performance History</li> <li>Search for Commitments by employee email alias</li> <li>Browse for Commitments within your organization</li> </ul>		

## My HR & Admin Tasks

- Perform HR & Admin tasks


**Tasks for My Organization**

**Direct Reports [5]** 🚩 = Follow Up Required

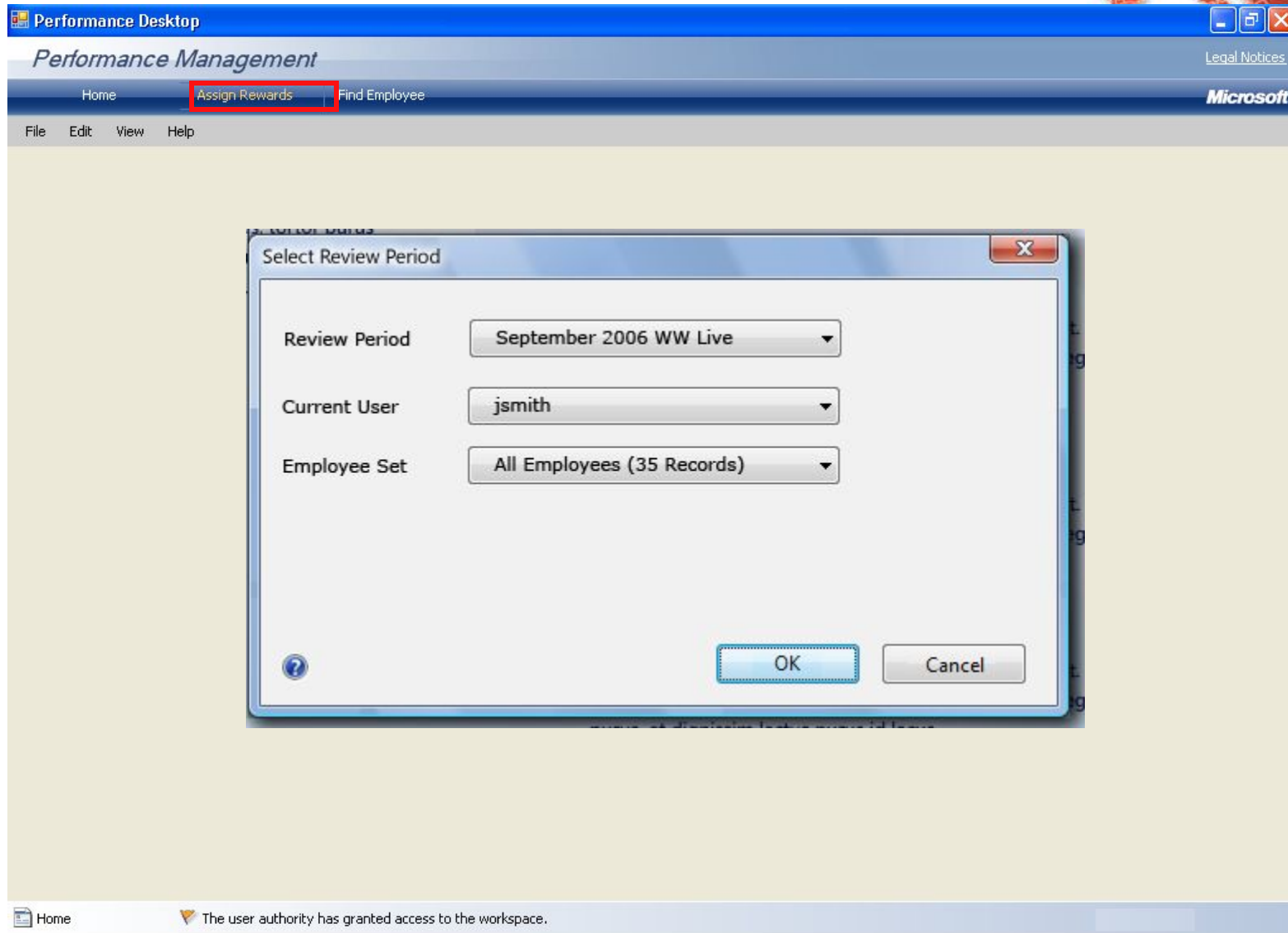
<ul style="list-style-type: none"> <li>Elena Slivko-Kolchik</li> <li>Nina Vorontsova</li> <li>Tatyana Kostyuk</li> </ul>	<ul style="list-style-type: none"> <li>Fiona Hathaway 🚩</li> <li>Olga Mukhina</li> </ul>
--	--

**:: All My Direct Reports**

- Go to Reports Catalog
- View Completion Statistics
- Recommend or approve non-Annual Review Promotions

## Related Information

P@M for Employees - Online Tutorial



# Оценка сотрудника, повышение по службе

Rating, Ranking, and Level Change | Salary, Bonus, and Stock | Combined View

## Rating and Ranking

Last review:

Commitment Rating =

Contribution Ranking =

Commitment Rating:

[View Definition](#)

Contribution Ranking:

[View Definition](#)

## Rating and Ranking Comments

## Level Change

Current:

Stock level:

58

Pay level:

58

☐ Recommend this employee for promotion

## Level Change Comments

Stock level:

[View promotion policy](#)

Pay level:

[View the CSP user guide](#)

Profession:

Discipline

Standard Title:

Address Book Title:

Career Stage Profile:

# Зарплата и Бонусы

Rating, Ranking, and Level Change | **Salary, Bonus, and Stock** | Combined View

**Salary**

Current Salary:

% Increase    Amount Increase    New Salary

Merit:

Promotion:

Adjustment:

Total: 0.00%    0   

Compa ratio: 1.02    1.02

Tritile: Tritile 2    Tritile 2

**Salary Range:**

Current Compa Ratio: 1.02    New Compa Ratio: 1.02

Below Min < 765,000    Tritile1: 765,000-915,000

Mid Salary: 990,000    Tritile2: 915,001-1,065,000

Above Max > 1,215,000    Tritile3: 1,065,001-1,215,000

**Merit Guidelines:**

Rating	Tritile 1	Tritile2	Tritile3
Exceeded	11.00-20.00	10.00-19.00	9.00-18.00
Achieved	5.50-11.00	4.50-10.00	3.50-9.00
Underperformed	0.00-0.00	0.00-0.00	0.00-0.00

[View salary information](#)

Salary Comments

**Bonus**

Last bonus:

Percentage    Amount

New Bonus:

Bonus Eligible Salary:

**Bonus Guidelines**

Commitment Rating	Minimum % Guideline	Maximum % Guideline
Exceeded	11.00%	20.00%
Achieved	3.00%	11.00%
Underperformed	0.00%	0.00%

[View bonus information](#)

Bonus Comments



# Система «Оценка результатов работы»

Welcome, Nadezhda Popova

## It's Time for Annual Performance Review.

Annual Performance Review is an important time to discuss your performance against co-Commitment Rating, Contribution Ranking and Rewards. It's also important to develop a commitments. Familiarize yourself with the process by [clicking here](#) and by reviewing the InfoPath form saved on your hard drive, reopen the locally-saved file and click Upload D

To view P@M minimum system requirements and a listing of known issues go to [HRWeb](#). with your business or process question (eg. "How do I"), please contact your HR [Representative](#)



### My Tasks

Annual Performance Review	Status	View
<b>1. Ensure FY08 Commitments are Current</b> View and update my FY08 individual commitments	<input checked="" type="checkbox"/> Approved	
<b>2. Ask For and Give Feedback</b> Request <a href="#">feedback from others</a> Give <a href="#">feedback</a>	<input type="checkbox"/> Employee Not Started <input type="checkbox"/> Feedback Needed	
<b>3. Write FY08 Self Assessment</b> Begin FY08 annual assessment	<input type="checkbox"/> Employee Not Started	
<b>4. Create Commitments for FY09</b> Begin FY09 individual commitments	<input type="checkbox"/> Employee Not Started	
<b>Other Tasks</b>		
Begin a FY08 check-in on my approved commitments Begin FY08 transition review		
View <a href="#">Performance History</a>		

# Система «Оценка результатов работы»

## 2008 Annual Assessment for Nadezhda V. Popova

[Share by Email](#)

**Title:** POC CONSULTANT      **Fiscal Year:** 2008  
**Personnel Number:** 345888      **Manager:** Martin Steuer  
**Department Name:** EE-POC RGE Russia

[Upload Draft](#)
[Send to Manager](#)
[▼ Hide All Details](#)

### 1 HR Capability - Support the CEE POC Lead in enhancing CEE HR Team spirit and capabilities

[▼ Hide Details](#)

#### Execution Plan:

GEO responsibility: Russia, CIS (Ukraine, Azerbaijan), Hungary, Czech Republic, Greece

- Act as a trusted advisor to my HR GEO Team members on their development after tr. needs analysis is done.
- Search for development opportunities for HR Team members and offer it to them, based on demand in previous bullet.
- Co-deliver HR GEO sessions, in accordance with the schedule and agreement with respective HR Group Managers.

#### Accountabilities:

- Collaborate with Malgosia on working on the "HR Demand Map": help her gather the HR development needs from my GEO.
- Come up with a creative proposal on how to keep the HR team energized and motivate further.
- Get feedback from HR Team members on how the process is going.
- After the relevant activities are delivered, get feedback from HR Team members

#### Alignment (optional): No Alignment

Your manager has not set any commitments.

Employee's Comment on Results Against this Commitment [View original status comments](#)

## Преимущества автоматизации P@M

- Возможность оперативно проводить анализ данных по зарплате, бонусам и продвижению сотрудников
- Оценка качества работы в целом по группе
- Ускорение работы менеджеров, установление единой процедуры для решений по заработной плате
- Отслеживание статуса. Контроль



## Цель и выгода для HR – резюме

Внести вклад в развитие бизнеса путем оптимизации и автоматизации процессов

- Возможность одномоментного доступа к ресурсам сотрудниками
- Создание индивидуальных настроек
- Управление вакансиями
- Информационный портал
- Опросы сотрудников
- Настройки безопасности
- Обучение и Оценка
- Цель и выгода для HR: Возможность изменения роли HR и внесение реального вклада в развитие бизнеса

Central and Eastern Europe

# Спасибо!

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