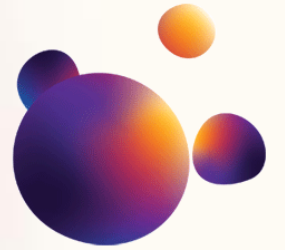


Optius

ZAPOSLOTVENI PORTAL
za nove čase



DOBRODOŠLI

**Kako optimizirati stroške in ob tem
ohraniti trdnost organizacije?**

Optius HR zajtrk

Podporniki dogodka



Workforce



SPICA



FITCORP
MEDICINA DELA,
PROMETA IN ŠPORTA
PROMOCIJA ZDRAVJA
PRI DELU



**ŠTAJERSKA
GOSPODARSKA
ZBORNICA**

Gospodarska
zbornica
Slovenije



Zbornica osrednjeslovenske
regije



ZDS

ZDRUŽENJE
DELODAJALCEV
SLOVENIJE

Gospodarska
zbornica
Slovenije



Zasavska gospodarska zbornica

Gospodarska
zbornica
Slovenije



Koroška gospodarska zbornica

Program:



8:00 - 9:00

Prihod in sprejem gostov s kavo in zajtrkom

9:00 - 9:05

Uvodni pozdrav gostiteljice, Saša Boštjančič

9:10 - 9:55

Bojan Ivanc: Izzivi optimizacije stroškov dela v negotovih časih

9:55 - 10:30

Nataša Naraks Koprivc: Vloga vodstva in ohranjanje ključnih kadrov, ter kako ob tem (pre)živeti

10:30 - 10:45

Odmor

10:50 - 11:25

Katarina Primožič Ramoveš: Fokus na ljudi in kulturo terja svoj budget - pametno

11:30 - 12:10

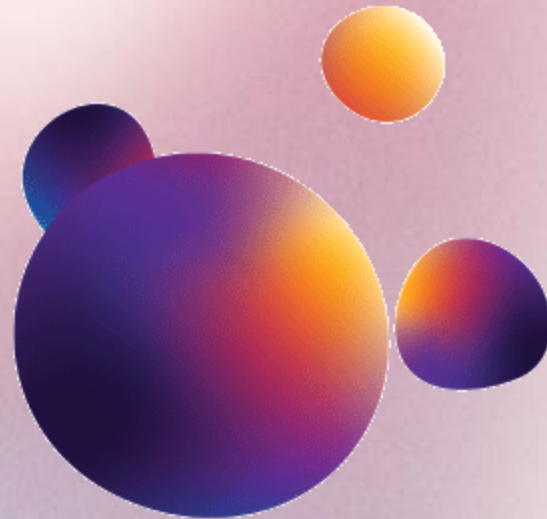
Okrogla miza z gosti (povezuje Vida Petrovčič)

12:10 - 12:30

Zaključek in druženje

Optius

ZAPOSLOTIVNI PORTAL
za nove čase



oglejte si naš
predstavitveni video



https://www.youtube.com/watch?v=bt-l40Elz2s&ab_channel=ZaposlotiveniportalOptius



9:10 – 9:55

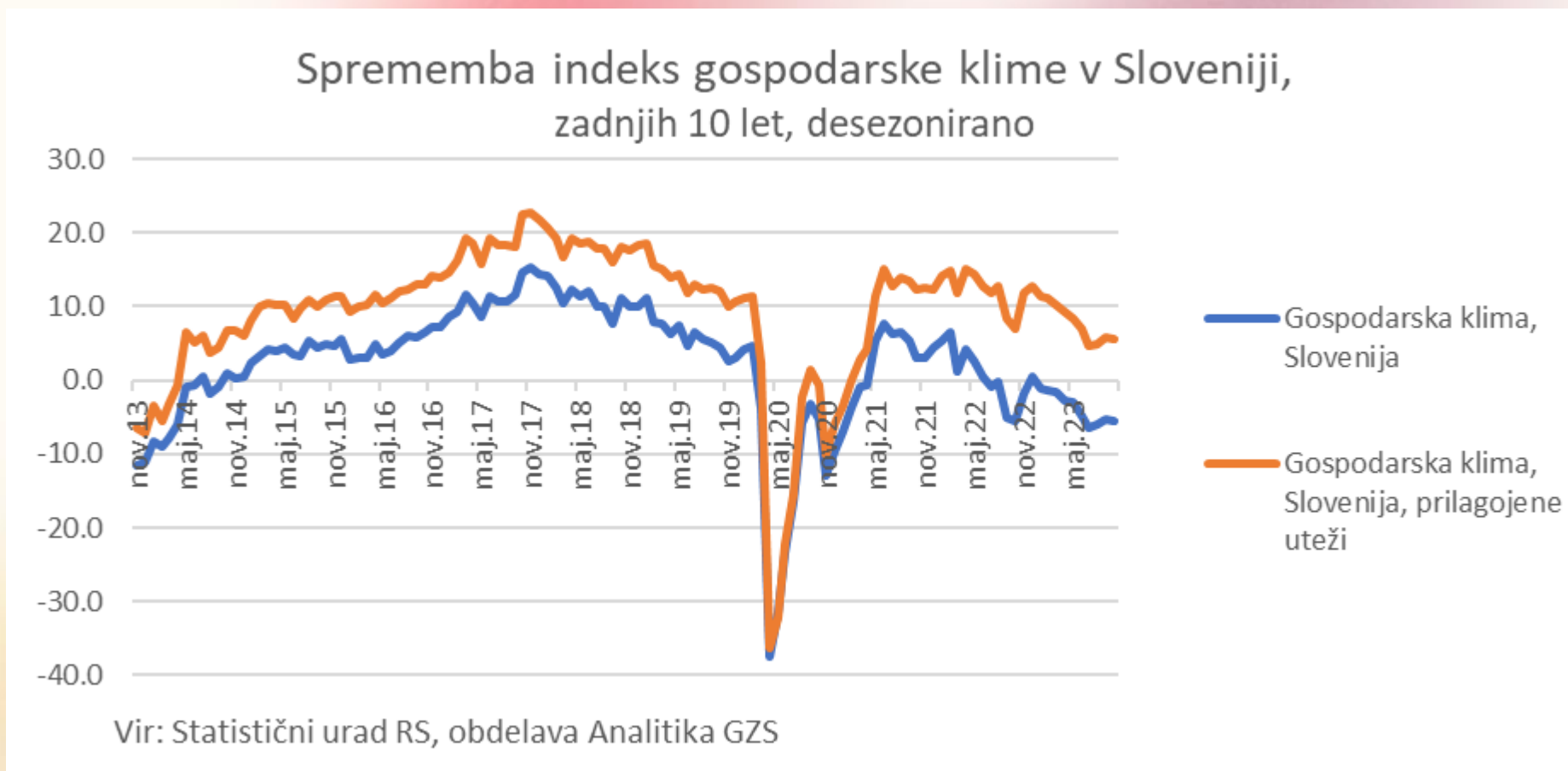
Izzivi optimizacije stroškov dela v negotovih časih

Bojan Ivanc, CFA, CAIA

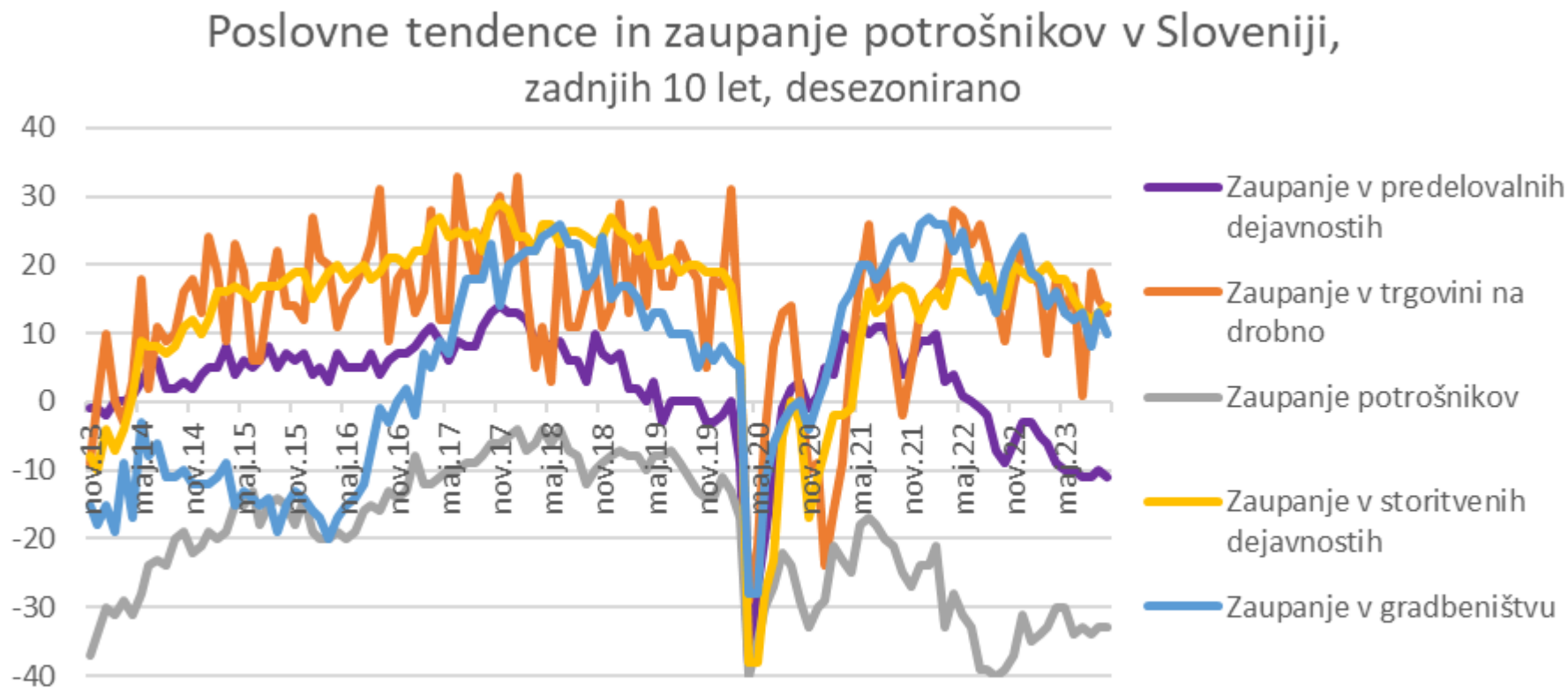
Glavni ekonomist pri Analitiki GZS Slovenija



Gospodarska klima tudi po zaključku energetske krize šibka

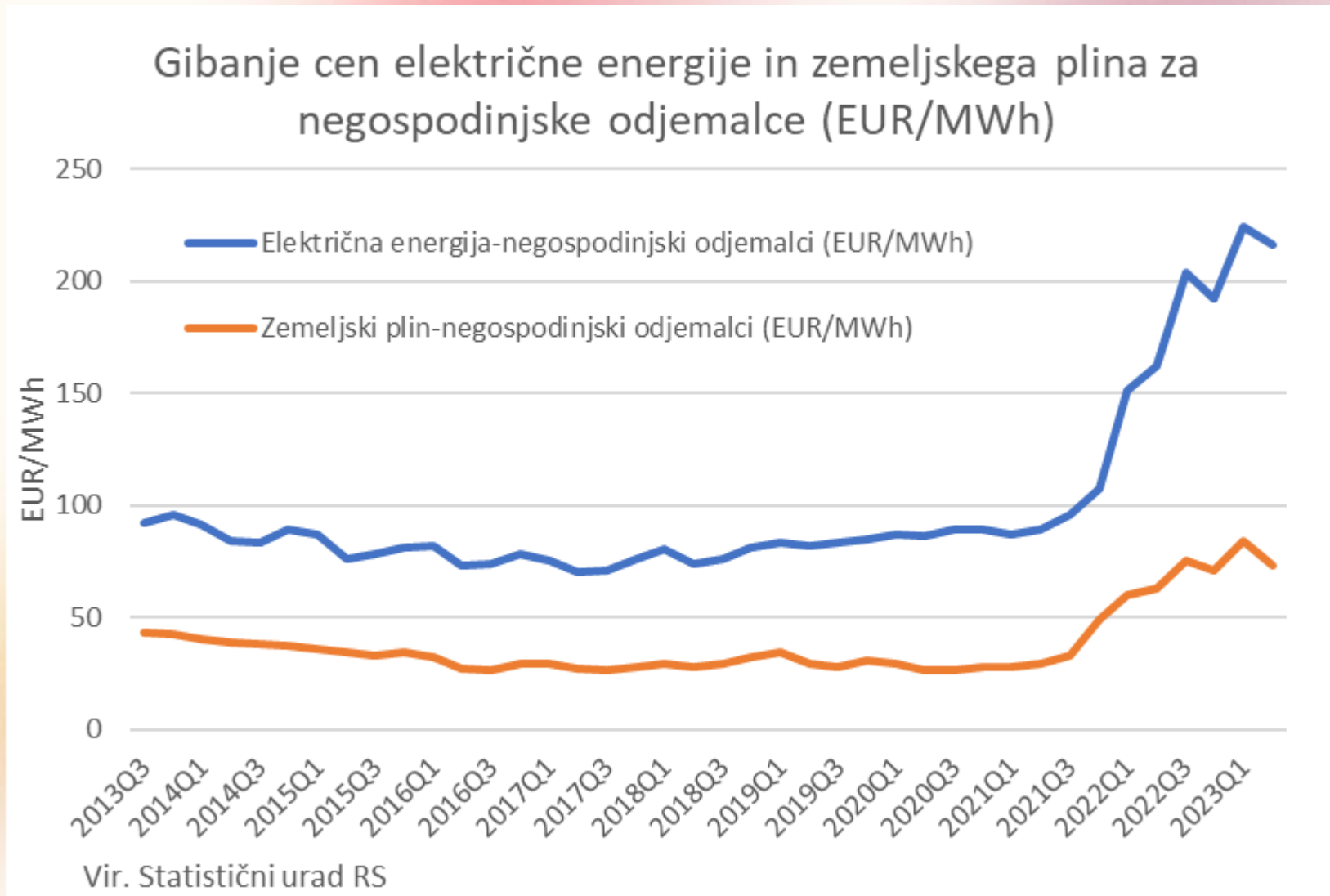


Potrošniki in predelovalne dejavnosti najbolj črnogledi



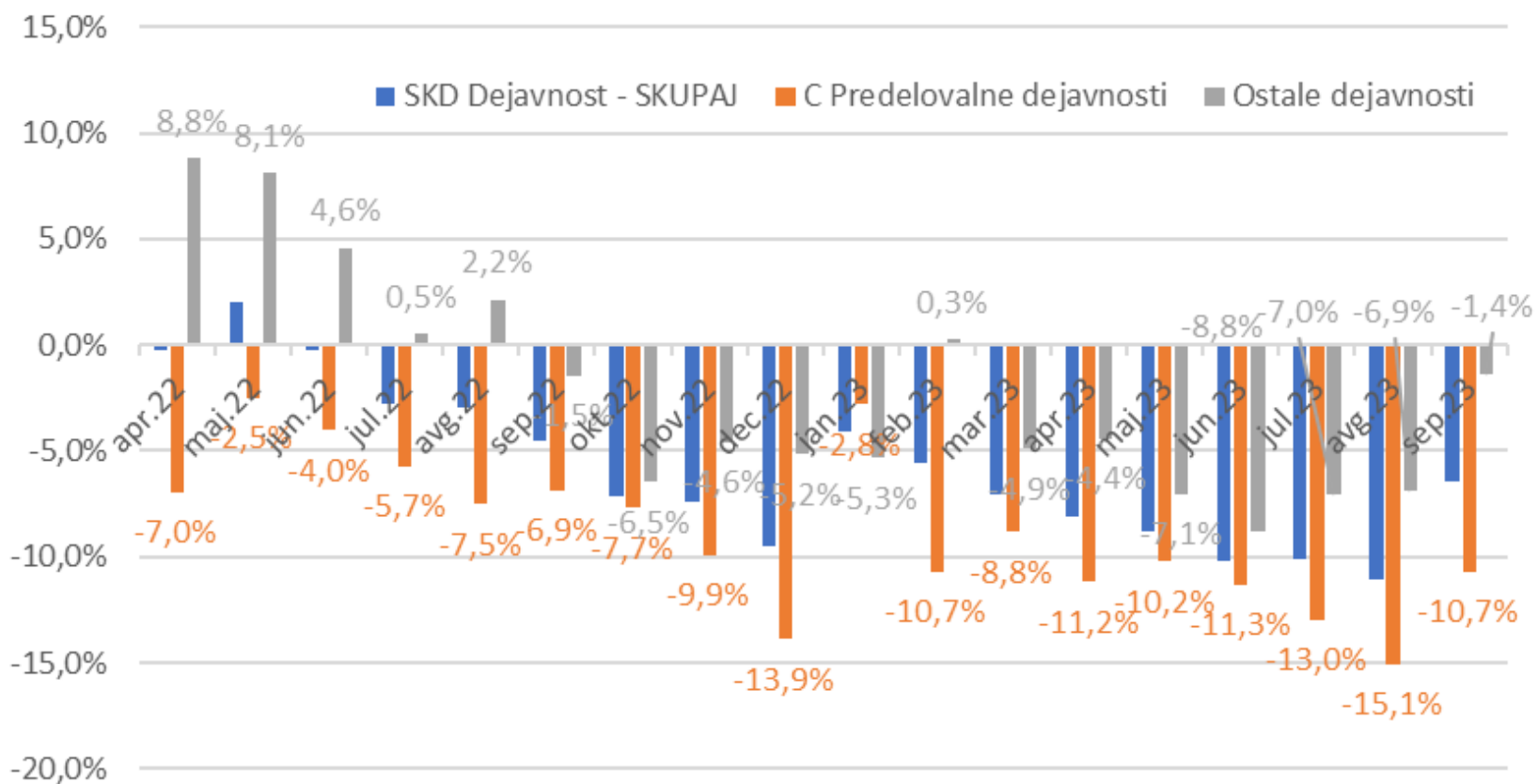
Vir: Statistični urad RS, obdelava Analitika GZS

Izrazita rast cen dveh za gospodarstvo najpomembnejših energentov najpomembnejši razlog



Vojna na vzhodu Evrope znižala porabo električne energije ter plina

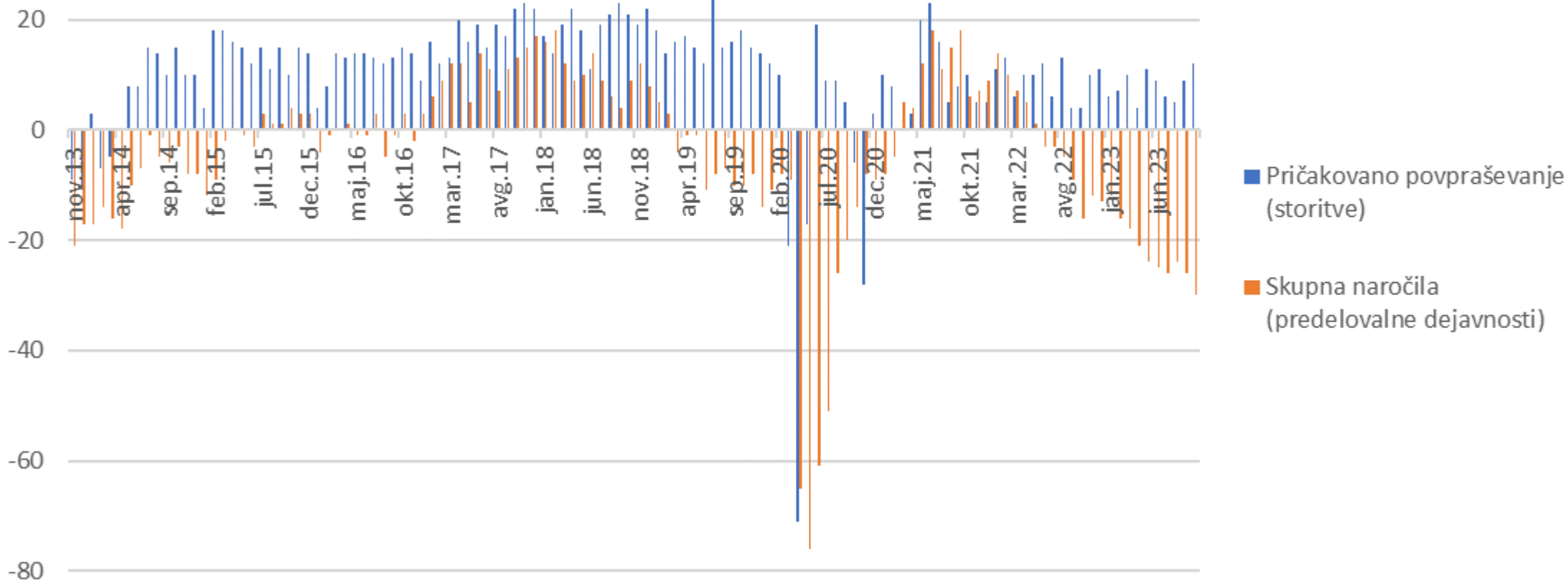
Poraba električne energije v proizvodnih in storitvenih dejavnostih (M/M-12), zadnjih 18 mesecev



Vir: Statistični urad RS

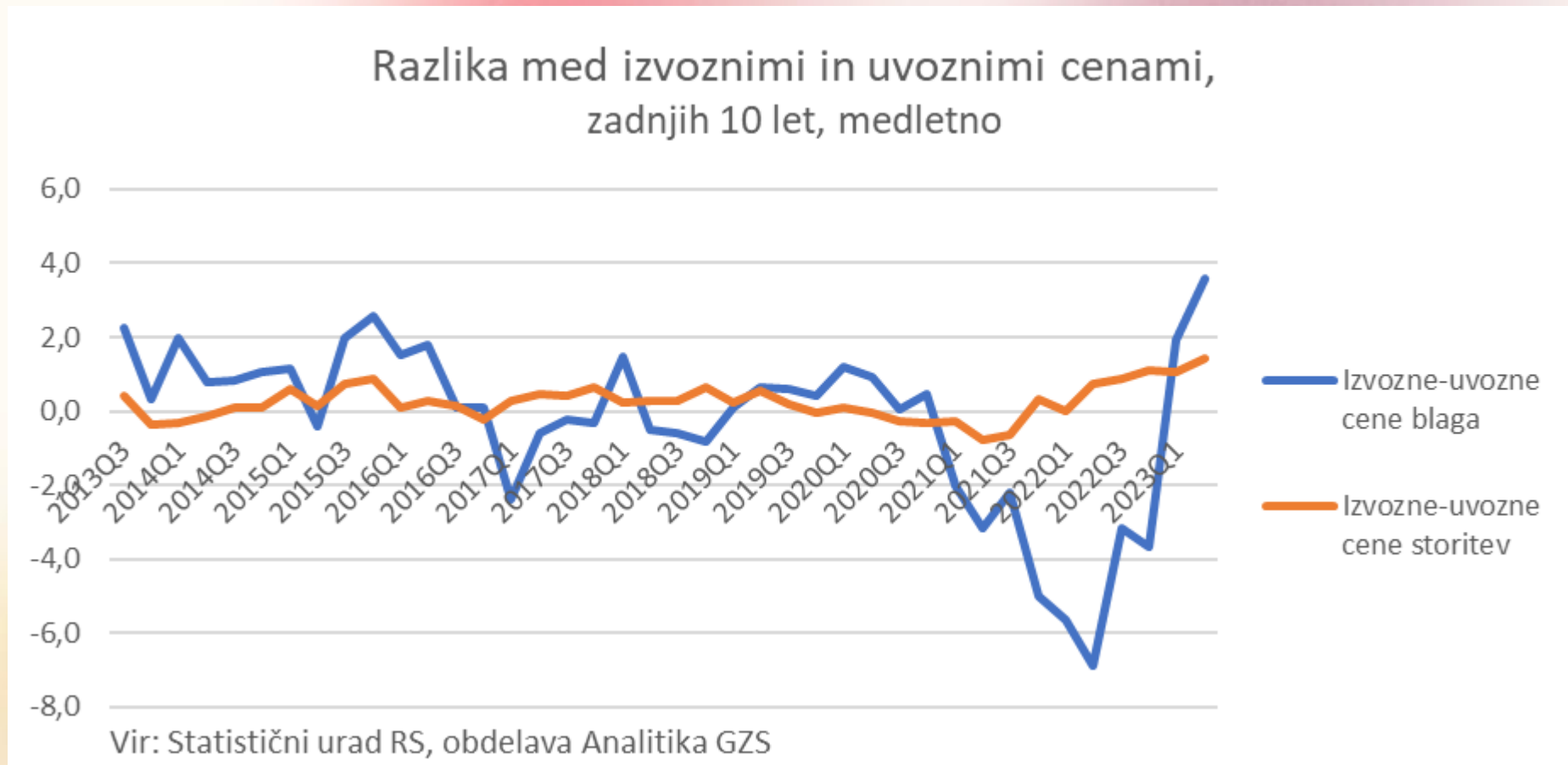
Predelovalne dejavnosti z izrazitejšim padcem naročil, v storitvah stabilno

Povpraševanje v storitvah in predelovalnih dejavnostih, zadnjih 10 let desezonirano

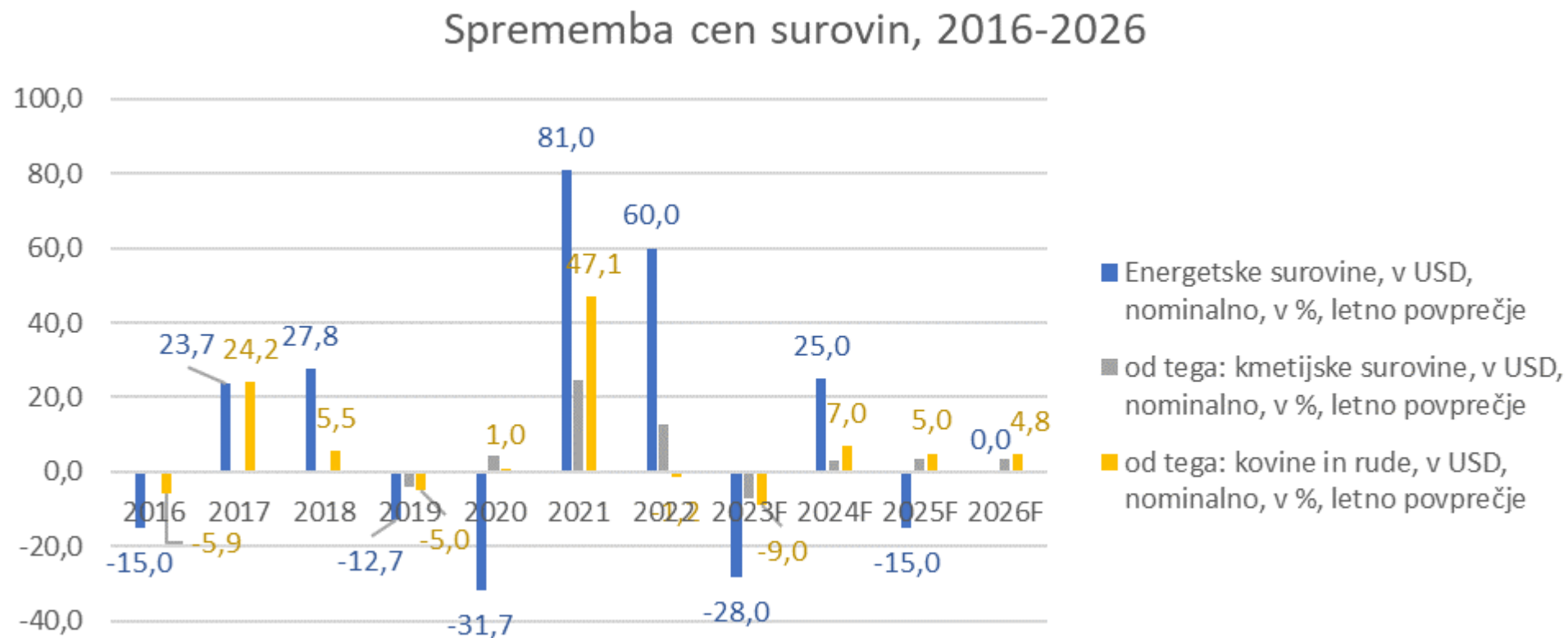


Vir: Statistični urad RS

Rast izvoznih cen po dveh letih zaostanka prehiteva uvozne

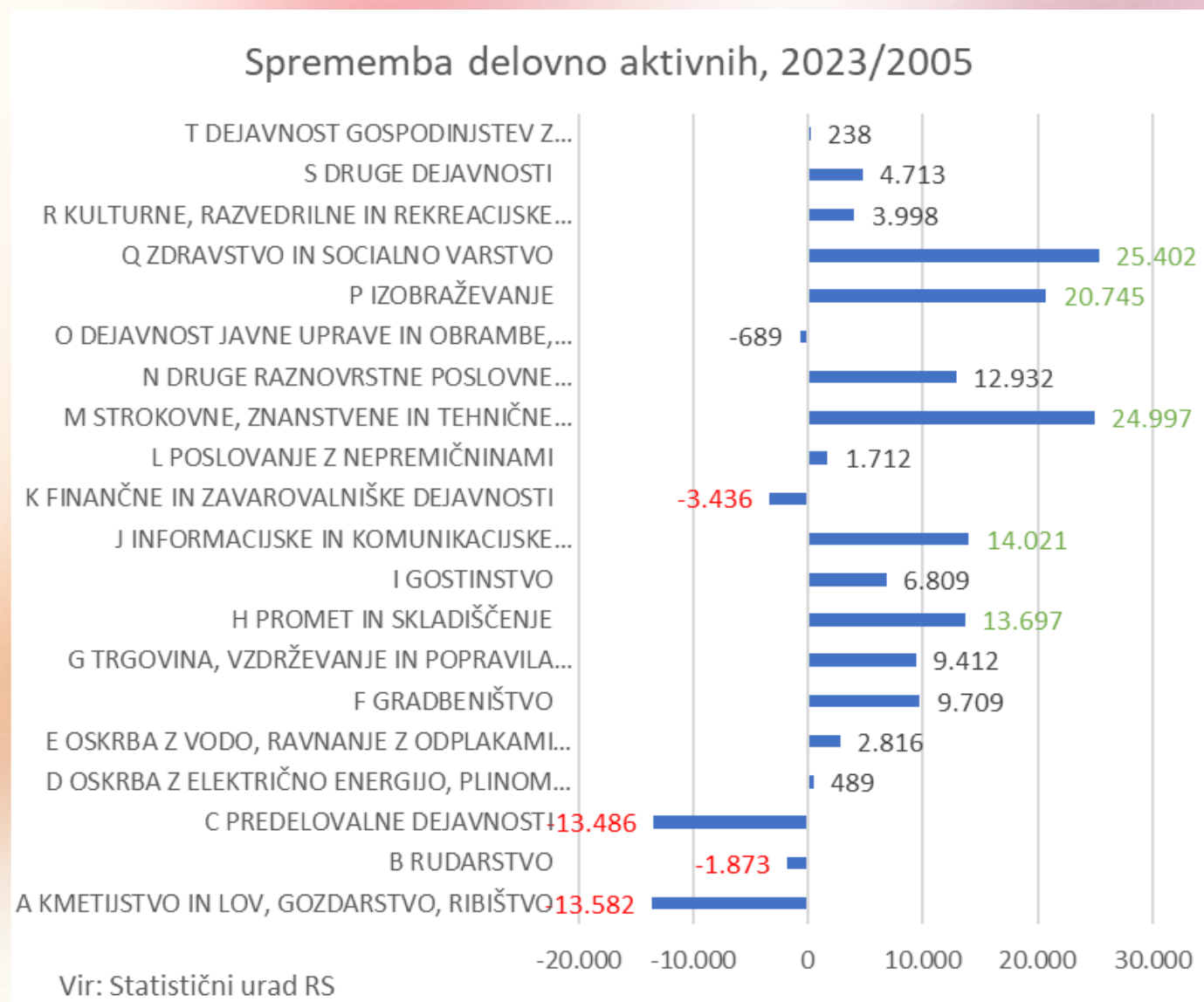


Cene surovin so izjemno volatilne

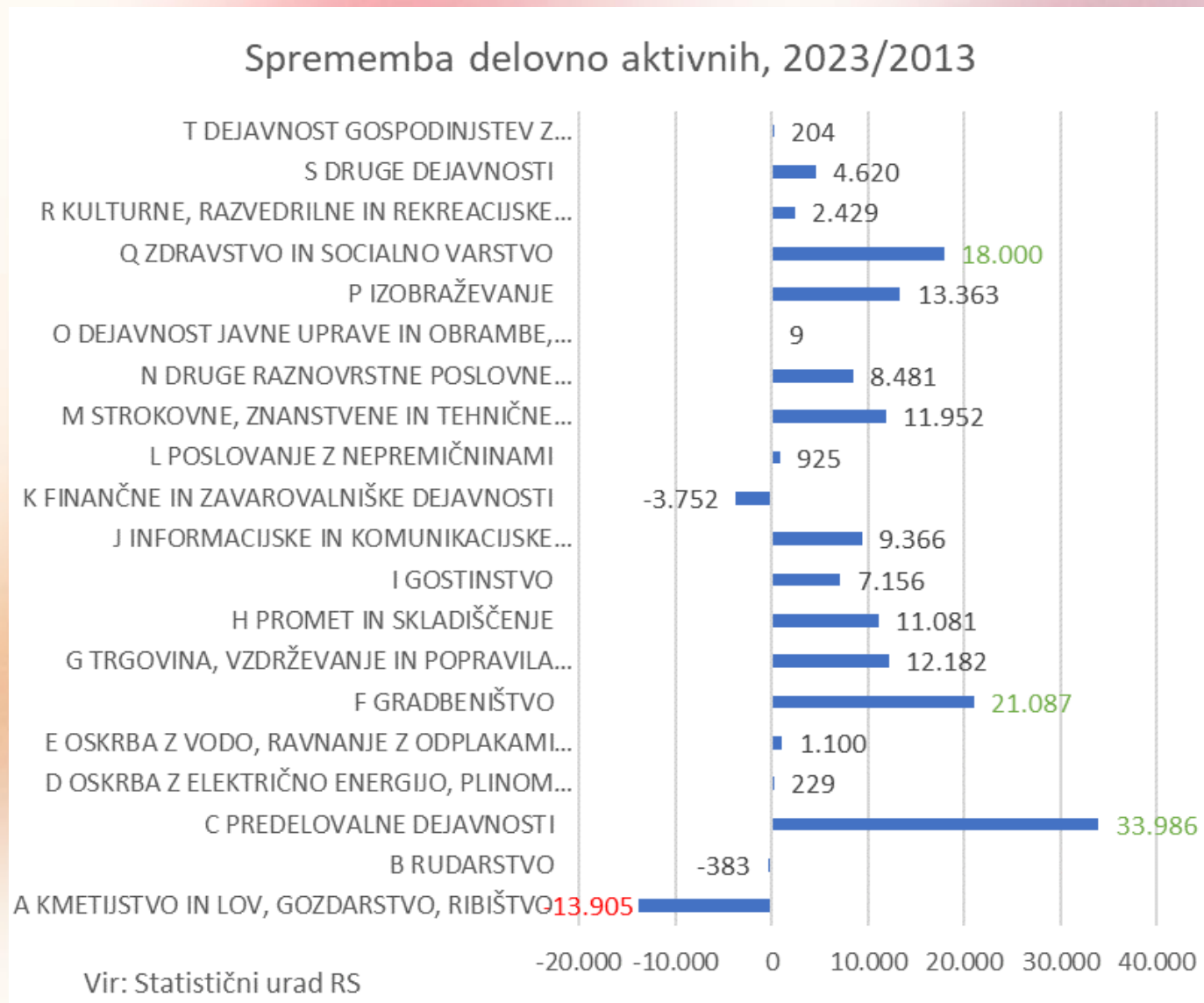


Vir: Svetovna banka, napovedi Analitika GZS

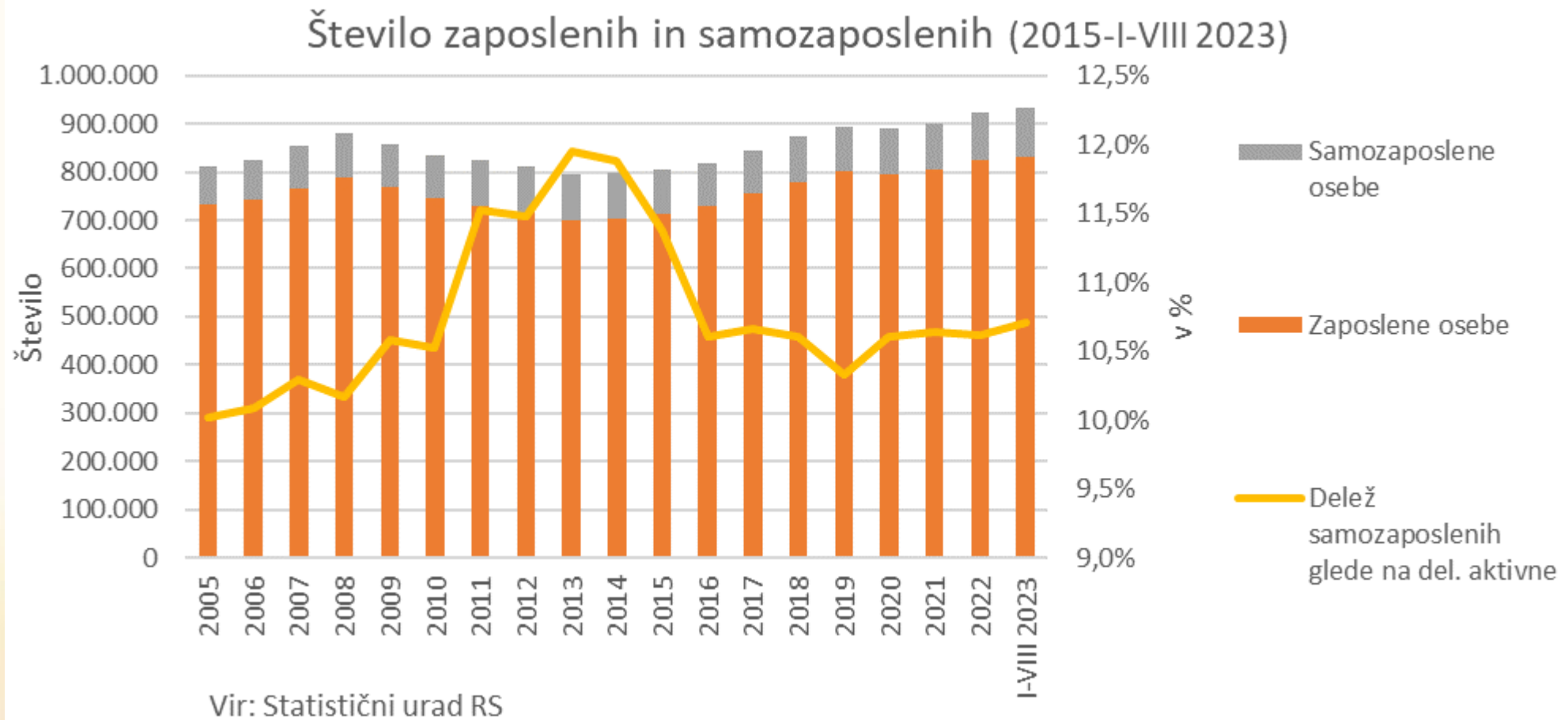
V zadnjih 18-ih letih rast zaposlitev predvsem v storitvah



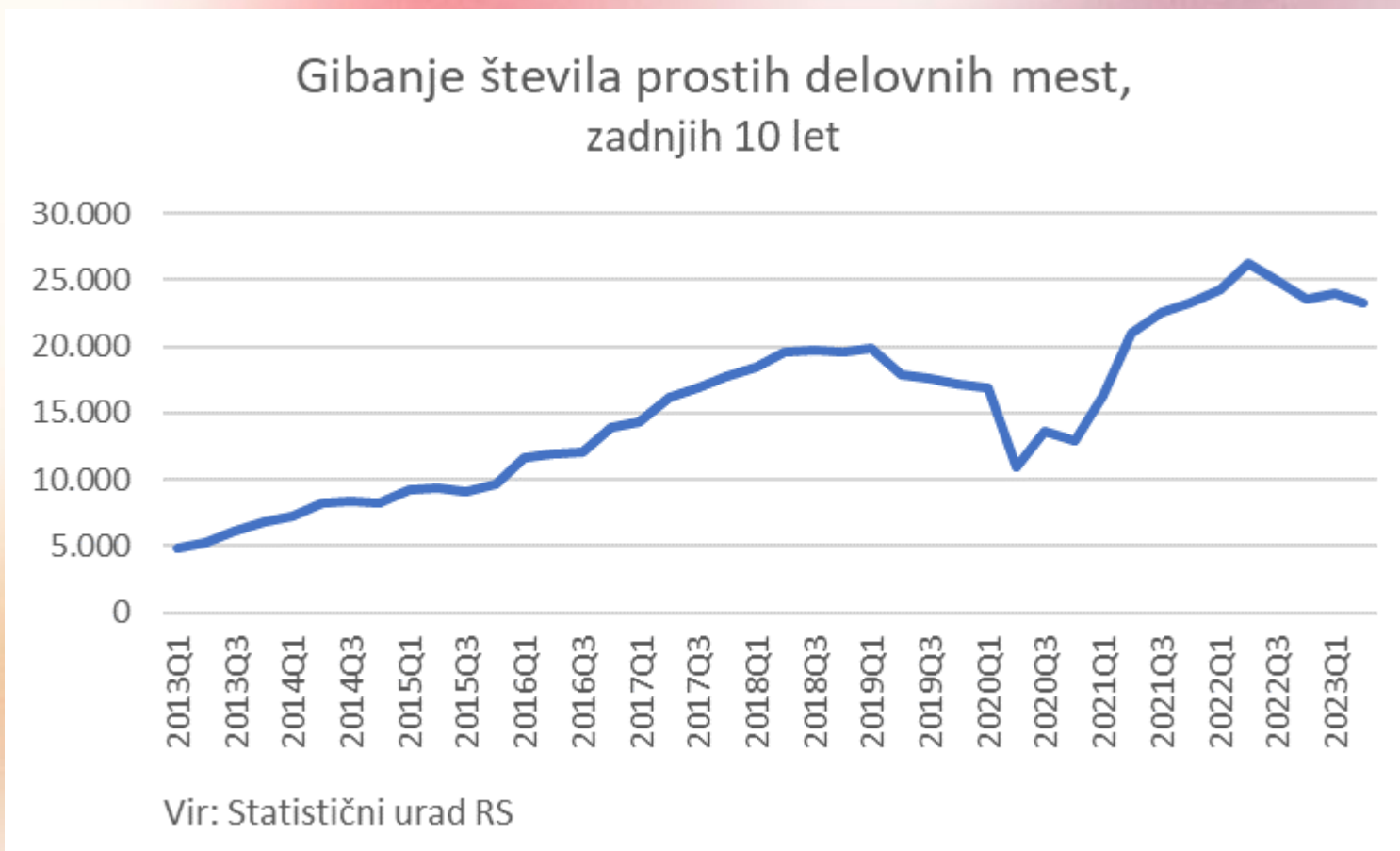
V zadnjem desetletju pri zaposlovanju prevladujejo predelovalne dejavnosti, gradbeništvo ter zdravstvo



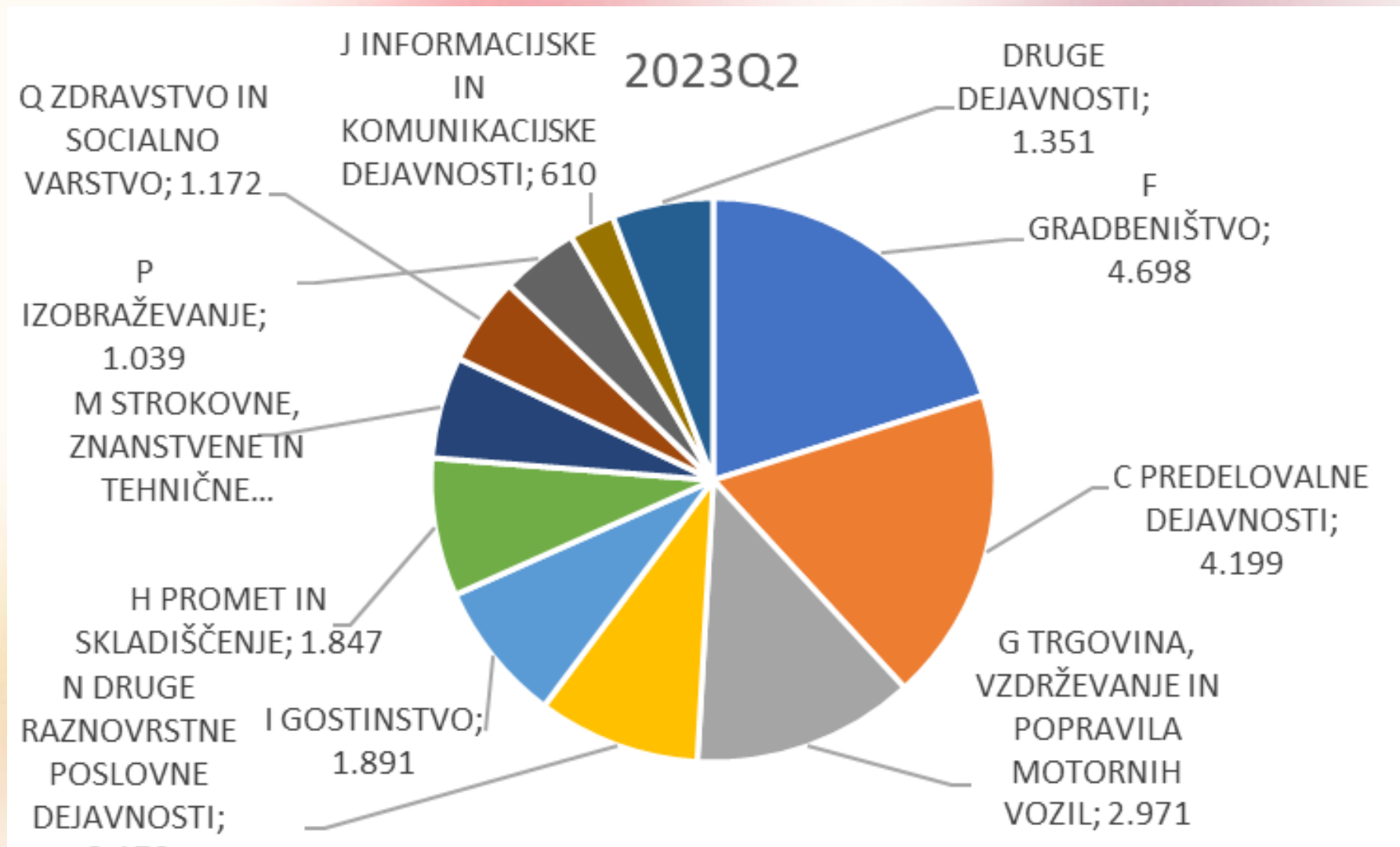
Delež samozaposlenih ostaja stabilen po 2016



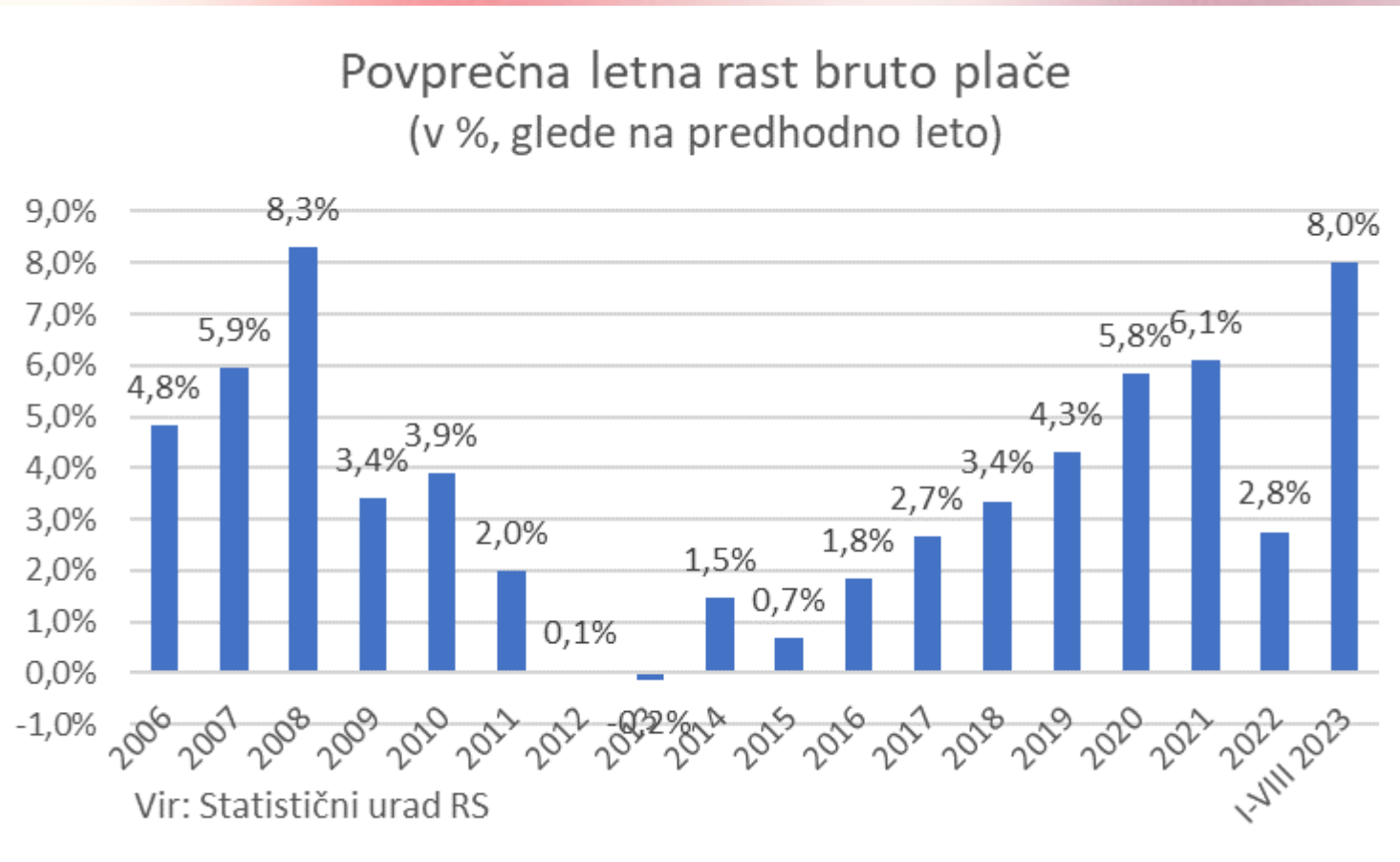
Še vedno izrazito pomanjkanje novih zaposlenih



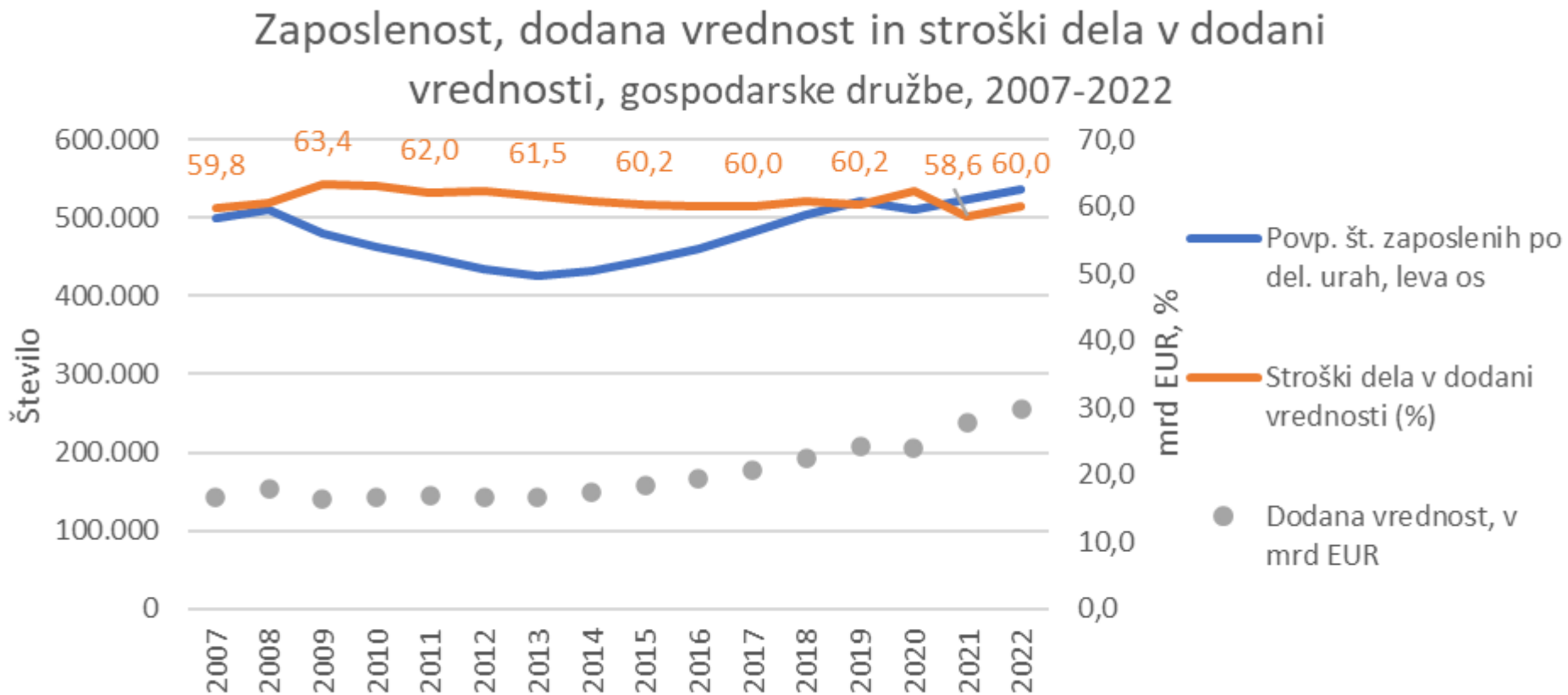
Gradbeništvo, predelovalne dejavnosti in trgovina predstavljajo polovico prostih delovnih mest



Pandemija (dodatki) in inflacija sta pospešili rast plač



Višja dodana vrednost in nižji pomen stroškov dela v dodani vrednosti krepi zaposlenost



Vir: Kapos, podatki Ajpes

Dejavniki, ki spodbujajo trg dela

- Inflacija (v Sloveniji in območju evra)
- Tesnost trga dela (pomanjkanje delovnih mest)
- Demografija (večanje primanjkljaja)
- ZDR-1 in rast pravic
- Obnova Slovenije in še vedno splošna spodbujevalna fiskalna politika (vsaj 2024, delno 2025)
- Uporaba instrumenta čakanja na delo

Dejavniki, ki hromijo zaposlenost

- Slabšanje konkurenčnosti podjetij (razlike v dinamiki stroškov dela, rast minimalne plače) lahko dodatno zniža naročila in s tem proizvodnjo
- Uskladitev minimalne plače (vpliv na rast stroškov dela)
- Monetarna politika, ki vpliva na rast obrestnih mer (Euribor)

Naš pogled na trg dela v 2024-2025

- Zmerno znižanje ali stagnacija v predelovalnih dejavnostih (visoka mednarodna konkurenca v proizvodnji), zmerna rast v storitvah (povezana z gradbeništvo)
- Rast plač bo nekoliko nad inflacijo (6 % v 2024)
- Majhna verjetnost večjega znižanja delovnih mest (>-5.000) zaradi projekta obnove Slovenije, fiskalne politike



9:55 – 10:30

Vloga vodstva in ohranjanje ključnih kadrov, ter kako ob tem (pre)živeti



Mag. Nataša Naraks Koprivc

Vodja kadrovske operative v podjetju

Pivovarna Laško Union d.o.o., HR entuziastka

Mentimeter



- <https://www.mentimeter.com/app/presentation/al3dzmj kf1re7daooqg2pwjf79x7882y/8xge3f667g35/edit>

Vloga vodstva

- sprejem odločitve
- oblikovanje teama (kakšnega?)
- analitika
- priprava strategije
 - racionalizacija?
 - optimizacija?
 - reorganizacija?
- komunikacija



Ohranjanje ključnih kadrov

- skrb za sodelavce - oblikovanje strategije
- kaj lahko in česa ne moremo?

Primer:

- izdelava plana izobraževanj (individualno ali skupinsko, externo ali interno – prenos znanja sodelavec sodelavcu, krepitev povezanosti znotraj ekipe in širše, priznavanje kompetenc, vzpostavitev materialnega ali nematerialnega nagrajevanja za „predavatelje“, organizacija izobraževanj v podjetju = prihranek časa in zmanjšan strošek)



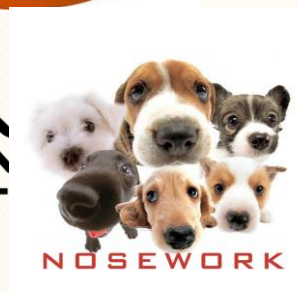
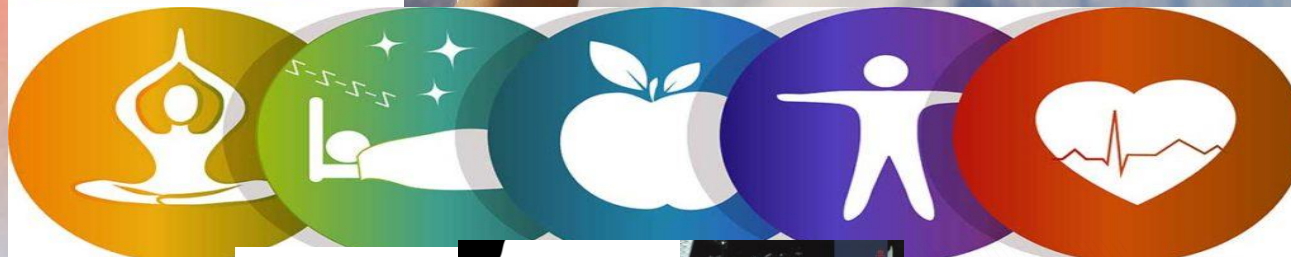
PROMOCIJA
ZDRAVJA NA
DELOVNEM
MESTU

Prilagodljivost

»Stay committed to your decisions,
but stay flexible in your approach.« - Tony
Robbins

...in kako ob tem preživeti?

- zaznati stiske zaposlenih
- poskrbeti zase





ODMOR

15 min

Optius HR klub

Kadrovik
- srce organizacije

Pridružite se nam v HR klubu in postanite del ekskluzivne skupnosti kadrovskih strokovnjakov.

Srečanja potekajo nekajkrat letno v sproščenem vzdušju in družbi zanimivih sogovornikov.

poskeniraj me





10:50 – 11:25

Fokus na ljudi in kulturo terja svoj budget - pametno

Katarina Primožič Ramoveš, MSc

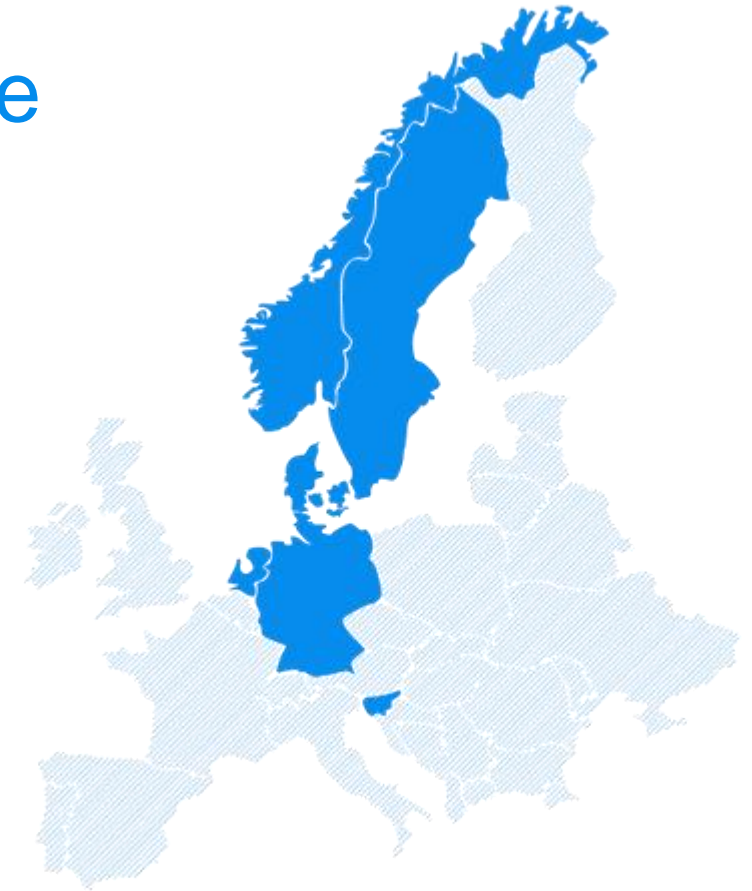
Pravnica in direktorica področja ljudje in kultura v podjetju NIL d.o.o.



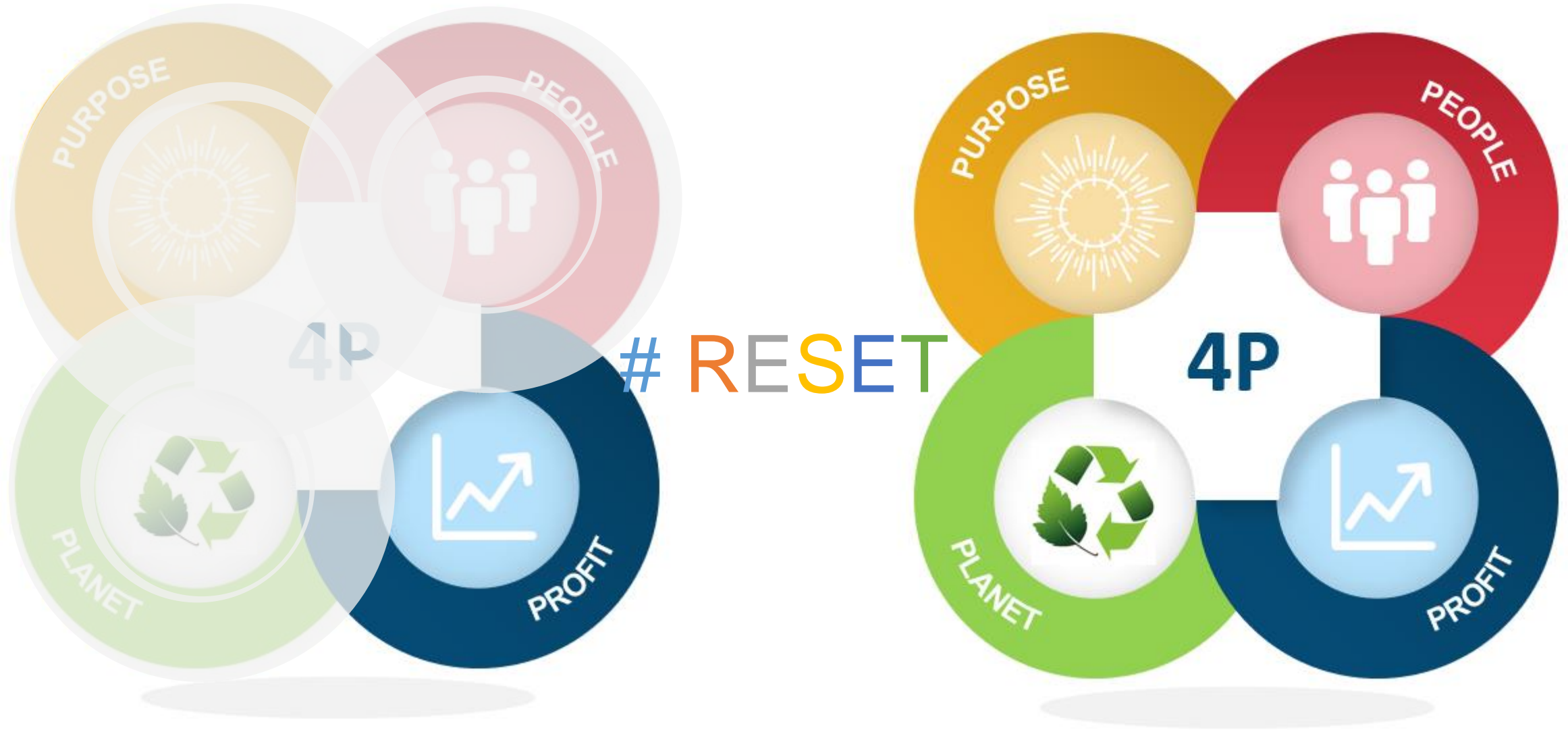
Note: Predstavitev je v Angleškem jeziku, ker delujemo v mednarodnem okolju - hvala Vam za razumevanje.

We are NIL-part of CONSCIA

- +30years in IT industry & +1000 people
- first SI internet provider
- first SOC in the region
- university collaborator
- over 30 students



The context



HR played a pivotal role in fostering alignment between business objectives and the impact of people and organizational culture on future business

BUSINESS GOALS NIL GOAL FRAME

- EBITDA
- REVENUE

- CUSTOMER SATISFACTION
- EMPLOYEE ENGAGEMENT
- POSITIVE IMPACT



CULTURE AS A STRATEGIC TOPIC
BUILDING AND NURTURING DESIRED
CULTURE, USING THE 5-STEP APPROACH

NIL 5-step model towards desired culture



**NIL VISION, MISSION,
PURPOSE**

**NIL VALUES &
BEHAVIOURS**

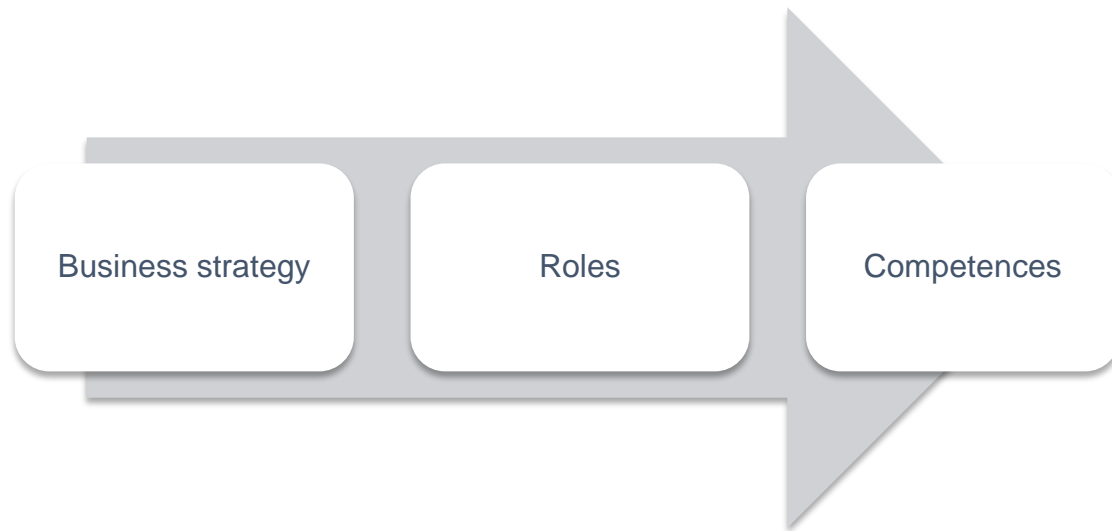
**PRACTICES,
POLICIES:
NIL GOAL FRAME**

**LEADERSHIP
BEHAVIOURS AND
WAYS OF
THINKING AND
OPERATING**

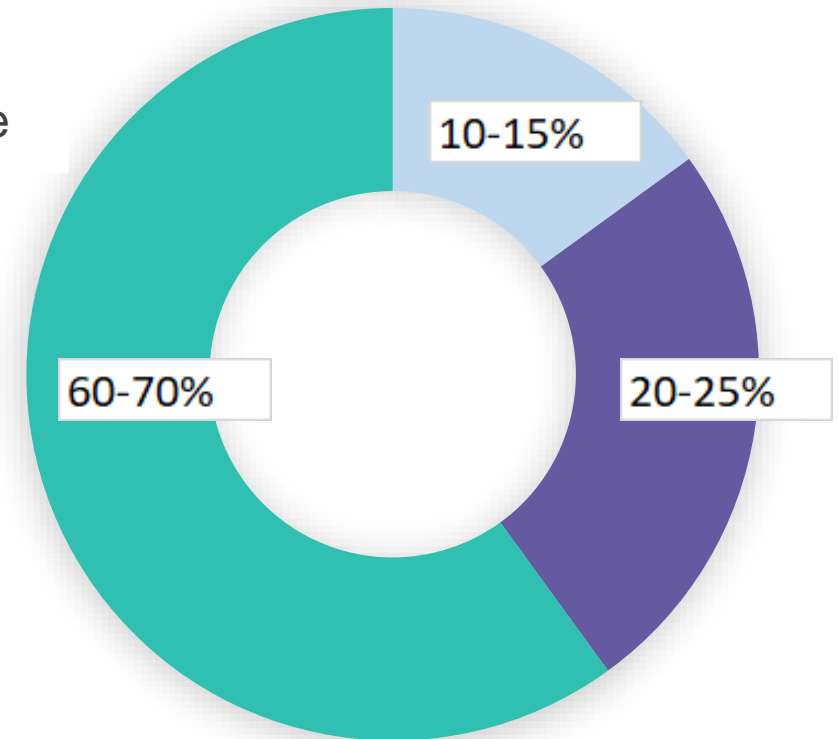
**EMPLOYEES
BEHAVIOURS AND
WAYS OF
THINKING AND
OPERATING**

**PEOPLE &
CULTURE CYCLE
– QUALITY
MANAGEMENT
SYSTEM**

Strategic workforce planning model – works in every context!



- strategic
- core
- supportive



Classical segmentation of roles

Retention matrix

STRATEGIC COMPETENCES

PERFORMANCE / IMPACT

**PROBABILITY OF PEOPLE LEAVING THE
COMPANY**

ORGANIZATIONAL MEASURES

INDIVIDUAL NEEDS

Performance review cycle, systemization & employment contracts need to be and are interconnected

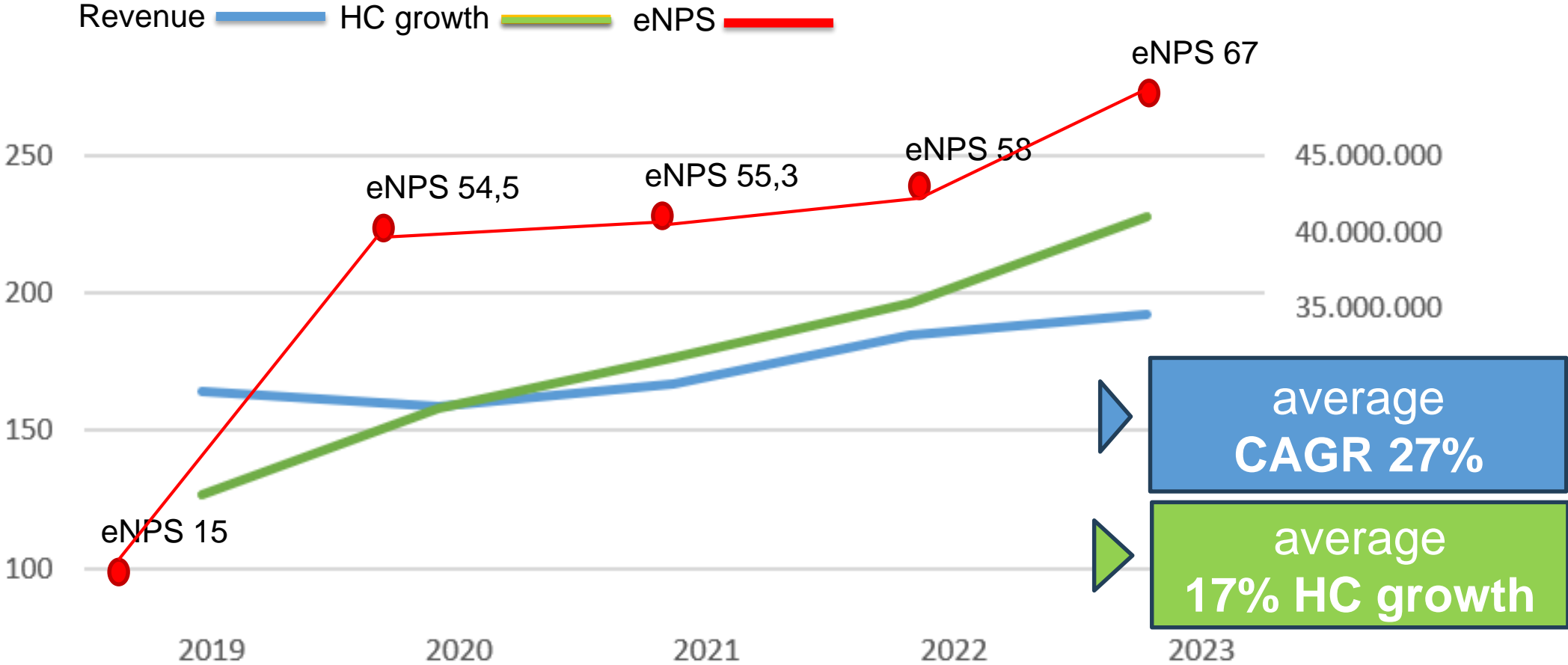
- Job descriptions to provide clarity
- Strategic positions
- Employment contracts addressing the needs
- Performance management involving NIL goal frame



| COMPANY LEVEL OBJECTIVES | | ID | Goal |
|--|--|--|--|
| | | 1 | Revenue target (100%) in 2023: 38,2 Mio EUR |
| | | 2 | EBITDA (100%) in 2023: 5,8 Mio EUR |
| | | 3 | Employee engagement & eNPS increase – 58,6 target |
| | | 4 | Customer NPS positive trend |
| | | 5 | Sustainability awareness & impact: issuing sustainability report |
| ORGANIZATIONAL OBJECTIVES: Strategic goals & Operational excellence defined on department level | | 1 | TBD |
| <ul style="list-style-type: none"> • Strategic goals implementation and realization, aligned with Conscia Commission model for individual quota bearing • Financial goals of sales teams • Operational activities focused on operational excellence | | 2 | TBD |
| | | 3 | TBD |
| | | PERSONAL GOALS, DEFINED ON PERSONAL LEVEL: DEVELOPMENT, NURTURING NIL&CONSCIA VALUES | |
| | | 2 | Contributes to our success by delivering on promise in the work with colleagues and customers |
| | | 3 | Contributes to great achievements by committing to collaborate in the work with colleagues and customers |
| | | 4 | Actively addresses personal development as he/she learns for life in the everyday work |
| | | 5 | Is doing the right thing in the right way by embracing sustainable change in the work with colleagues and customers |
| | | 6 | Personal development plan REALIZATION |

| Naziv DM - novo | | Prinosnici oddeljak/ SRM | OTE | DIRE NIL | | | NIL cilji | | Operational excellence | | | | | | | | Personal development | | Professional development | | Team work and collaboration | | Customer & partner | | Skills & knowledge | | Learning & development | | | | |
|-----------------|---------|--------------------------------|-----------------------------|------------------------|-----------------|-----------|-----------|------|------------------------|---------|---------|----------|------------|-------|----------------|--------------------|----------------------|-----|--------------------------|-----|-----------------------------|-----|--------------------|-----|--------------------|-----|------------------------|-----|-----|-----|-----|
| EBITDA | REVENUE | Engagement | Strategic VCP or sales link | Operational excellence | cash collection | for sales | plan | plan | with the 10 | between | or face | strategy | challenges | sales | getting things | building knowledge | and sharing | 20% | 20% | 20% | 20% | 20% | 20% | 20% | 20% | 20% | 20% | | | | |
| 800/700 | 790/90 | 100% | 75% | 75% | 75% | 75% | 5% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | | |
| 85/15 | 80/40 | 100% | 75% | 75% | 75% | 75% | 5% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | |
| 70/90 | 70/90 | 100% | 75% | 75% | 75% | 75% | 5% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | |
| 100 | 100 | 100% | 75% | 75% | 75% | 75% | 5% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | |
| 100 | 100 | 100% | 75% | 75% | 75% | 75% | 5% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | |
| 100 | 100 | 100% | 75% | 75% | 75% | 75% | 5% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | |
| 100 | 100 | 100% | 75% | 75% | 75% | 75% | 5% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | |
| 100 | 100 | 100% | 75% | 75% | 75% | 75% | 5% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |
| 100 | 100 | 100% | 75% | 75% | 75% | 75% | 5% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |
| 100 | 100 | 100% | 75% | 75% | 75% | 75% | 5% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |
| 100 | 100 | 100% | 75% | 75% | 75% | 75% | 5% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |
| 100 | 100 | 100% | 75% | 75% | 75% | 75% | 5% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |
| 100 | 100 | 100% | 75% | 75% | 75% | 75% | 5% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |
| 100 | 100 | 100% | 75% | 75% | 75% | 75% | 5% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |
| 100 | 100 | 100% | 75% | 75% | 75% | 75% | 5% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |
| 100 | 100 | 100% | 75% | 75% | 75% | 75% | 5% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |

Improved business outcomes & eNPS significant increase



HR metrics and key results

| KPI | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | |
|-----------------------------|---------|---------|---------|---------|---------|--------------------|
| EMPLOYEE NET PROMOTOR SCORE | 15 | 54,5 | 55,3 | 58 | 67 | ▶ 346.67% increase |
| TOTAL ATRITION | 35% | 29% | 8% | 4,19 % | 3,8% | ▶ 89.14% decrease |



Let's connect! Check NIL-part of Conscia
if you need a strategic IT business partner
in securing your data and preventing
cyber attacks!



www.linkedin.com/in/katarinaprimozic/

NIL
part of conscia



11:30 – 12:10

Okrogla miza



Mag. Nataša Naraks Koprivc
univ. dipl. soc. del in
HR entuziastka



Bojan Ivanc, CFA, CAIA
Chief Economist at Chamber of
Commerce and Industry
of Slovenia



**Katarina Primožič
Ramoveš, MSc**
People & Culture
& Communications officer



Saša Boštjančič
direktorica zaposlitvenega
portala Optius.com



Vida Petrovčič
novinarka



Tamara Valenčič
strokovnjakinja na
področju razvoja in
upravljanja talentov



HVALA ZA POZORNOST

Se vidimo prihodnje leto.