

**HR boost
For Better
Employment:**

improving personnel practices to inclusively employ skilled workforce



When HR is more than just a job

Greetings everyone!

Just a few years ago, HR was mostly associated with personnel departments and job descriptions. Today it's the epicenter of change. HR departments have become instrumental in making sure a veteran returns to civilian life, a young person gets their first chance, a mother returning from parental leave receives the support she needs.

We launched HR boost For Better Employment because we see that the Ukrainian labor market holds enormous potential – human, resilient, diverse.

And to unlock this potential, we need more than just knowledge. We need a new vision. We need a community that isn't afraid to talk about what's difficult. One that believes real strength is lies in mutual support.



This newsletter isn't just about updates – it's about inspiration. Real stories of change. Ideas already being put into action in companies.

And also – an invitation: join in, take action, share! We stand beside you and believe: a better labor market begins with human-centered HR. With you and for you,

*Nataliya Starodub and Yuriy Bulyk,
co-founders of
NGO Center "MENTOR"*

In this issue

Employment = Integration + Support + Flexibility
3 tools of inclusive HR: marketing, recruitment, internal communications...

p. 6

In focus – learning

4 courses for HR professionals in Vinnytsia, Kyiv, and Lviv – AI, DEI, onboarding, HR communications and support for vulnerable groups

p. 2

Video interview with HRD at LEONI

Nadiia Shaban – on values, veteran support, and the role of HR in the team

p. 9



Training participants and organizers, Kyiv, Group I

HR-reboot: inclusion, artificial intelligence, and a new depth of leadership

In June, four three-day training and innovation courses were held for HR managers and professionals. The events took place in Vinnytsia, Kyiv (2), and Lviv.

In total, over 60 HR practitioners and HR directors from medium and large companies participated in the training. These companies operate in construction, transport and logistics, agriculture, and services, representing almost all regions of Ukraine.

Each training program was designed to develop skills that address today's challenges: labor market instability, the growing number of vulnerable employee groups, and the need to adapt people with new life stories –

veterans, internally displaced persons, women with children, youth without experience.

Three intensive days that change perspectives

The first day focused on HR marketing: employer branding, DEI principles (diversity, equity, inclusion), employee needs analysis, and content strategy.

Participants learned to build

communications that do not just inform but inspire, engage, and support.

The second day focused on recruiting, onboarding, and the use of AI. Participants explored candidate sourcing channels (from LinkedIn to Telegram), process automation, GPT/Claude tools and others for creating job postings, as well as adapting new employees in hybrid work environments.



“

I strengthened my skills in communicating with different audiences without generalizations or discriminatory clichés. HR marketing revealed itself to me as a field of ethical leadership.

Liudmyla Kuzmenko, Head of the Department of HR Policy and Personnel Development, LLC "AVTOMAGISTRAL-PIVDEN"

SNAPSHOTS; POWERED BY TRANSFORMATION!

Photo report on the training and innovation courses for HR managers and specialists, June 2025



All 63 participants noted the high practical value of the course and expressed a demand for continuation with deeper focus on AI topics, inclusive learning design, crisis communication, as well as initiatives for developing the HR community.



Training participants and organizers, Lviv, Group II





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By the second day of training, I had already rethought job descriptions and am ready to test chatbots for onboarding new employees. It really saves time and adds transparency.
Margarita Polishchuk, HR LLC "ZS AUTO CENTER"



Training participants, organizers, and partners, Vinnytsia, Group III

The third day was no less important, with internal communications and creating a microculture of support as the main focus.

How to talk about difficult topics? How not to stay silent, but openly address crisis situations? How to build trust within teams during the war? Honestly and practically.

What did this training provide?

For experienced HR professionals and HRDs, this course became a reboot platform:

- the opportunity to test AI tools in practice – from automated recruitment solutions to feedback analysis;
- a deeper understanding of inclusivity not as a trend, but as a practice of survival and resilience;
- expanding the network of like-minded professionals – participants formed informal communities to exchange cases and provide mutual support;
- a clear vision of how to translate corporate values into real actions at the team level.

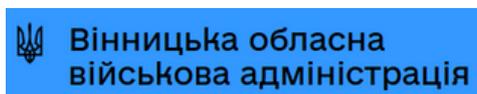
The fifth course will take place in September 2025. Overall, the goal is to improve skills and build a professional community of 100 HR specialists!



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We need not just inclusion policies, but genuine humanity in communication. Now I better understand how to build a culture where everyone has a voice.
Anzhela Popovych, Head of Recruitment and Onboarding Group, AGRO MHP

MEDIA ABOUT US:



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Training participants, organizers, and partners, Kyiv, Group IV

REGIONAL ADVISORS ON THE PROJECT

33 regional advisors – representatives of business associations, state and municipal authorities, and educational institutions – provided local outreach, reviewed submitted HR boost applications, and supported our participants throughout the training programs. The NGO “MENTOR Center” has signed 15 memorandums of cooperation.



**Liudmyla Sizikova,
First Vice President
Kyiv Chamber of
Commerce and Industry**

An excellent and highly relevant project for today – HR boost from NGO Center “MENTOR,” supported by international donors.

Its implementation is wonderful, professional, and powerful! I am sincerely grateful for being involved in its implementation as a regional advisor and chair of the selection committee. I am proud of our companies and HR professionals who have the opportunity to undergo this training cycle, I am happy for them, and confident in its effectiveness!

Wishing everyone fruitful work!



**Serhii Kucheriavenko,
First Vice President
Dnipropetrovsk Chamber of
Commerce and Industry**

Modern recruiting is not about finding the perfect candidate. It's about creating conditions where a person with potential can realize themselves, regardless of life circumstances. And in this, HR must become an agent of opportunities.

I am glad that more than 10 companies from the region have joined the HR boost project – strong manufacturers and talented professionals.



**Larysa Kashchyna,
Family Policy and Wellness
Department, Department of
Social and Youth Policy,
Vinnytsia Regional Military
Administration**

In today's realities, inclusive employment is not only social responsibility – but also a guarantee of resilient regional development.

It is extremely important that HR professionals have modern tools to work with those who need special support – including veterans, internally displaced persons, youth, women with children, and older adults.



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HR for the Strong: How Businesses Can Support Veterans, IDPs, Women and Youth through Effective HR Practices

Three Focus Areas for Change – HR Marketing, Recruitment, and Internal Communications – Along with Practical Tips Already Implemented in Ukrainian Companies

These recommendations are based on a training for HR professionals that brought together the experience of managers from various industries.



The war has changed not only the economy and labor market – it has changed people. Thousands of Ukrainians are returning from the front lines, relocating, losing their jobs, or facing difficult life circumstances. Businesses are increasingly serving as the environments where these people can regain confidence and income, as well as cultivate a sense of belonging.

Companies in construction, transport, logistics, agriculture, and services not only need personnel – they have the opportunity to open doors for those who need it most.

HR Marketing: Show That Your Company Is for Everyone

Start by Researching the Needs of Vulnerable Groups.

Ex-combatants, IDPs, women with children, and young people without experience – each group has its own barriers and expectations. Conduct interviews, surveys, or talk to organizations that work with them.

Create a Value Proposition with an Inclusive Message.

Show in your communications: “We are not afraid of your uniqueness. We are waiting for you.” This could be the story of a veteran who became a shift supervisor or an IDP who now trains newcomers.

Use Digital Tools to Reach the Right Audience.

Create Content for Facebook, Telegram, and Local Communities – Wherever These Groups Look for Jobs. AI can help quickly tailor your messages to different audiences.

Build Partnerships with Organizations Working with Vulnerable Groups.

This could include veteran communities or women’s educational centers,

IDP Employment Centers. They become channels of trust and support in candidate search..

Recruitment: Adapt Processes to Candidates’ Life Circumstances

Create Job Listings That Don’t Alienate.

Avoid phrases like “minimum 3 years of experience required” if unless it’s absolutely crucial. Instead, use: “Training provided on-site,” “Open to

Core Message: Employment = Integration + Support + Flexibility

HR MARKETING

- Research the Needs of Veterans, IDPs, Women, and Youth
- Inclusive Value Proposition
- Specialized Content + Partnerships with NGOs
- AI for Communication Adaptation

candidates without experience,”
“The company supports veterans
and IDPs”.

Look Where the Need Is.

Post job openings in specialized
chats for IDPs, platforms for
women, and Telegram channels
for youth.

Adapt the Interview Format.

A person who has been through
the front line or evacuation might
not have a resume but possesses
resilience, loyalty, and the ability
to adapt quickly. Ask open-ended
questions and offer online
interviews.

Use AI to Speed Up Hiring.

Artificial intelligence can assist
with resume analysis, creating
adaptive job postings and
communicating with candida-
tes – saving time and reducing
bias risk.

Invest in Supportive Onboarding.

For vulnerable groups, the first
weeks in a new place are critical.
Provide a mentor, a clear plan
and friendly communication.
Online or offline – the key is to
keep it humane.

Internal Communications: Trust That Heals

Create a Culture That Embraces Diversity.

Explain to colleagues why
veterans, IDPs, mothers returning
from maternity leave, or young
people without experience work
at your company. Not out of
charity – but because diversity
brings strength.

Build Trust Within the Team.

Implement regular feedback,
transparent communication, and
psychological safety practices.
This is crucial when the team
includes people with traumatic
experiences.

Be Attentive to Psycho- Emotional Well-being.

Stress, anxiety, and burnout are
common in war conditions. Add
support initiatives: emotional
check-ins, micro-breaks, access
to psychologists, or peer support
groups.

Teach Inclusive Language.

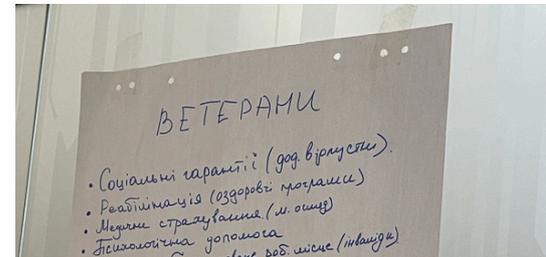
Inclusive language is not a trend
but a form of respect. Terms like
“internally displaced person,” “ex-
combatant,” “parents” instead of
“moms,” “paternity leave” – all
help create a space of
acceptance.

RECRUITMENT

- Job Openings Open to Diverse Experiences
- Hybrid Sourcing Channels
- Bias-Free Interviews
- AI to Accelerate Recruitment
- Supportive Onboarding

INTERNAL COMMUNICATIONS

- Psychological Safety
- Inclusive Language
- Regular Feedback
- Emotional Support
- Culture of Trust

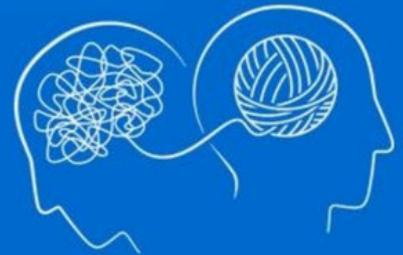


You're Not Just Hiring Employees – You're Rebuilding Lives

Employment Is More Than a Paycheck – It's a Chance to Start Over

For an ex-combatant – employment means returning to civilian life. For a woman with a child – it means financial stability. For a young person it's their first professional.

ONLINE COURSE: MODULES (THEORY + PRACTICE)
**PSYCHOLOGICAL RESILIENCE
 DURING THE CHALLENGES AND
 THREATS OF WAR: A PERSONAL
 GROWTH WORKSHOP**



The program combines theory with practice, provides tools for supporting oneself and one’s team, and teaches how to design individual development plans in conditions of constant change. Training takes place online, with two modules per week – featuring live interaction, exercises, and reflection.

The program was developed specifically for participants of the HR boost project. It consists of six thematic modules that combine theoretical analysis, practical exercises, individual development plans, and live discussions with participants.

The trainer is Nataliia Mukhitdinova – an experienced facilitator, organizational development consultant, and psychologist.

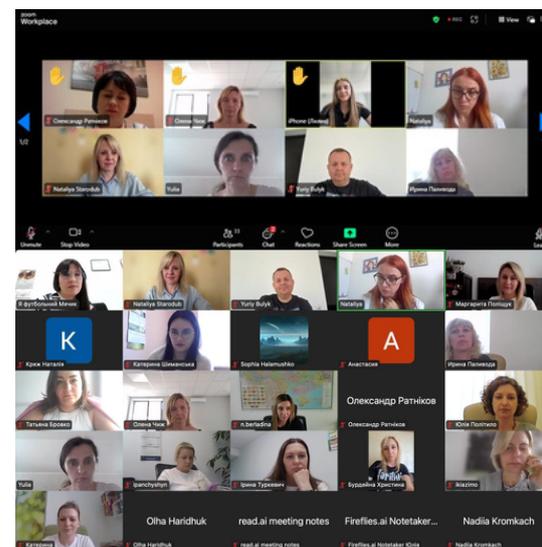
These are six deep dives into topics that are more relevant than ever for HR professionals today:

- recognizing stress and anxiety
- building inner support in unstable environments
- developing personal and team resilience
- the role of HR in transformational processes
- finding meaning, identity, and growth through crisis.

«This course feels like a breath of fresh air. We’re constantly taking care of others, but rarely have space to think about ourselves. For the first time in a long while, I felt that I have the right to pause, to recover, and to follow my own path of growth. And it’s not just theory – we immediately receive tools we can start using at work

as soon as tomorrow», – shares Margarita Polishchuk, a participant of the program.

33 participants have started the training program in the first cycle of modules



EXPERIENCE SHARING IN VIDEO FORMAT

We invite you to watch a truly engaging **video conversation** with **Nadiia Shaban**, HRD at LEONI Wiring Systems UA, about the evolution of HR as a role, what it means to be a true leader, and what makes an effective team.

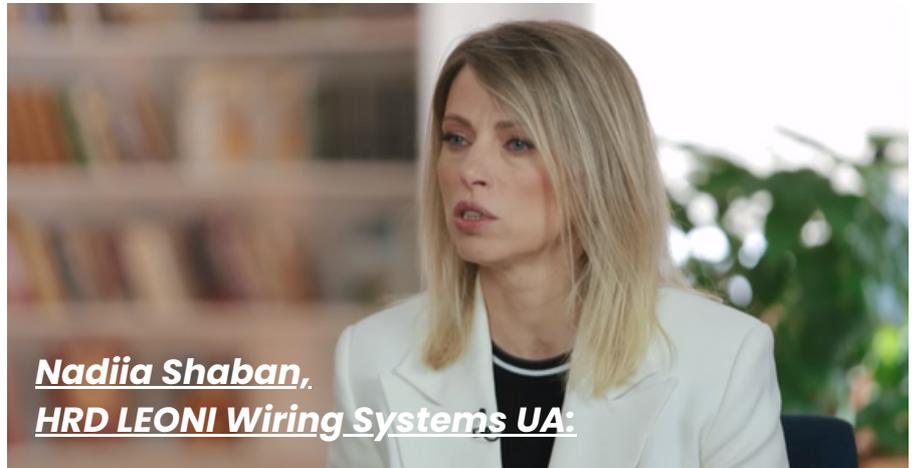
We believe that our vulnerability can become our strength – and our contribution to the recovery of the country.

Enjoy watching!

We also encourage you to share your own experience. To do so, write to us or give us a call (contact details can be found on the next page of our e-publication).



VIDEO SNAPSHOT OF THE TRAINING EVENT IN LVIV



Nadiia Shaban,
HRD LEONI Wiring Systems UA:



«At LEONI, we take pride not only in our professional achievements but also in our values. We actively support our defenders and their families, creating an inclusive and welcoming environment for veterans returning to civilian life. In addition, we are committed to the continuous development of our employees, and our corporate library is a great resource for self-education, inspiration, and inner peace.»

– **Nadiia Shaban**





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improving personnel
practices to inclusively
employ skilled workforce

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