

JSC MFO CRYSTAL

Session:

Investing in MFIs:
The importance of Human Resources
to achieving impact

30-Nov-2017
Luxembourg



JSC MFO Crystal

Crystal

- Leading Georgian Non-Bank Microfinance Organization offering wide range of financial services to low-income population
- Micro Loans (business, agro, housing, education, consumption); Money Transfers; Currency Exchange; Payment services

Mission

- To support micro entrepreneurs and smallholder farmers in realizing their business potential, reaching financial stability and elevating living standards

Values

- Responsibility | Transparency | Access | Partnership | Innovation

Data

- € 75 million Total Assets
- 70,000 Active Borrowers
- 60 Regional Branches
- 850 Total Employees
- 65% Rural and 52% Female Borrowers
- <2.6% PAR30; <1.5% Write-offs

CSR

- Platinum level Award for Social Performance Reporting by the MIX
- Winner at SMART Campaign “Plain language loan contract for clients”
- S.T.A.R. MFI-2013 by MIX Market
- “Maecenas Company of 2015” by Kutaisi City Hall

JSC MFO Crystal - HR Statistics

	2012	2013	2014	2015	2016	2017
Total Employees	182	282	396	528	715	851
Employee Turnover	8%	7%	8%	12%	11%	14%
<i># of New Employees</i>	66	121	145	196	264	255
<i>% of New Employees</i>	36%	43%	37%	37%	37%	30%
HR Department	2	4	4	4	6	6
<i>HR Manager</i>	1	1	1	1	1	1
<i>HR Administrator</i>	1	1	1	1	1	1
<i>Recruitment Officer</i>		1	1	1	1	1
<i>Training Officer</i>		1	1	1	2	2
<i>Compensation Officer</i>					1	1
Total employees per 1 HR staff	91	71	99	132	120	142

JSC MFO Crystal - HRM Evolution

2009

- HR Policy has been approved

2010

- HR Officer has been recruited

2013

- HR Department has been established

2015

- Training Unit has been launched

2016

- HR & Remuneration Committee has been established

JSC MFO Crystal - HRM Systems

HR and Remuneration Committee

- The goal of the Committee is to act as a focal point and a source for recommendations for the Supervisory Board on the strategy and policy issues covering the following:
- Organizational Structure; HR Policy; Executive Remuneration; Motivation and Productivity

HR Department

- HR Administration, Recruitment; Training and Development; Performance Appraisal; Compensation and Motivation; Staff Grading System; Talent Management (new)
- 45% of all trainings are conducted by internal training unit

Key HR Projects

- Digitalization of labor contracts and HR data base
- 180°, 270° and 360° evaluation systems
- Internal distance learning portal

JSC MFO Crystal - HRM further steps

- Switching to Strategic HRM
- Talent Management
- Succession planning
- Career Planning
- Performance Measurement

THANK YOU!

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