

Oleg Sirbu

HR Director · People Operations

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HR professional with 20+ years in HR across telecoms, oil and gas, automotive, IT and management consulting in three countries, twelve of them in leadership roles. Runs the function end to end — operating model and policy, organisational design, hiring, performance, reward, HR operations and analytics — in organisations from small product teams to a national telecom operator of 6,000. Eight of those years were spent in dedicated compensation and benefits roles. Associate CIPD.

20+

Years in HR

12

Years in leadership roles

8

Years in reward roles

3

Countries — Moldova, Kazakhstan, Russia

■ CORE CAPABILITY

HR FUNCTION

HR function built from scratch — operating model, policy, organisational design · Diagnosis and rebuild of an existing function · Role architecture and job descriptions · Recruitment and the full employee lifecycle · AI-assisted recruiting and workflow automation · HR due diligence and M&A integration · Global mobility · HRIS implementation · Training design and delivery

C&B AND PERFORMANCE

Compensation, benefits and bonus design · Job evaluation and grading — PwC Strata, Mercer IPE, WTW GGS · Gender-neutral evaluation and pay equity · Salary structures and market benchmarking · Annual and company performance bonus · Sales incentive and commission schemes · KPI frameworks, appraisal, merit increase and promotion · Recognition and non-monetary incentives · Collective agreements

ANALYTICS AND REPORTING

Salary, headcount and wage-bill budgeting · Compensation survey analysis and benchmarking · Engagement surveys, eNPS and action planning · HR financial metrics — employee ROI, cost per hire, turnover · Sales performance analysis behind incentives · Recruitment metrics · Annual HR reporting for management · Workforce planning · Salary survey delivery and data validation

■ EXPERIENCE

HR Director

Apr 2020 – present

Zeroqode · Chisinau, Moldova · custom software development · ~60 employees · remote-first

- Own the people function end to end: policy, hiring, onboarding, performance, reward and communication.
- Designed the remote-first operating model: async practices, communication tooling, internal knowledge base.
- Built the company-wide KPI, bonus and recognition system across engineering, product, design and support.
- Run the annual compensation review on PwC salary survey data: salary ranges and the pay budget.
- Rebuilt recruiting on AI agents: sourcing, screening and candidate correspondence run through agent workflows.
- Run the annual engagement survey: eNPS scoring, findings agreed with leadership, communicated company-wide and turned into an action plan.
- Lead employer branding and the careers presence; run onboarding and coordinate the annual company retreat.

HR Director

Sep 2019 – Mar 2020

Indrivo · Chisinau, Moldova · custom software development · ~50 employees

- Ran the full employee lifecycle: recruitment, onboarding, terminations, absence management and HR administration.
- Owned compensation and benefits: market benchmarking, salary and bonus proposals, and the pay budget.
- Owned people analytics and monthly HR operations — timesheets, leave management and bonus payments.

Senior Associate, People & Organisation

Sep 2017 – Jun 2019

PricewaterhouseCoopers · Almaty, Kazakhstan · HR and reward consulting

- Diagnosed the HR system of Mongolia's largest bank, 6,000 employees, and wrote the recommendations.
- Delivered the follow-on engagement for the same client: job evaluation and grading across the whole bank, from branch roles to executive level.

- Job evaluation and grading (PwC Strata) for an oil & gas client — 1,000 FTE, 360+ positions in scope.
- Designed job classification and band-based short-term incentive schemes for a real-estate development client.
- Delivered the regional salary survey for Moldova and CIS markets: methodology, data validation, results presentation.
- Delivered Total Rewards training and open seminars; speaker, First Online HR Conference Kazakhstan (2019); Eurobak HR Committee board (2018–2019).

HR Business Partner

May 2016 – Aug 2017

BASS Systems · Chisinau, Moldova · custom software development · ~50 employees · HR function built from scratch

- Built the HR function from nothing: staffing strategy, organisational design, reward and internal communications.
- Designed the role architecture: job description pool, division regulations, new structure and naming convention.
- Standardised HR policy end to end: compensation, selection, absenteeism, probation period and the HR board.
- Ran technical, support and management hiring; introduced recruitment measurement indicators.

Compensation & Benefits Senior Expert

Jan 2014 – Jan 2015

Beeline Kazakhstan · Astana, Kazakhstan · telecoms

- Rebuilt company-wide salary ranges from survey analysis; Mercer job evaluation for 50 E1–E11 and M–M5 roles.
- Redesigned the annual bonus plan and the company performance bonus concept.
- Adjusted the sales commission system on B2B/B2C performance analysis and reported gaps at CXO level.
- Coordinated the Global Mobility Programme: expatriate packages, relocation, tax adjustments, cross-charges and vendors.
- Owned the salary and wage-bill budget and presented it to executive management; trained new team members on payroll, job evaluation and medical insurance.

Head of Compensation & Benefits

Jan 2010 – Dec 2013

Moldtelecom · Chisinau, Moldova · telecoms · 6,000 employees · team of six

- Led, coached and appraised a team of six; identified and developed an internal successor.
- Built the total rewards strategy and the performance system behind it: appraisal, bonus, merit increase, promotion.
- Launched KPI and sales incentives across Sales B2B/B2C, Customer Care, Marketing and Operations.
- Introduced a cafeteria benefits system: medical insurance, wellness, children's summer camp, vacation bonus.
- Added individual sales result as a new company bonus driver; introduced kaizen and synergy incentives.
- Negotiated the collective labour agreement with trade unions and presented it to the whole workforce.
- Designed the annual HR report around financial metrics: employee ROI, development ROI and HR benchmarks.

■ EARLIER CAREER

C&B Manager

2008–2009

Sollers · Moscow · automotive

HR financial metrics across branches — cost per hire, ROI, turnover; headcount and salary consolidation; restructuring support.

HR Manager

2006–2008

Urals Energy · Moscow · oil & gas

Appraisal system and annual bonus policy; HR due diligence on an acquisition; expatriate support end to end.

HR Specialist

2004–2006

Moldcell · Chisinau · telecoms

First HRIS implemented from scratch; personnel administration and HR budgeting; Watson Wyatt GGS grading project.

■ EDUCATION & CREDENTIALS

Postgraduate Diploma, Human Resource Management

Nottingham Business School, Nottingham Trent University · 2012–2014

CIPD-accredited, Advanced level — equivalent to CIPD Level 7.

Associate Member, CIPD

Chartered Institute of Personnel and Development · since 2014

Diploma with Distinction in Law

Trade Co-operative University of Moldova · 1998–2002

LANGUAGES

Russian — native · Romanian — fluent · English — advanced

CERTIFICATIONS

Microsoft Certified Learning Consultant
Microsoft Certified Trainer