



Global Talent Acquisition Roles & Responsibilities

May 2022

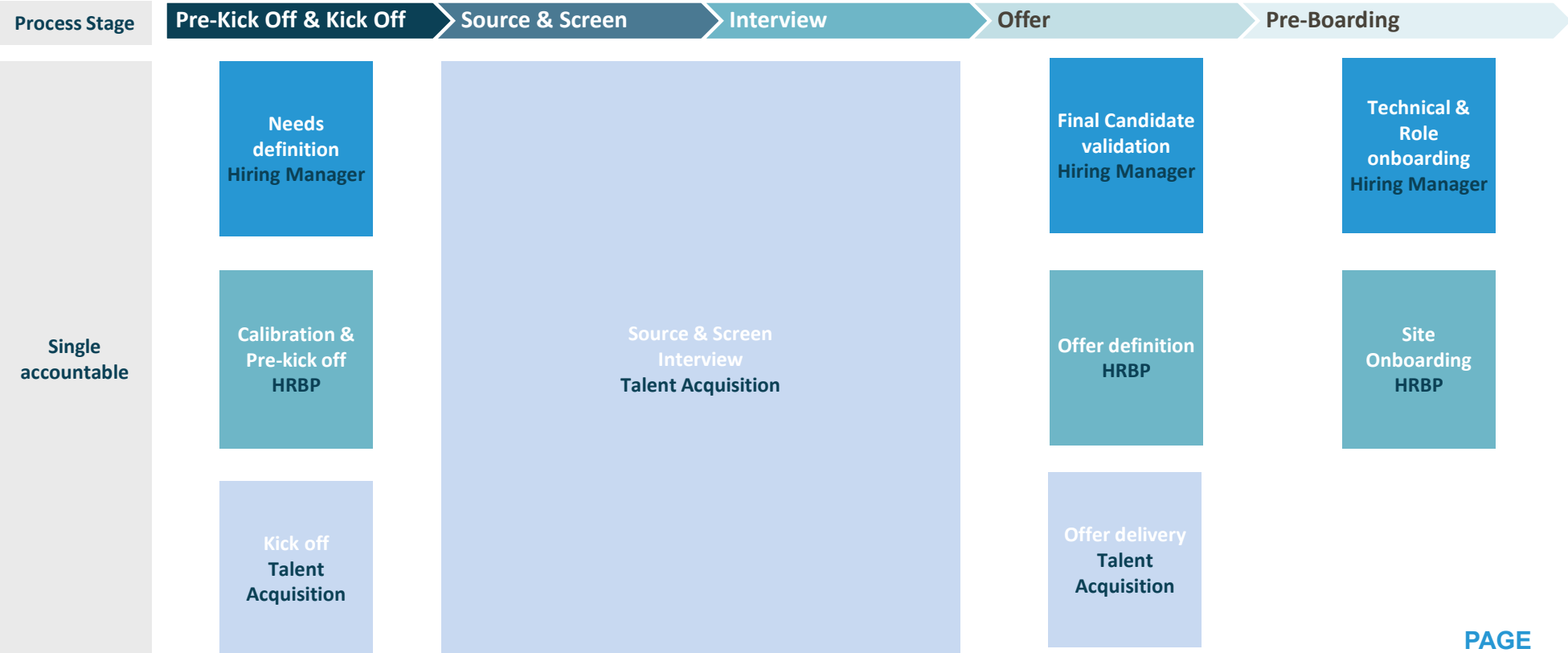
Organizations

Your TA Partner – May 2022

	R&D	GPPS/ CMO	SC	Support Functions	TechOps	Strat & Transfo	Global Communication	BD & Alliances
France	Noémie T & Marie	Noémie G	Noémie G	Myriam TBR	Noémie G	Elise	x	x
	Marie - Trainees							
UK & Ireland	Anais - Ireland Paul - UK	Anais Ravi	Anais Ravi	Paul Anais	Anais - Ireland Paul & Ravi - Wrexham	x	Caroline	x
NA & Canada	Michael	Michael James	Tasia	James Tasia	James Michael	x	x	Alan
China & ROW	Noreen	Caroline	Caroline Noreen	Caroline	Noreen	x	x	x

Recruitment Process, Roles & Responsibilities

Senior Director and below



Recruitment Process, Roles & Responsibilities

Applies to France, UK & Ireland, NA, Canada, China and International locations for jobs between grade 13 to 15.

Senior Director and below - external

Process Stage	Pre-Kick Off & Kick Off	Source & Screen	Interview	Offer	Pre-Boarding
Hiring Manager	<ul style="list-style-type: none"> Define and complete job description Define hiring criteria Open job requisition in Ipeople Identify and notify interview panel Approve Search Partner budget and Assessment budget and provide PO if needed 	<ul style="list-style-type: none"> Review resumes in Ipeople Determine candidates next steps Provide meaningful and timely (48h) feedback to TA on all candidates reviewed 	<ul style="list-style-type: none"> Check /complete the Interview Skills Training Drive engagement of the interview panel Provide feedback/rating to TA within 48h in Ipeople Proactively prioritize interviews on his calendar 	<ul style="list-style-type: none"> Select final candidate Approve offer Follow up with candidate upon offer from TA 	<ul style="list-style-type: none"> Partner with HR to create onboarding plan Coordinate New hire announcement following local process and guidelines Inform interviewers team of candidate decision Ensure candidate equipment & materials are set up for Day 1 Confirm start details and ensure candidate knows orientation details Follow up with candidate upon Day 1
HRBP	<ul style="list-style-type: none"> Validate HC/budget and role necessity Create position in iPeople Drive job description completion and check consistency Discuss internal talent in/out succession plans Share Pre-Kick Off information with TA and C&B (position location, grade and discuss salary benchmark) 	<ul style="list-style-type: none"> Approach internal candidates with HM and liaise with TA (see slide 8) 	<ul style="list-style-type: none"> Participate in interview process for 2 final candidates Provide feedback/ rating to TA within 48 hours in Ipeople if part of the panel 	<ul style="list-style-type: none"> Discuss and align on proposed offer with TA Approve compensation and ensure internal equity 	<ul style="list-style-type: none"> Meet New Hires on their 1st month
Talent Acquisition	<ul style="list-style-type: none"> Provide market comp information to C&B when available Conduct Kick-Off meeting with HM and HR once JR validated Ensure sourcing and hiring strategy definition with HM and HR Strategize the need of a search firm, select the firm, and act as PoC as needed 	<ul style="list-style-type: none"> Conduct initial candidates screening Submit qualified candidates to HM Provide bi-monthly updates to HM and HR Assess compensation expectations versus agreed package and alert HR if needed Point of contact for candidate through interview process 	<ul style="list-style-type: none"> Lead interview debriefs with interview team within 3 days of completed interview Initiate Assessment Center if needed 	<ul style="list-style-type: none"> Initiate and validate salary expectations information and develop offer with HR and C&B Send offer to HM for validation with HR cc Deliver verbal offer to candidate Send instruction to HRSS/HR to create offer letter/ contract, as per local guidelines Manage all necessary candidate negotiations 	
HR Shared Service					<ul style="list-style-type: none"> Ensure required employment document paperwork is received Check contract signature w/ candidate where applicable
Compensation	<ul style="list-style-type: none"> Grade based on job description prior to commencing search and define corresponding salary ranges 			<ul style="list-style-type: none"> Provide input/alignment on offer, if necessary 	

Recruitment Process, Roles & Responsibilities

VP, VP+/GLT, GLT+ levels

Process Stage	Kick Off	Source & Screen	Interview	Offer	Pre-Boarding
Hiring Manager	<ul style="list-style-type: none"> Define and complete job description Define hiring criteria Identify and notify interview panel Approve Search Partner budget and Assessment budget and provide PO if needed 	<ul style="list-style-type: none"> Review resumes (in Ipeople when feasible) Determine candidate(s) next steps Provide meaningful and timely feedback to TA on all candidates reviewed 	<ul style="list-style-type: none"> Check /complete the Interview Skills Training Drive engagement of the interview panel Provide feedback to TA within 48 hours in Ipeople 	<ul style="list-style-type: none"> Select final candidate, approve offer Inform candidate about the hiring decision Follow up with candidate upon offer 	<ul style="list-style-type: none"> Create onboarding plan supported by HR Coordinate new hire announcement following local process and guidelines Inform interviewers team of candidate decision Confirm start details and ensure candidate knows orientation details Follow up with candidate upon Day 1
EA	<ul style="list-style-type: none"> Approve req in iPeople as delegate 		<ul style="list-style-type: none"> Proactively block time and prioritize interviews on HM calendar 		<ul style="list-style-type: none"> Ensure candidate equipment & materials are set up for Day 1
BHR	<ul style="list-style-type: none"> Validate HC/budget and role necessity Drive job description completion and check consistency Create position and job requisition in iPeople Discuss internal talent in/out succession plans with HM and TA Share Pre-Kick Off information with TA and C&B (position location, grade and discuss salary benchmark) 	<ul style="list-style-type: none"> Approach internal candidates with HM (slide 8) 	<ul style="list-style-type: none"> Participate in interview process Provide feedback to Recruiter within 48 hours 	<ul style="list-style-type: none"> Discuss and align on proposed offer with TA Approve compensation and ensure internal equity Send instruction to local HR to create offer letter/contract, as per local guidelines 	<ul style="list-style-type: none"> Co-create onboarding plan with HM Ensures debrief of assessment
Talent Acquisition	<ul style="list-style-type: none"> Provide market comp information to C&B when available Conduct Kick-Off meeting with HM and HR Ensure sourcing and hiring strategy definition with HM and HR Strategize the need of a search firm, select the firm, and act as PoC as needed Kick-off exec assessment process 	<ul style="list-style-type: none"> Conduct initial candidate screening Submit qualified candidates to HM/BHR Provide regular updates to HM and HR Assess compensation expectations versus agreed package and alert HR if needed Point of contact for candidate through interview process 	<ul style="list-style-type: none"> Lead interview debriefs with interview team within 3 days of completed interview Initiate mandatory external Assessment partners for final candidates 	<ul style="list-style-type: none"> Initiate and validate salary expectations information and develop offer with HR and C&B Validate offer with HM and appropriate stakeholders Deliver verbal offer to candidate, with HR as appropriate Manage all necessary candidate negotiations with HR & C&B 	<ul style="list-style-type: none"> Manage communication with new hire until Day 1
HR Shared Services					<ul style="list-style-type: none"> Execute required employment document paperwork is received Check contract signature w/ candidate where applicable
Compensation	<ul style="list-style-type: none"> Grade based on job description prior to commencing search and define corresponding salary ranges 			<ul style="list-style-type: none"> Validate the compensation package offer 	

Recruitment Process, Roles & Responsibilities

**Process may vary for confidential positions and may be modified at the discretion of the TA and the HRBP*

Specific additional actions to manage Internal Candidate

Process Stage	Kick Off	Source & Screen	Interview	Offer	Pre-Boarding
Hiring Manager (HM)		<ul style="list-style-type: none"> Reaches out to current manager before discussion for candidate who fits the competencies on CV 	<ul style="list-style-type: none"> Interview all internal candidates that advance to interview stage 	<ul style="list-style-type: none"> Notify CM that an offer will be made and coordinates with him on start date Delivers feedback directly to declined candidates 	<ul style="list-style-type: none"> Partner with HR to create onboarding plan and with CM on transition plan
HR of Open Requisition	<ul style="list-style-type: none"> Discuss internal talent in/out succession plans with HM and TA 	<ul style="list-style-type: none"> Contact internal candidate current HR for eligibility, performance and comp feedback Approach internal succession candidates with HM Liaise with TA as appropriate 	<ul style="list-style-type: none"> Interview all internal candidates validated by HM Liaise with HR of internal candidate to share process progression 	<ul style="list-style-type: none"> Validate comp info and develop comp package with internal candidate HR, C&B, and TA Approve compensation and ensure internal equity Inform HR in Internal Candidate 	<ul style="list-style-type: none"> Confirm start details and ensure candidate knows orientation details
Talent Acquisition		<ul style="list-style-type: none"> Conduct initial screening of all candidates Reject internal candidates who don't fit technical competencies Confirm that internal candidate has notified their manager of the application Coordinates with HM and HR on providing feedback to declined candidates at this stage 	<ul style="list-style-type: none"> Interview all internal candidates (validated by HM) with HR to avoid duplication 	<ul style="list-style-type: none"> Deliver verbal offer with HM and HR where applicable Ensure feedback is provided to declined internal candidates by HM in a timely manner Send instruction to HRSS to create contract, as per local guidelines 	
HR of Internal Candidate		<ul style="list-style-type: none"> Follow up with declined candidate regarding decision, feedback, and development opportunities 	<ul style="list-style-type: none"> Inform CM that candidate is progressing 	<ul style="list-style-type: none"> Follow up with declined candidate regarding decision, feedback, and development opportunities 	
Current Manager (CM)		<ul style="list-style-type: none"> Notified by the internal candidate that they have applied for a new position Follow up with declined candidate regarding decision, feedback, and development opportunities 	<ul style="list-style-type: none"> Support internal candidate 	<ul style="list-style-type: none"> Follow up with declined candidate regarding decision, feedback, and development opportunities 	<ul style="list-style-type: none"> Partner with HM on communication of the hiring decision Formally congratulate candidate Support transition Partners with HR to see if backfill is needed

Internal Hiring Roles & Responsibilities – Use Cases

Talent Acquisition Involved

- Open position being recruited on externally and an existing employee applies
- Open position, either new or backfill, is being filled by an existing employee (requisition should be opened)
- Any change to an employee's position that includes an assessment and/or selection process
- Internal candidate rejection if no fit on the technical job description requirements

Talent Acquisition Not Involved

- Inline promotion with no assessment/interview or selection process
- Change to an existing employee's position that does not involve an open position and does not include an assessment and/or selection process
- Internal candidate rejection where there is a fit with technical job description requirements.

Recruitment Process, Roles & Responsibilities

Non GTA Supported Roles & Sites

Process Stage	Kick Off	Source & Screen	Interview	Offer	Pre-Boarding
Hiring Manager	<ul style="list-style-type: none"> Define and complete job description Define hiring criteria Open job requisition in Ipeople Identify and notify interview panel Approve Search Partner budget and provide PO if needed 	<ul style="list-style-type: none"> Review resumes in Ipeople Determine candidates next steps Provide meaningful and timely (48h) feedback to TA on all candidates reviewed 	<ul style="list-style-type: none"> Check/complete the Interview Skills Training Drive engagement of the interview panel Provide feedback/rating to HR within 48 hours in Ipeople Proactively prioritize interviews on his calendar 	<ul style="list-style-type: none"> Select final candidate Approve offer Follow up with candidate upon offer from HR 	<ul style="list-style-type: none"> Partner with HR to create onboarding plan Coordinate New hire announcement following local process and guidelines Ensure candidate equipment & materials are set up for Day 1 Follow up with candidate upon Day 1 Confirm start details and ensure candidate knows orientation details
Site HR / HRBP	<ul style="list-style-type: none"> Validate HC/budget and role necessity Drive job description completion and check consistency Create position in iPeople Discuss internal talent in/out succession plans with HM Drive a Pre-Kick Off meeting with C&B to define position location, grade and discuss salary benchmark Conduct Kick-Off meeting with HM Ensure hiring strategy definition Point of contact for candidate through interview process Select a search firm using the GTA preferred suppliers if needed 	<ul style="list-style-type: none"> Approach internal candidates with HM (see slide 15) Conduct initial screening of all qualified candidates Submit qualified candidates to HM Provide regular updates to HM Assess comp expectations versus agreed package and alert if needed Develop candidate relationships 	<ul style="list-style-type: none"> Participate in interview process Champion candidate experience Lead interview debriefs with interview team and candidate within 3 days of completed interviews Manage all necessary candidate travel Initiate Assessment Centers if needed, using GTA preferred suppliers 	<ul style="list-style-type: none"> Initiate and validate salary expectations information and develop offer with HR and C&B Discuss and align on proposed offer with HM Approve compensation and ensure internal equity Validate with HM and appropriate stakeholders as needed Deliver verbal offer to candidate Send instruction to HRSS/ HR to create contract, as per local guidelines Manage all necessary candidate negotiations 	<ul style="list-style-type: none"> Manage the disposition of all other candidates
HR Shared Service					<ul style="list-style-type: none"> Execute required employment document paperwork is received Check contract signature w/ candidate where applicable
Compensation	<ul style="list-style-type: none"> Grade based on job description prior to commencing search and define corresponding salary ranges 				