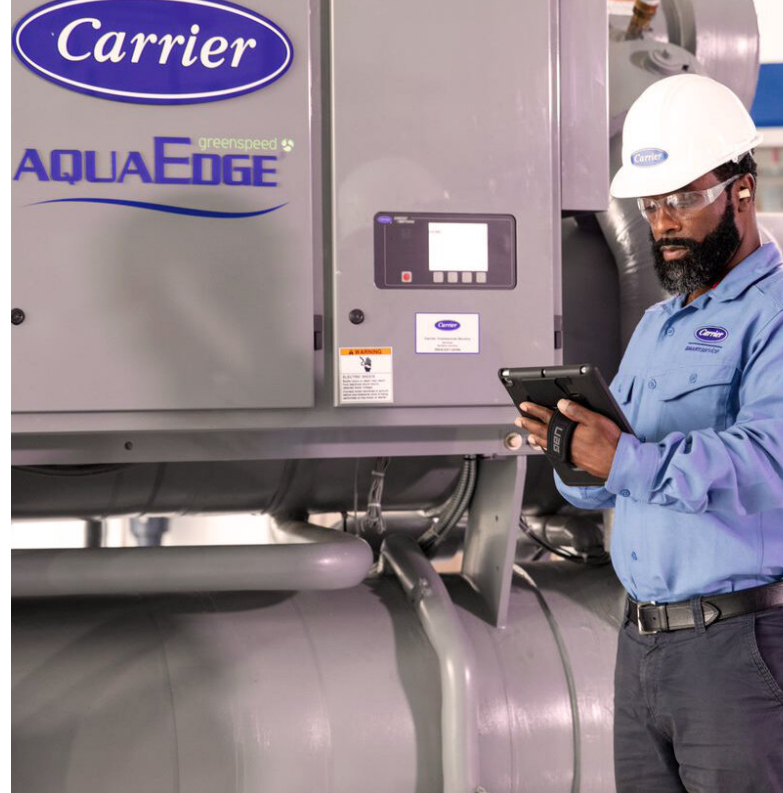




# Transformational change - EMEA RPO solutions



Carrier Global Corporation is the leading global provider of healthy, safe, sustainable, and intelligent building and cold chain solutions with a diverse world-class workforce. Carrier operates in 52+ countries across the Americas, EMEA and APAC and have c.58,000 employees.

“ Congratulations to the team! Let me re-iterate how thankful we are for your leadership, commitment, and drive to bring this project to this stage. Truly a tribute to your dedication and “all in” mindset to taking us one step closer to being a best-in-class HR organization. I don’t how many companies can say they have taken their talent acquisition function to this level, in the time frame that we have done it, but I am thankful for the focus on speed, execution and “get it done” mindset. Transforming our HR operating model is the job of many and you have played a key part in this journey. Thank you again and now let’s drive for delivery excellence! ”

**Nadia Villeneuve**  
SVP & Chief HR  
Officer, Carrier

In April 2020, Carrier became an independent, publicly traded company. As a 100-year-old start-up, and in the midst of a global pandemic, they seized the opportunity to create a fundamentally new business and since then have leaned into three critical secular trends – healthy buildings; healthy, safe, sustainable cold chain; and sustainability.

Partnering with AMS to implement an EMEA RPO solution, Carrier focused on expanding talent acquisition to support 33 countries in EMEA with a consistent approach spanning, people, technology, and process.

## **The challenge:**

Carrier’s talent acquisition activities across EMEA were decentralised and fragmented with partial coverage, inconsistent processes, limited technology, limited project management, and heavy agency reliance, with HR colleagues often having to manage recruiting activities, alongside BAU responsibilities.

A change programme was required to expand talent acquisition to support the EMEA region using a consistent approach and

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mindset, spanning, people, technology, and process. The use of one global applicant tracking system (Workday) was central to deliver business impact by providing data driven recruiting, global unified recruiting processes and enhanced candidate, hiring manager and recruiter experiences. The change was required to:

- build capacity of the HR partners to support strategic business partnership work vs. talent acquisition activities
- enable and accelerate Carrier's HR operating model whilst advancing talent acquisition maturity across EMEA
- reduce reliance on 3rd party agency support
- provide the ability to scale up or down based on business fluctuations
- deliver strategic business partnering, utilising data and insights to make considered hiring decisions
- ensure a consistent, robust, engaging assessment and selection process to deliver quality of hiring with candidate and hiring managers

## The solution:

The implementation was supported by a core team from AMS that consisted of 15 people across implementation, technology, business intelligence, sourcing and administration. The aim was to deliver:

- a globally consistent and harmonised process
- a delivery model that supports English and 10 additional languages via blended onsite and offsite service delivery
- support for permanent and fixed term vacancies including apprentice recruitment across all business entities for agreed job grades
- innovation delivered through AI, predictive analytics, and continuous improvement
- a delivery model with a headcount of >40
- a 3 phase approach across 33 EMEA countries
- optimised experience for all stakeholders through digitisation

A suite of technologies was also implemented to support the talent acquisition team. These include 'Pocket Recruiter', talent analytics and insight tools, AMS sourcing toolkit and a core reporting suite.



## The impact:

- 33 countries live in line with project plan
- Workday ATS deployed and live
- Onboarded a team of >40 new resources spanning 16 different service languages
- Harmonised global talent acquisition process
- Implemented and integrated AMS sourcing technologies: AMS Screening & Insights, AMS Candidate Management, AMS Sourcing, Job Advert Builder Tool, and Pocket Recruiter
- Introduced new channel management strategies and media reporting
- Comprehensive training plans executed
- Operational reporting suite designed & built
- Completion of several strategic insights projects since go live, providing actionable insights to enable decision making on location strategy and diversity strategy
- Winner of the Outstanding Impact Transformation & Change award at The Firm Awards 2022