



There's
more to **life**
at Nestlé

Bringing Consistency to a Highly Decentralized Recruitment Team

Manuel Monge
Nestlé S.A.

Nestlé: a truly decentralized organization



Sales CHF 92.2 billion
5.9% organic growth
15.2% operating profit



2,000+ brands
10,000+ products
1 billion sold everyday



330,000+ employees
65% in operations



90+ nationalities in HQ
2,000 expats worldwide
Strong succession plan



50+ markets
467 factories
Offices in 118 countries
29 R&D centres



HR is in the market
Recruitment is local
Global CoE since 2010
~150 people in Recruitment
10,000+ hires in 2011

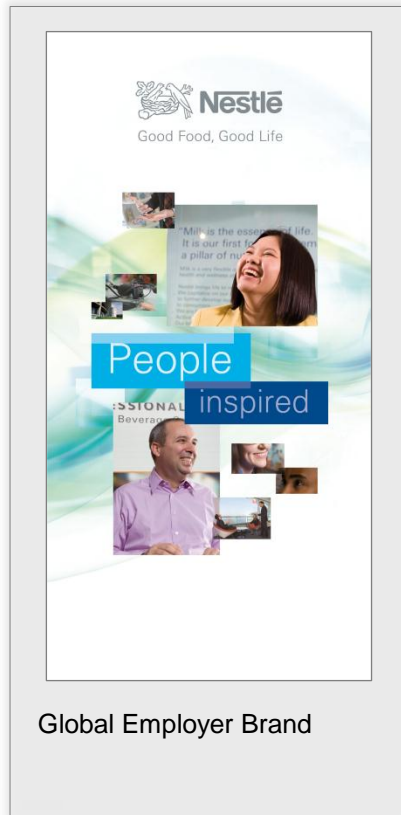


Aug 2010
No global employer brand
No global recruitment practice
No global technology



Our goals
+ employer brand awareness
+ candidate experience
+ leverage best practices
+ quality of selection
+ recruitment team capability
+ efficiency, - waste

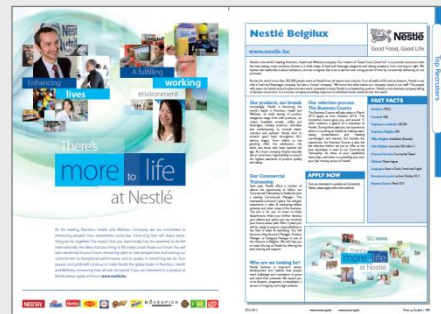
Increasing consistency in our Recruitment practice



Global Employer Branding



And many more



Translated, localized, adapted ... and still Consistent!

Digital & Social Media Recruitment



Revamp and align careers websites



Branding and recruitment through LinkedIn



Nestlé Careers global fan page



Global e-Recruitment solution



Nestlé Careers Social Hub



Amplify jobs and recruitment news globally



Search, Social & Mobile optimization



Nestlé Careers Mobile

Recruitment best practices & global guidelines



New directories for Competency Based Recruitment (CBR)

- 3 Directories: Individual Contributors, Leaders and Senior Leaders
- 3 Levels of Performance Anchors/Bars
- Interview Opening and Closing questions
- Directory for Motivational/Cultural fit
- Directory for Job fit



Talent Selection reference guide

- Nestlé in the Market recruitment
- Driving diversity through talent selection
- Sourcing strategy and channels
- Candidate experience and employer brand
- Internal Talent Selection
- Graduate recruitment
- Talent Selection compliance profile
- Recruitment team capability
- Measuring recruitment effectiveness
- Technology in recruitment



Recruitment and Hiring Managers toolkits

- Recruitment plan
- Design sourcing strategy
- Check list for recruitment process
- Job briefing
- Screening
- Interviewing
- Other selection methods and tools
- Calibration of final candidates and decision
- Job offer
- Recruitment Performance measures
- Training content and e-learning
- Hiring Manager's QRG
- Compliance do's and don'ts
- Factory recruitment



Train-the-Trainer workshops covering global team

- AOA – Istanbul 25-27 June
- EUR – Lisbon 16-18 July
- AMS – St. Louis 30 Jul – 1 Aug



Good Food, Good Life

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