

# Talent Acquisition

Competency Framework - Its all about  
**GROWTH !!**

# Launch of Competency Framework & Performance Management

- Introduction of Competency Based Framework – Who is supposed to do what in the function
- What are the minimum expectation from each member in the TA function
- Roles and Job Titles / Designations aligned to competencies
- Alignment of Competencies and G&O to yearly performance review
- Drive a sense of common achievement & an orientation to functional objectives
- Define Career path and growth roadmap for TA members

## MEASUREMENT & METRICS FOCUSED ON

### BEHAVIOUR

Competency

### TASKS

Goals and objectives



## SUCCESS IN THE FORM OF

- As a function
- As a country
- As a team member
- Growth in TA Org
- Compensation
- Rewards
- Cross functions of TA Org

# Competency Framework

---

# Competency Framework

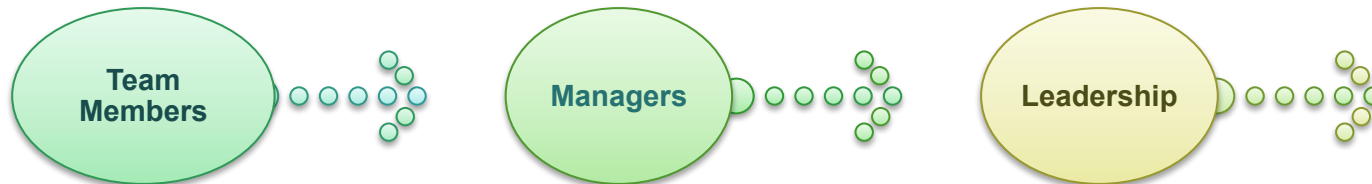
**Competency** and **Competencies** may be defined as the behaviors that individuals must have, or must acquire, to perform effectively at work – that is, the terms focus on the personal attributes or inputs of the individual.

**Competence** is broader concepts that encompass demonstrable performance outputs as well as behavior inputs, and may relate to a system or set of minimum standards required for effective performance at work.

A **Competency Framework** is a structure that sets out and defines each individual competency (such as problem-solving, stake holder management, subject matter expertise or people management) required by individuals working in the Talent Acquisition function



## ROLE CLASSIFICATIONS ACROSS 10 LEVELS – SPECIFICALLY DESIGNED FOR TA



# Introduction

---

## What are competence and competency frameworks?

**'Competency' and 'competencies'** may be defined as the behaviors (and, where appropriate, tactical attributes) that individuals must have, or must acquire, to perform effectively at work – that is, the terms focus on the personal attributes or inputs of the individual.

'Competence' and 'competences' are broader concepts that encompass demonstrable performance outputs as well as behavior inputs, and may relate to a system or set of minimum standards required for effective performance at work.

A **'Competency Framework'** is a structure that sets out and defines each individual competency (such as problem-solving, stake holder management, TA subject matter expertise or people management) required by individuals working in the Talent Acquisition function

# Benefits of the Framework

---

- Common Understanding of TA roles across locations, ability to drive standardization
- Defined Career Path – How people will move from one level to another, growth path is offered for all employees
- A common understanding of critical success factors and desired behaviors within the TA organization
- Integration of organizational process to competencies helps the interpretation of big picture concerns in day to day working
- Better management and efficiency based on a KPI driven scenario – Eg Cycle time, selection ratios, etc
- Performance Management and Progression linked to competencies Assessment, feedback and communication regarding performance becomes standardized thus facilitating a common culture and goal
- Build a TA organisation over a period of time, new hire assessment aligned to competencies
- Easy method to identify top performers
- Trainings aligned to competencies and used to bridge the gap in individual capabilities

# Key Competencies for TA at EPAM

---

## PERSONAL

- Integrity
- Commitment & Target Orientation
- Impact and Influence
- Teamwork
- Achieving Results
- Quality

## OPERATIONAL IMPACT

- Customer/Market Focused – Managing All Recruitment life cycle stake holders
- Operational Excellence – Meeting KPI's

## LEADERSHIP IMPACT

- Engaging and leading individuals and groups towards achieving EPAM business plans, and building a culture of inclusion and contribution
- Ensuring TA Team understands the big picture, company targets, mission, vision, etc
- Global Collaboration (unification), common grounds, synergy, knowledge sharing, etc
- Managing and Motivating People – Ability to lead large teams

# PERSONAL Competencies

---

## Integrity

- Demonstrates EPAM values of respect and compassion for individuals, trust, and high ethical standards.
- Acts with the best interest of EPAM, employees, and customers in mind.
- Is a role model by practicing what he/she preaches.
- Performs all actions in line with honesty and focused on committed delivery

## Commitment & Target Orientation

- Set out achievable and practical targets on daily, weekly, monthly targets on number of resumes sent, interviews conducted, offers released and hiring resources in line with the plans.
- Organize time and efforts to meet targets, planning skills are essential acumen
- Ability to align with group and individual targets and spearhead initiatives to meet these achievements
- Accepts feedback and takes actions for effective improvements.
- Demonstrate winning spirit



# PERSONAL Competencies

---

## Impact and Influence

- Communicates information that reflects sound judgment and credible data, and considers the audience needs and decision-making styles so that his/her opinion positively influences the decision-making.
- Does his/her homework first, prepares in advance, and seeks to understand others and their viewpoints before advocating recommendations.
- Listens well, seeks mutual understanding, and considers the opinions of others even when he/she disagrees.
- Is effective both inside and outside own groups on both routine and controversial topics and debates.
- Is an effective communicator with formal presentations as well as impromptu speaking opportunities.

## Teamwork

- Communicates/shares information openly and proactively with team and cross functional groups.
- Constructively contributes to/leads team in developing effective working norms, responsibilities, and deliverables.
- Holds self and team members accountable for collective success, and recognizes team accomplishments.
- Seeks out opinions of others regardless of differences in perspectives or personal backgrounds and incorporates the best into own work/team.
- Demonstrates team-building qualities such as inclusion, respect, and cooperation.

# PERSONAL Competencies

---

## Achieving Results

- Accurately scopes out the work, and defines effective plans, processes, and resource requirements.
- Delivers results by effectively managing plans, people, operations, and resources on a daily basis.
- Delivers innovative products and solutions.
- Is decisive even in the face of ambiguity and when it is not practical to obtain complete information and clarity.
- Consistently and steadfastly pushes self and others for excellence, producing high-quality results.

## Quality

- Focusing on quality of work and out to ensure our service levels offer superior solutions to internal customers
- Aim at high level of customer satisfaction driven by consistent and quality of resources / output delivered
- Fair attempt made by actions / communication and messaging to improve and align to organization objectives
- Reduced defects ratios and propose continuous improvement solutions

# OPERATIONAL IMPACT - Competencies

## Customer/Market Focused

- Gathers and uses ongoing and firsthand customer data (internal or external) to improve own products and services.
- Proactively identifies emerging market trends and external best practices in own field, and pursues creative options to address them (e.g., products, processes).
- Is a customer advocate; establishes and maintains effective relationships with customers and partners (internal and external).
- Has broad knowledge and perspectives of own functional environment and “sees” ahead clearly to identify and deliver longer- term value.

## Operational Excellence

- Demonstrates understanding of EPAM’s overall business, direction, and strategy in order to make sound decisions.
- Continuously strives to improve operational effectiveness and efficiency.
- Makes effective decisions/manages risks based on data (e.g., financial, operational, customer feedback).
- Creates systems and processes that make it easier for customers (internal or external) to do business with own team/EPAM.

# LEADERSHIP Competencies

---

Engaging and leading individuals and groups towards achieving EPAM business plans, and building a culture of inclusion and contribution

## **Global Collaboration (unification)**

- Engages others and forms strong networks of support and partnership across geographies, functions, and similar peer groups.
- Anticipates the impact that a change in own group (geography, functions, and roles) will have on other groups and plans and coordinates work accordingly.
- Makes an active effort to ensure equal voice and participation across geographies, cultures, organizations, and functional groups to promote learning and teamwork.
- Helps develop and implement recommendations that balance the needs of global as well as regional stakeholders.

## **Managing and Motivating People**

- Understands the big picture and has potential to become a future leaders
- Hires the right talent at the right time through proactive workforce planning (e.g., deciding the number of people needed, skills requirements, when to fill the positions).
- Cultivates talent by providing challenging assignments, learning opportunities, mentoring, and ongoing professional development.
- Sets and monitors team/departmental goals and objectives on a regular basis, and provides direct and timely performance feedback and coaching to achieve them.
- Identifies and constructively addresses poor staff performance.
- Effectively delegates assignments and decision-making authority.
- Makes EPAM's vision and goals understandable and sharable by others, and creates a sense of direction and purpose that instils confidence in EPAM as a great place to work.

# Role Description for Talent Acquisition Function

---

# Overview of the Framework

Levels of TA		Role Type
H1.1		Individual Contributor / TA Team Member
H1.2		
H1.3		
H2.1		Individual Contributor / TA Team Member
H2.2		Starting to assume a lead responsibility or is entering / perceived as good individual contributor with great potential
H3.1	M1	Manages teams or is a junior SME and is next in command to the Manager or a specialist
H3.2	M2	Manager of a team of members / researchers / Junior / SME and takes collective responsibility for a Program / Account, etc
H4.1	M3	Country Responsibility / TA Subject Matter Expert / Sub Function Head
H4.2	M4	Multiple Country / Sub Function Head Responsibility
H5	M5	Is the function head and is responsibilities for the over all department in the organization

# Designation Matrix

	Levels	Role Type	Role Understanding	Approved Designation List	
Team Member	H1.1	Individual Contributor	Admin, Assistant, Coordinator, Scheduler (H1)	Talent Acquisition – Administrator Talent Acquisition – Associates Talent Acquisition – Trainee	
	H1.2	Individual Contributor	Sourcing and Resume Generation(H1) // Administration	Talent Acquisition – Researcher Talent Acquisition – Sourcer Talent Acquisition – Senior Administrator	
	H1.3	Individual Contributor	Recruiter (H1) / Administration	Recruiter Talent Acquisition – Lead Administrator	
	H2.1	Individual Contributor	Senior Recruiter (H2)	Senior Recruiter	
Manager (or) Specialist	H2.2	Starting to assume a lead responsibility or is in the beginning stages of becoming a SME	Leader of a team of 2 or 5 members or is a senior individual contributor (H2)	Talent Acquisition - Team Leader Talent Acquisition – Specialist Talent Acquisition – Lead	
	<b>Introduction of Managerial or Specialist Capability</b>			<b>Managerial Stream</b>	<b>Specialist Stream</b>
	H3.1	Team Responsibility	Manages teams or is a junior SME and is next in command to the Manager (H3)	Talent Acquisition - Deputy Manager	Talent Acquisition - Specialist
	H3.2	Team Responsibility / TA Subject Matter Expert / Sub Function Lead	Manager of a team of members / researchers / Junior / SME's and takes collective responsibility for a Program / Account, etc (H3)	Talent Acquisition – Manager Functional Manager	Talent Acquisition - Senior Specialist
Leadership Team	H4.1	Country Responsibility / Head of a sub function	TA Subject Matter Expert / Sub Function Head	Talent Acquisition - Senior Manager / Senior Functional Manager	Talent Acquisition - Principal Manager
	H4.2	Multiple Country / Sub Function Head Responsibility	Manages large teams and is accountable for multiple regions or is a playing a global SME role - (H4)	Regional Manager	Talent Acquisition - Evangelist
	H5	Functional Responsibilities	Head of the Function (VP) (H5)	Vice President / Function Head	

# Indicative Experience Mapping

	Levels	Role Type	Role Understanding	Expereince Range (months)
Team Member	H1.1	Individual Contributor	Admin, Assistant, Coordinator, Scheduler (H1)	0 to 12
	H1.2	Individual Contributor	Sourcing and Resume Generation(H1) // Administration	6 to 24
	H1.3	Individual Contributor	Recruiter (H1) / Administration	12 to 36
	H2.1	Individual Contributor	Senior Recruiter (H2)	24 to 48
Manager (or) Specialist	H2.2	Starting to assume a lead responsibility or is in the beginning stages of becoming a SME	Leader of a team of 2 or 5 members or is a senior individual contributor (H2)	24 to 56
	<b>Introduction of Managerial or Specialist Capability</b>			
	H3.1	Team Responsibility	Manages teams or is a junior SME and is next in command to the Manager (H3)	48 to 96
	H3.2	Team Responsibility / TA Subject Matter Expert / Sub Function Lead	Manager of a team of members / researchers / Junior / SME's and takes collective responsibility for a Program / Account, etc (H3)	72 to 120
Leadership Team	H4.1	Country Responsibility / Head of a sub function	TA Subject Matter Expert / Sub Function Head	Role based
	H4.2	Multiple Country / Sub Function Head Responsibility	Manages large teams and is accountable for multiple regions or is a playing a global SME role - (H4)	Role based
	H5	Functional Responsibilities	Head of the Function (VP) (H5)	Role based



# Job Function Specialization

## SUPPORT

- Analytical Centre
- TA Marketing
- Policy Definition
- Trainings
- IT Systems

## MAIN STREAM HIRING

- Recruiters
- Researchers - Sourcing
- TA Specialists

## MANAGERIAL & LEADERSHIP

- Country Managers
- TA Managers
- Function Heads
- TA Account Managers

# Threshold Role Definition

---

The following slides talk about the threshold expectations and experience required for each level / role in the TA organization across location.

# TEAM MEMBERS

---

# TA Team Member

---

Talent Acquisition Team members are an integral and most important part of the organization. They help shape the overall company objectives

## Core Objectives

- Superior sourcing and messaging approach
- Sourcing Innovation
- Commit on deliverable numbers, deliver according to commitment
- Operate in line with TA Goals & Objectives
- Company values – Exhibit & Execute by actions
- Improve recruitment knowledge
- Focus on hiring results (joined candidates)
- Volume hiring / Headhunting
- Knowledge & Best practices sharing

## Key Skills Required

- Strong Team Players
- High on initiative
- Innovation & Creative
- Negotiation skills
- Regional Market knowledge
- Multitasking
- High on Drive & Confidence
- Fast Learning
- Communication skills – Verbal / Non verbal
- Target & Result Orientation
- Perception Management

# H1.1 – Team Member

Levels	Role Type	Role Title	Minimum Expectations for the role (Threshold Responsibilities)
H1.1	Individual Contributor Main stream hiring Main Stream Administration	Administrator / Assistant (H1)	<ul style="list-style-type: none"><li>• Education: Bachelor's Degree (or equivalent experience)</li><li>• Prior experience of 6 to 12 months is desirable</li><li>• Understanding of recruitment or HR is desirable, but not mandatory</li><li>• English: good level of written and verbal communication skills (Intermediate)</li><li>• Good understanding of Microsoft Office</li><li>• Readiness to carry out routine work, good tolerance of monotony</li><li>• Ability to multitask</li><li>• Should have prior operations and people interaction skills</li><li>• Strong in planning and should be organized</li></ul>

# H1.2 - Team Member

Levels	Role Type	Role Title	Minimum Expectations for the role (Threshold Responsibilities)
H1.2	Individual Contributor Main stream hiring Main Stream Administration	Sourcing and Resume Generation(H1) / Administration	<ul style="list-style-type: none"> <li>• Education: Bachelor's Degree (or equivalent experience)</li> <li>• Prior total work experience of 6 to 12 months is desirable in Recruitments</li> <li>• Understanding of recruitment market and sourcing candidates from Jobsites and other alternative sources is desirable</li> <li>• Knowledge of headhunting / alternative sourcing techniques (e.g. Boolean search)</li> <li>• English: good level of written and verbal communication skills (Intermediate)</li> <li>• Good understanding of Microsoft Office</li> <li>• Ability to work independently and be a good team player</li> <li>• Should be able to work with targets and meet deadlines</li> <li>• Ability to multitask and manage candidates is important</li> <li>• Should have the ability to head hunt candidates and sell the organization</li> </ul>

# H1.3 - Team Member

Levels	Role Type	Role Title	Minimum Expectations for the role (Threshold Responsibilities)
H1.3	Individual Contributor Main stream hiring Main Stream Administration	Recruiter Talent Acquisition – Senior Administrator	<ul style="list-style-type: none"> <li>• Education: Bachelor’s Degree (or equivalent experience)</li> <li>• At least 2 years of experience in IT recruitment industry</li> <li>• Should be capable of interviewing candidates and conduct prescreening of resumes</li> <li>• English: Good level of written and verbal communication skills</li> <li>• Good understanding of Microsoft Office</li> <li>• Effective communication skills</li> <li>• Ability to work under time pressures and multi task in a fast paced environment</li> <li>• Good at problem solving and should be good in planning and pipeline management (operations)</li> <li>• High integrity and ability to maintain confidentiality at all times</li> <li>• Strong orientation to monthly hiring targets in line with Productivity norms</li> <li>• Should have the ability sell the organization</li> </ul>

# H2.1 - Team Member

Levels	Role Type	Role Title	Minimum Expectations for the role (Threshold Responsibilities)
H2.1	Individual Contributor Main stream hiring	Senior Recruiter (H2)	<ul style="list-style-type: none"> <li>• Education: Bachelor's degree in appropriate field and/or certification (or equivalent experience)</li> <li>• 3+ years of experience in IT recruitment industry, preferably 2 in a recruiting agency</li> <li>• English: Upper Intermediate, high level of written and verbal communication skills</li> <li>• Good understanding of Microsoft Office</li> <li>• Expert in sourcing techniques and tools</li> <li>• Knowledge of competing companies</li> <li>• Expert opinion on the current workforce landscape</li> <li>• Outstanding negotiation, presentational and interpersonal skills</li> <li>• Exceptional organizational abilities</li> <li>• Ability to multitask</li> <li>• Strong problem solving, research and reasoning skills, excellence at time management and planning</li> <li>• Good and proven networking skills and interpersonal skills</li> </ul>



# Career Path Division

---

## **Managerial Stream -**

Is an individual who is responsible for matters of team strategy, operations and is accountable for the actions of the team. The team leadership role is played by a TA member who has a strong connect with teams and has the capability of playing a role of a leader. A manager is essentially equivalent to a coach, mentor and should have done activities of recruitment currently / in the past and is responsible for the actions / results of the team. They are also expected to take care of the teams career aspirations and lead the performance management.

## **Specialist Stream -**

A Subject-matter expert (SME) should demonstrate expert and specialist experience in a particular area or process in the main stream recruitment lifecycle. The skill and the Sourcing knowledge experience in a single or multiple industry should be high. The aspirations of the specialist are not to manager teams and are accountable only for their own actions. They are senior level individual contributors with visible recruitment expertise based on caliber, capability and past accomplishments.

# TA Managerial / Specialist

---

Talent Acquisition Managerial / Specialist Layer is also a core group of the TA team and is referred to the middle management layer in the function. Change & Team Management in line with Functional / Organization objectives is the core essence of this role type

## Core Charter

- Drive standardization through teams
- Develop their individual teams
- Govern the defined TA process
- Sourcing Innovation
- Make Operating Plans for key ramp up
- Deliver on commitments
- Build relationship with key hiring managers
- Control operating efficiency
- SME knowledge
- Advisory ability

## Key Skills Required

- Team Players
- Problem Solving
- Good Inter personal skills
- Subject Matter Experts - In-depth Recruitment / Resourcing experience
- Project Management
- Lead operational teams
- Establish trust based on continuous / successful delivery
- Market Knowledge
- Target Orientation
- Recruitment lifecycle understanding

# ENTRY LEVEL FOR – MANAGER / SPECIALIST

---

# H2.2(Entry level)

Levels	Role Type	Role Title	Minimum Expectations for the role (Threshold Responsibilities)
H2.2	Leader of a team of 2 or 5 members or is a senior individual contributor (H2)	<p>Team Lead - Capable of managing a small teams (2 to 5 members). Possess traits of Accountable and is beginning to think like a leaders</p> <p>(Or)</p> <p>Specialist – Starts to pick up functional expertise of the main stream recruitment life cycle. Beginning to walk the part of a SME / Specialist in Talent Acquisition</p>	<ul style="list-style-type: none"> <li>• Education: Bachelor’s degree in appropriate field and/or certification are a added advantage.</li> <li>• 3+ years of hands-on recruiting experience, 3 years preferably in a recruiting agency background. Over all –3 to 6 years in IT recruitments</li> <li>• English: Moderate, fluency in both verbal and written communications, including narrative writing skills. Regional language proficiency required.</li> <li>• Team management experience of 3 to 5 is a must.</li> <li>• Exhibits leadership capability and organizational skills</li> <li>• Excellence in team work and cross-group collaboration.</li> <li>• Experience in senior levels hiring (for positions like managers, architects, etc.)</li> <li>• Develop innovative sourcing strategies and manage recruiting campaigns. Lead all sourcing initiatives.</li> <li>• Excellent presentational and negotiation skills</li> <li>• Ability to multi-task and set right priorities in a fast paced environment</li> <li>• Manage stake holders like Project Managers and Architects – Project team or Sales Managers</li> <li>• High integrity and ability to maintain confidentiality at all times</li> </ul>

# MANAGERIAL

---

# H3.1 (Deputy Manager)

Levels	Role Type	Role Title	Minimum Expectations for the role (Threshold Responsibilities)
H3.1	Managerial – Deputy Manager	Hands on recruitments, guide researchers and drive operational parameters on sourcing	<ul style="list-style-type: none"> <li>• Education: Bachelor’s degree in appropriate field and/or certification are a added advantage.</li> <li>• Should have 4 to 8 years of Recruitment Experience. Preferably to have relevant IT recruitment experience in a MNC</li> <li>• An experienced and successful people manager – 8 to 12 team members</li> <li>• Volume Recruitments and the ability to drive operational parameters is a must</li> <li>• Drive sourcing channel expansion and cost optimization</li> <li>• Targeted hiring from key competitors in Regional Markets</li> <li>• Communication : English fluency in both verbal and written communications, including narrative writing skills. Regional language proficiency required.</li> <li>• Detailed knowledge of a specialist market such as BY, UA, RU or CIS, Western Europe, Americas, etc.</li> <li>• Focused on learning and development for self, act as a mentor for Researchers and Junior Recruiters</li> <li>• Should been a good senior recruiter, capability to do hands on recruitments.</li> <li>• Can manager Stake holder and Hiring Managers</li> <li>• Exposure to functional knowledge like Analytics, Marketing, Sourcing, etc is desirable.</li> <li>• Creativity and innovation around Sourcing</li> <li>• Assist and feed information to Manager / Senior Managers</li> <li>• May or may not be responsible for team growth</li> </ul>

# H3.2 (Manager)

Levels	Role Type	Role Title	Minimum Expectations for the role (Threshold Responsibilities)
H3.2	Managerial or Sub Function Lead (Manager)	Drive Change and take accountability for actions and career growth of the team they manage	<ul style="list-style-type: none"> <li>• Education: Bachelor's degree in appropriate field and/or certification are a added advantage.</li> <li>• Should have 6 to 10 years of Recruitment Experience. Preferably to have relevant IT recruitment experience in a MNC</li> <li>• An experienced and successful people manager – 15 to 25 team members</li> <li>• Managing Volume Recruitments and the ability to drive operational parameters.</li> <li>• Communication : English fluency in both verbal and written communications, including narrative writing skills. Regional language proficiency required.</li> <li>• Detailed knowledge of a specialist market such as BY, UA, RU or CIS, Western Europe, Americas, etc.</li> <li>• Focused on personal learning and development for self and the entire team they manager. Career coach / mentor</li> <li>• Should have been a good senior recruiter in the past, has the capability to do hands on recruitments if required.</li> <li>• Strong Stake holder and customer management experience is a must</li> <li>• Strong Cross functional knowledge like Analytics, Marketing, Sourcing, etc</li> <li>• High on creativity and innovation</li> <li>• Maturity to understand the big picture</li> <li>• Ability to solve complex problems and conflict operational situations.</li> </ul>

# SPECIALIST

---



# H3.1 (Specialist)

Levels	Role Type	Role Title	Minimum Expectations for the role (Threshold Responsibilities)
H3.1	Individual / Competent Functional specialist – eg Sourcing, candidate closure lead, new market entry lead, senior hiring lead, etc	Specialist / Subject Matter Expert	<ul style="list-style-type: none"> <li>• Education: Bachelor’s degree in appropriate field and/or certification are a added advantage.</li> <li>• Should have 4 to 8 yrs of core IT recruitment background.</li> <li>• Team Management is not a must</li> <li>• High focus on Productivity – Design “Target vs. Commitments”</li> <li>• Regional Recruitment Understanding is a must</li> <li>• Experience of the full life-cycle recruiting with significant direct sourcing and in-house recruiting experience.</li> <li>• Sourcing ability and designing sourcing strategy. Focus on direct sourcing would be high</li> <li>• A Flair for interviewing all levels of candidates</li> <li>• Ability to guide and advise hiring line managers based on leading recruitment trends across industry &amp; technology areas</li> <li>• Good influencing and negotiation skills</li> <li>• Ability to do headhunting and targeted hiring</li> <li>• Attention to accuracy and detail</li> <li>• Confidence and should be able to hold an audience.</li> <li>• Mentorship ability</li> <li>• Customer facing skills is key and should be able to act as an advisor where necessary</li> <li>• Domain or Key Technology Focus is desirable</li> </ul>

# H3.2 (Senior Specialist)

Levels	Role Type	Role Title	Minimum Expectations for the role (Threshold Responsibilities)
H3.2	Senior Individual / Competent Functional specialist – eg Sourcing, candidate closure lead, new market entry lead, senior hiring lead, etc	Talent Acquisition - Senior Specialist / Subject Matter Expert	<ul style="list-style-type: none"> <li>• Education: Bachelor’s degree in appropriate field and/or certification are a added advantage.</li> <li>• Should have 6 to 10 years of Recruitment Experience. Preferably to have relevant IT recruitment</li> <li>• Global recruitment understanding is a must</li> <li>• Experience of the full life-cycle recruiting with significant direct sourcing and in-house recruiting experience.</li> <li>• Ability to manage a team of TA specialists – 4 to 8 team members</li> <li>• Strong Process understanding for TA is a must</li> <li>• Significant functional expertise in recruitment with a proven track record of delivering high quality hires with strong line manager and candidate satisfaction.</li> <li>• Demonstrate that they understand the industry and provide market insights.</li> <li>• Exceptional candidate relationship skills.</li> <li>• Experience of applying a variety of sourcing techniques (direct sourcing, building preferred supplier lists, recruitment advertising, web tools etc)</li> <li>• Detailed experienced of using applicant tracking solutions/systems to manage both a process but effectively mine as a talent database. A strong awareness of brand management and the employee value proposition</li> <li>• Strong influencing skills with the ability to provide specific examples of building relationships with key internal and external stakeholders to achieve positive outcomes, e.G. Improving the recruitment process, designing volume recruitment strategies, etc</li> </ul>

# LEADERSHIP

---

# TA - Leadership Team

---

Talent Acquisition Leadership Team is a core group of leadership members who will focus on shaping the function and will drive / accountable for achieving EPAM / GDO objectives

## Core Charter

- Decision Making for the Function
- Decide Career Progressions
- Establish Synergy and EPIC Collaboration across the TA function
- Drive Business Influence with GDO / Organization Leaders
- Lead Advisor for the business functions globally.
- TA process owners
- TA Brand Ambassadors internally and externally
- Influence and drive EPAM wide changes in line with Corporate Objectives
- TA Cost center owners

## Key Skills Required

- Decision making – Big Picture
- Collaboration – Other Locations
- Conflict Management
- Stake Holder Management – EPAM Leadership level
- Developing Team Management
- Subject Matter Experts - In-depth Recruitment / Resourcing experience
- Program Management
- Lead by example
- Establish reliability & trust as Business Partners
- Strategic Thinking
- Global Market Knowledge

# H4.1

Levels	Role Type	Role Title	Minimum Expectations for the role (Threshold Responsibilities)
H4.1	Country Responsibility	Leadership	<ul style="list-style-type: none"><li>• Country Lead and should be accountable for country TA operations across, Sales, Campus and GDO hiring.</li><li>• Functional Leaders for the Global TA team, eg – cross / support functions in the TA organization</li><li>• Participate and develop a mechanism for effectively writing job descriptions, sourcing strategies, validating applications and conducting interviews in timely manner.</li><li>• Directly responsible for Leadership hiring (Sales, Consulting and Senior Technical workforce) respective geographies</li><li>• Lead, mentor and coach the existing TA team aligned to Europe. The team comprises of onsite and offshore teams with varied experience levels.</li><li>• Develop and maintain network of contacts to help identify and source qualified candidates for leadership levels</li><li>• Introduce online sourcing strategies through LinkedIn and Job Portals for Technical and Engineering positions.</li><li>• Build and establish processes and tools to drive superior recruitment KPI's such as time to hire, effective source mix, salary alignment cost per hire, etc</li></ul>

# H4.2

Levels	Role Type	Role Title	Minimum Expectations for the role (Threshold Responsibilities)
H4.2	Regional Responsibility - Group of countries depending on the size of operations	Leadership	<ul style="list-style-type: none"><li>• Regional Lead and should be accountable for country TA operations across, Sales, Campus and GDO hiring.</li><li>• Functional Leaders for the Global TA team, eg – cross / support functions in the TA organization</li><li>• Participate and develop a mechanism for effectively writing job descriptions, sourcing strategies, validating applications and conducting interviews in timely manner.</li><li>• Directly responsible for Leadership hiring (Sales, Consulting and Senior Technical workforce) for the entire region like CIS, Western Europe or Americas</li><li>• Lead, mentor and coach the existing TA team aligned to Europe. The team comprises of onsite and offshore teams with varied experience levels.</li><li>• Develop and maintain network of contacts to help identify and source qualified candidates for leadership levels</li><li>• Introduce online sourcing strategies through LinkedIn and Job Portals for Technical and Engineering positions.</li><li>• Build and establish processes and tools to drive superior recruitment KPI's such as time to hire, effective source mix, salary alignment cost per hire, etc</li></ul>

# H5

Levels	Role Type	Role Title	Minimum Expectations for the role (Threshold Responsibilities)
H5	Global Functional Responsibility	Functional Head	<ul style="list-style-type: none"><li>• Lead and develop our Global Recruitment Organization across all cross functions.</li><li>• Global TA Budget owner and cost-effective recruitment services</li><li>• Develop next level of the TA leadership team</li><li>• Enhance organization wide recruiting processes and driving tools, oversee all recruiting activities – keep them consistent with the company goals and business objectives</li><li>• Continually evaluate and refine best recruiting practices, lead development and execution of innovative recruiting strategies and tools to ensure maximum efficiency</li><li>• Work with EPAM Senior Management Team to develop recruitment plans, align them with EPAM demand and company growth plans</li><li>• Ensure that talent acquisitions systems and programs are maintained and effectively used across the organization</li></ul> <p>- Lead large Global team in excess of 150+ members</p>

# THANK YOU

Rajeev Bhat  
Vice President – Talent Acquisition  
EPAM Systems  
Mobile phone:+44 7720087909  
Email: [rajeev\\_bhat@epam.com](mailto:rajeev_bhat@epam.com)  
Skype: Rajeev\_EPAM