RATP Dev

EMPLOYEE ENGAGEMENT AT THE HEART OF HR DEVELOPMENT

— **RATP DEV** IN SHORT —

- Activity sector: operates and maintains all modes of transportation
- Scope: present in 15 countries
- 14,500 employees worldwide
- 80 subsidiaries
- Turnover in 2015: 1 billion Euros
- 71% of turnover generated abroad

— **RATP DEV** — CHOSE

- Performance & Competencies
- Recruiting
- Compensation
- Mobility
- Talent Review

RATP Dev, a subsidiary of the RATP group, is present in 15 countries and has 80 subsidiaries around the world. The company generated 71% of its turnover abroad thanks to large-scale projects such as the Algiers metro, Austin bus network, regional railway line between Johannesburg and Pretoria, and tourist buses in Paris, London, and New York City.

Their challenges included identifying and developing employee competencies in order to make internal mobility easier and gain employee engagement. A crucial challenge is to double their workforce by 2020.

THE THREE PILLARS OF HR POLICIES

"It was really important for us to think about the group's growth by hiring international profiles. We wanted to not only attract talented profiles who can grow internationally in skilled or management positions, but also strengthen our international teams by recruiting local profiles", said Véronique Dru, Compensation, International Mobility, and HRIS manager at RATP Dev.

To overcome this challenge, RATP Dev built its policy around three pillars:
- Anticipate recruitment, attract talents and foster internal mobility
- Develop talents
- Retain and boost talents

This policy is supported by a common tool: Talentsoft.

TALENTSOFT

CHALLENGES

- Obtain a database in real-time on all the internal careers and competencies
- Develop key competencies internationally to keep up with market demands
- Encourage employee engagement and performance

RESULTS

- Group consistency relating to: common and standardised processes at the international level
- Better collaboration: of shared information by all HR participants
- Optimal engagement: user involvement and strengthening the sense of belonging

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RATP Dev chose Talentsoft for two main reasons: the easy-to-use features adapted to their business processes and the experienced and reliable project team.

ANTICIPATE RECRUITMENT, ATTRACT KEY TALENTS AND FOSTER INTERNAL MOBILTY

How Talentsoft helps RATP DEV to develop candidate pools and encourage internal mobility?

The Recruiting module, launched in July 2015, allows users to optimally manage applications and create talent pools that can be shared by HR teams across the world.

In addition to this, the internal job market provides detailed information on the positions available in the group. Employees can place their CVs online, make themselves known, and highlight their experiences. *"We encourage our employees to take charge of their mobility. With Talentsoft Mobility, employees have better visibility on positions available in the group. They can set alerts and apply for a mobility confidentially",* explained Véronique Dru.

DEVELOP TALENTS

The People Review module deployed at RATP Dev has helped HR teams and managers get involved in several strategic HR levers:

- Discuss the organisation development and the resulting HR requirements
- Share employees' career orientation and the necessary action plan
- Identify medium and long-term succession plans

Communication
Learning
Flexibility

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« We can now share information. Each country can now consult talent data from across the world. Sharing this information further promotes employee mobility and engagement. »

Véronique Dru,
Compensation, International Mobility, and HRIS manager

TALENTSOFT

RATP Dev uses Talentsoft to deploy this process in all its subsidiaries worldwide.

"Implementing Talentsoft has helped us centralise information and ensure its coherence. Moreover, this helps us define the group's training requirements framework. The tool also allows us to use the talent pipeline by job family and identify the key competencies to be developed within the group", added Véronique Dru.

RETAIN AND BOOST TALENTS

Implementing a common appraisal system allows HR teams and managers to be on the same page and better identify competencies within the group. The Talentsoft solution makes it easier to centralise and manage information coming from these meetings. It also helps implement customised action plans. At the beginning of 2015, RATP Dev decided to deploy a single, online annual appraisal form for all its operating countries.

"In the first year, the completion rate for annual appraisals was 75%. We only need half a day of training to remind our managers of the annual appraisal objectives and present the tool", explained Véronique Dru.

DEPLOYMENT OF TALENTSOFT AT THE INTERNATIONAL LEVEL

The solution is an added advantage to the subsidiaries that have been poorly equipped concerning HR management. It is a long process that requires country-specific support. *"In the project phase, we had to review our priorities, especially according to country-specific requirements and their calendar"*, said Véronique Dru.

Now HR teams and managers from each country can communicate using a common language and tool. This ensures a consistent approach worldwide, a better collaboration and the employees' engagement is strengthened. The tool is used as a true way of recognising and belonging to the group.

BEST PRACTICES

• Anticipate recruitment, attract talents and foster internal mobility
• Standardise and harmonize HR processes
• Use appraisals as a source of useful information to manage:
      - career orientation and succession plans
      - training requests framework
      - compensation
      and identify key competencies to be developed within the group.
• Encourage open communication between HR and manager teams.