



HR CareerBuilder Program

EMPLOYEE TOOLKIT

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Program Overview

- In 2019, HR piloted a formalized rotational development program designed to help employees grow their skills while gaining exposure to different areas of HR.
- Now called the CareerBuilder Program, it has expanded its eligibility criteria and scope of roles.
- This global program will provide eligible* HR employees the opportunity to gain experience, skills, and exposure to HR functions.
- There will be two cohorts. In each cohort, selected employees will spend 50% of their time completing an assignment in one HR function.
- Generally, assignments will run for about six months. However, the length of assignments may vary based on their complexity as well as the time needed to onboard, learn the basics, and meet the assignment objectives.

* See page 5 for more information on eligibility criteria.



Cohorts

THERE WILL BE TWO COHORTS. THE FIRST COHORT BEGINS ON JUNE 28 AND THE SECOND COHORT BEGINS LATER IN 2021.

- For the first cohort, six selected employees will spend 50% of their time completing an assignment in one of these HR functions:
 1. Business Management
 2. Compensation
 3. Corporate Communications
 4. Diversity, Equity, and Inclusion (DEI)
 5. Employee Engagement
 6. Risk and Compliance
- For the second cohort, five selected employees will spend 50% of their time completing an assignment in one of these HR functions:
 1. Business Management (supporting an HR Shared Services assignment)
 2. Corporate Events
 3. Employment Brand
 4. HRBP Team (supporting a DEI assignment)
 5. HR Shared Services

CareerBuilder Program Benefits

1

Continuous growth and learning

Learn and apply new skills to aid in your development, reinforcing the company's culture of continuous learning.

2

Leadership visibility

Increase your exposure and visibility among HR leadership, expand your network, and gain insights into future career paths.

3

Expanded view of HR and the firm

Gain insight into core HR processes and functions and develop a new perspective of HR and the firm.

4

Business value

Positions HR to identify and leverage its talent in order to develop integrated HR solutions that deliver business value.



Eligibility

The HR CareerBuilder Program is open to full-time, individual contributors in levels S3, S4, KM1, or KM2* with at least two years of tenure in their current role.



The program is global, regardless of your primary work location—you don't need to relocate.



You must obtain your manager's approval in order to participate in the program.



You will split your time equally between your CareerBuilder assignment and your current role.

* S3, S4, KM1, and KM2 translate to grades 35 to 43 under the old grading system.



Available Assignments | First Cohort

STARTING JUNE 28

Business Management

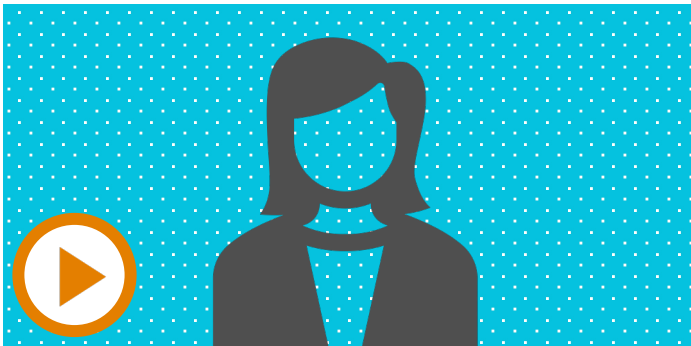
LEAD TEAM MEMBER

Toni Morrison

ASSIGNMENT MANAGER

Maya Angelou

WHAT YOU'LL LEARN/DO



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Compensation

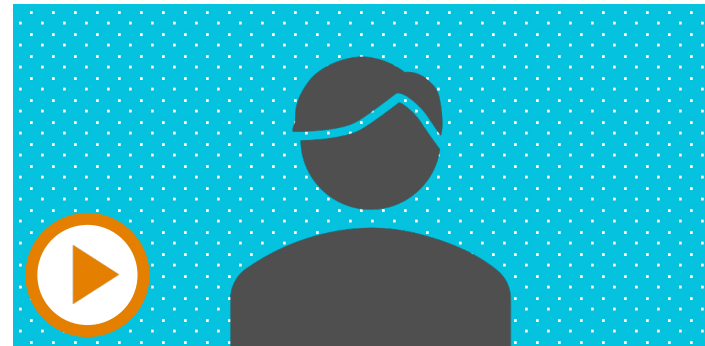
LEAD TEAM MEMBER

Oprah Winfrey

ASSIGNMENT MANAGER

Kobe Bryant

WHAT YOU'LL LEARN/DO



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Available Assignments | First Cohort

STARTING JUNE 28

Corporate Communications

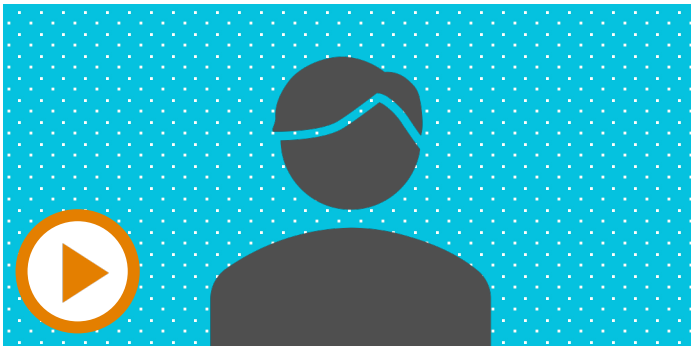
LEAD TEAM MEMBER

Jennifer Hudson

ASSIGNMENT MANAGER

Chadwick Boseman

WHAT YOU'LL LEARN/DO



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Diversity, Equity, and Inclusion

LEAD TEAM MEMBER

Rosa Parks

ASSIGNMENT MANAGER

Harriet Tubman

WHAT YOU'LL LEARN/DO



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Available Assignments | First Cohort

STARTING JUNE 28

Employee Engagement

LEAD TEAM MEMBER

James Baldwin

ASSIGNMENT MANAGER

Zora Neale Hurston

WHAT YOU'LL LEARN/DO



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Risk and Compliance

LEAD TEAM MEMBER

Mike Tyson

ASSIGNMENT MANAGER

Shirley Chisholm

WHAT YOU'LL LEARN/DO



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Available Assignments | Second Cohort

STARTING LATE 2021

Business Management / HR Shared Services

LEAD TEAM MEMBER

Toni Morrison

ASSIGNMENT MANAGER

Jesse Owens

WHAT YOU'LL LEARN/DO



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Corporate Events

LEAD TEAM MEMBER

Serena Williams

ASSIGNMENT MANAGER

Jill Scott

WHAT YOU'LL LEARN/DO



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Available Assignments | Second Cohort

STARTING LATE 2021

Employment Brand

LEAD TEAM MEMBER

Michael Jordan

ASSIGNMENT MANAGER

Jennifer Hudson

WHAT YOU'LL LEARN/DO

- Conduct marketing and research to support the monitoring and response strategy for Glassdoor and Indeed.
- Support the establishment of an employee advocacy program, assembling a team of employees to blog internally about their positive experiences, and expanding the program to allow for possible external posting.

HR Business Partner Team / Diversity, Equity, and Inclusion

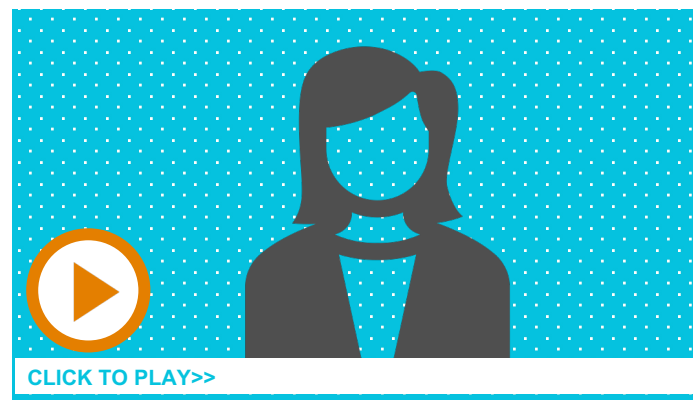
LEAD TEAM MEMBER

Kobe Bryant

ASSIGNMENT MANAGER

Aretha Franklin

WHAT YOU'LL LEARN/DO



Available Assignments | Second Cohort

STARTING LATE 2021

HR Shared Services

LEAD TEAM MEMBER

Mike Tyson

ASSIGNMENT MANAGER

Arthur Ashe

WHAT YOU'LL LEARN/DO



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How to Apply

CURRENTLY, APPLICATIONS ARE ONLY ACCEPTED FOR THE FIRST COHORT.

1 GET APPROVAL

You must first obtain your manager's support before applying.

2 APPLY

Send an up-to-date resume via email to Simone Biles, program manager, indicating your top two preferred assignments available in the first cohort.

3 INTERVIEW

Selected candidates will interview as part of the selection process.



Key Dates and Deadlines

Activity	Deadline
Submit applications for the first cohort of assignments	April 28
Interview, select, and notify applicants	May 24
Announce program participants	May 27
Conduct program orientation with participants	Week of June 7
Participants' managers transition responsibilities to create capacity for participants to spend 50% of time in new assignment	June 25
CareerBuilder Program begins	June 28



Informational Sessions

To attend an informational session, email Simone Biles, program manager, indicating whether you would like to attend session one or session two.

AVAILABLE SESSIONS



SESSION #1

WEDNESDAY, APRIL 14

Colorado – 6 p.m. local time

Maryland – 8 p.m. local time

THURSDAY, APRIL 15

Hong Kong – 8 a.m. local time

Tokyo – 10 a.m. local time

Sydney – 11 a.m. local time



SESSION #2

MONDAY, APRIL 19

Colorado – 8:30 a.m. local time

Maryland – 10:30 a.m. local time

London – 3:30 p.m. local time



FAQs

1 What is the time commitment necessary to participate in the CareerBuilder Program?

Generally, assignments will run for about six months. However, the length of assignments may vary based on their complexity as well as the time needed to onboard, learn the basics, and meet the assignment objectives.

2 Why is eligibility limited to individual contributors in levels S3, S4, KM1, and KM2?

Many factors impacted the design of the CareerBuilder Program, including HR's priorities, employee feedback, and business needs. As such, eligibility was determined based on the experience and capabilities needed to successfully complete each assignment and the practicality of splitting time between roles.

3 What are S3, S4, KM1, and KM2 under the old grading system?

There is no comparison between our old structure based on grades and our new structure based on tracks and levels—there was no one-for-one mapping. But generally, S3, S4, KM1, and KM2 translate to grades 35 through 43 in the old grading system.

4 How do I know what my Global Career Framework (GCF) track or level is?

Please ask your manager to share your GCF track or level with you.

5 Can I request consideration for more than two assignments?

You may request multiple assignments, but you're encouraged to consider how each assignment uniquely aligns with your long-term career goals.

6 When can I apply for assignments in the second cohort?

The second cohort begins later in 2021. You will receive more information on application deadlines and other important dates when they are available.



FAQs (cont'd)

7 How will my performance be evaluated during the assignment?

The process is the same as for your current role. Your assignment manager will work with you to establish objectives at the beginning of the assignment, and s/he will provide coaching and feedback. It is expected that the assignment manager will also provide performance-related feedback to your primary manager.

8 What is the impact to my pay and benefits while participating in the assignment?

Compensation and benefits will not be impacted or adjusted while participating in an assignment. Employees who complete an assignment remain eligible for year-end merit increases and bonuses, following the standard practices and guidelines.

9 What if I'm a participant and I decide that the program is not for me? Am I able to end the assignment early?

You should first talk to your assignment manager. S/he will consult with Simone Biles, the program manager, to determine next steps.

10 What will my role be when the assignment ends?

When the assignment ends, you are expected to return to your primary role on a full-time basis. If you are interested in taking on a new role, you should speak to your manager about your career goals.

11 Can or will I be promoted upon completion of the assignment?

Completing a CareerBuilder assignment does not result in a promotion. However, the hands-on experience, exposure, and education you will receive will help you to broaden your perspective, expand your network, and build new skills that will help you grow your career.

