




Muriel Augier




Personal details

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 Driving licence

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Skills

HR strategy, labour relations, and talent development

Organization design, change management, process efficiency

Support to acquisition, scale up or business transfer

Management and crisis management

Agile (mindset and practices@scale)

New ways of working, digitalization & employee experience

Microsoft certificate on Copilot for productivity

Power BI, Chat GPT, Mentimeter, Klaxoon, Mentimeter, Linked'in, SuccesFactors, Cornerstone, Workday, Oracle HCM

Profile

Expert in all aspects of Human Resources Management and Transformation I combine strategic vision with operational excellence to create agile and efficient HR Organizations. My approach, based on pragmatism and emotional intelligence allow me to succeed in complex and multicultural contexts. Besides, I'm recognized for my ability to federate and engage teams and to drive the change with pragmatism.

Employment

VP GROUP DIGITAL HR TRANSFORMATION & DATA

Apr 2022 - Present

[ACCORINVEST ESSENDI, Paris](#)

Headquarters 23,000 people in Europe Asia, LATAM. Manager (30 people including 6 internal).

- Leads the HR transformation program across the group and represents the HR function in the transformation program
- Defines and implements the digitalization strategy of the HR function.
- Defines the data and reporting strategy for the HR function
- Defines and implements the Strategic Workforce Planning approach.

Results: Definition and implementation of the HR TOM (Target Operating Model), implementation of Oracle HCM Cloud on a common platform with Finance (19,000 employees 15 countries) and digital solutions in Europe (RPA; AI). Implementation of a POC SWP on the HR function. Implementation of KPIs linked to the social dimension of ESG and employee awareness

GENERAL MANAGER RH - DIGITAL HR AND PAYROLL

Jan 2020 - Mar 2022

[RENAULT France Headquarters, Plessis Robinson](#)

40,000 employees - Management team up to 48 people including digital teams, payroll, and HR advisors

- Implemented crisis management strategies including teleworking and business continuity plans, partial unemployment during COVID
- Managing a Voluntary Departure Plans – RCC
- Led digital transformation initiatives for HR and payroll operations, integrating systems like Workday and creation of new entities

Results: €250 million in deferred expenses, partial activity ~ €100 million savings, Workforce: -8%/year, Workday implementation and process digitalization.

Simultaneous management of several payroll projects (internalization/ outsourcing) on 5000 people. Reorganization and outsourcing of activities.

HR TRANSFORMATION MANAGER - FRANCE

Apr 2017 - Dec 2019

[RENAULT France Headquarters, Plessis Robinson](#)

40,000 employees. Reorganize HR function in France in order to provide better service to internal customers and fit the company strategy. 2 years - 2017-18

- Definition of the TOM and discussion with the leaders
- Support for the implementation of the TOM (impact analysis, roadmap, employee experience)
- Interim management of a team of up to 26 people.
- Support of the Group HR Director on specific project (HR strategy, annual wages negotiation, etc.)

Results: Employee satisfaction with the HR function from 65% to 71% (survey); Stabilization of headcount despite growth in activity of +7.1%

Education

IGS : Master 2 Management & HR management
2001


IEP Toulouse : section Economics & finance
2000

Université Paris I : Master in History
1997

Agile for managers
2018

Renault Management Program
2010

Languages

English : TOEIC 935 

Spanish 

Courses

University of Paris 13 : 2016-7 - teacher Master 1 & 2

IGS HR school : Member of the jury for master 2

2019 - Participation on the white paper on the transformation manager role

Hobbies

■ Horse riding, Theatre, Swimming

STRATEGIC WORKFORCE PLANNING MANAGER

Oct 2014 - Mar 2017

RENAULT France, Plessis Robinson

In a context of Automotive industry transformation, led strategic workforce planning initiatives to align workforce capabilities with organizational goals.

- Implementation of recruitment and reskilling schemes
- Definition of the quantitative targets and challenge business on the targets
- Definition of the HR measures and implementation within the framework of a competitiveness agreement. Monitoring of the agreement through KPIs
- Lead of internal mobility policy

Result: "Over performance" of the competitiveness plan on the employment part

COMPENSATION & BENEFITS MANAGER

May 2012 - Sep 2014

RENAULT-NISSAN Alliance, Boulogne Billancourt

- Identification of country practices and benchmarking.
- Formalization of a policy and guidelines, country consultation
- Implementation of compensation module of SuccessFactors – worldwide

Result: Implementation of the HRIS in quality and planning, Decrease + 0.1% point of MOP and of the overall payroll costs in 2 years)

HEAD OF LABOUR RELATIONS

Jan 2009 - Apr 2012

RENAULT France, Lardy

2000 employees – Management of 2 people. In a context of downsizing, management of social relations in a site where CGT union was in majority

- Relations with unions and animation of social bodies
- Work to strengthen social dialogue and provide advice to management
- Management of conflicts, disciplinarys and voluntary departures

Results: Stable social climate ; CGC union victorious in the following elections

HR BUSINESS PARTNER

Jan 2008 - Dec 2008

RENAULT France, Lardy

Engineering – 400 employees at several sites. Member of the Management committee.

INTERNATIONAL HR PROJECT MANAGER

Apr 2003 - Dec 2007

RCI BANQUE Siège - 3500 salariés, Noisy le Grand

Streamlining HR processes and developing synergies (HR hubs in Europe).

- International project management (career paths, training, skills and efficiency) in connection with Renault,
- HR BP for international employee (local contracts & expatriates)

HR BUSINESS PARTNER

May 2001 - Mar 2003

NISSAN FINANCE SERVICES - 300 salariés, Londres - UK

Job and entity creation, high turnover, HR management and general resources